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**DEPARTMENT OF THE INTERIOR AND RELATED
AGENCIES APPROPRIATIONS FOR 1989**

HEARINGS
BEFORE A
SUBCOMMITTEE OF THE
COMMITTEE ON APPROPRIATIONS
HOUSE OF REPRESENTATIVES
ONE HUNDREDTH CONGRESS
SECOND SESSION

SUBCOMMITTEE ON THE DEPARTMENT OF THE INTERIOR AND
RELATED AGENCIES

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TUESDAY, MARCH 22, 1988.

SMITHSONIAN INSTITUTION

WITNESSES

ROBERT MC C. ADAMS, SECRETARY
DEAN W. ANDERSON, UNDER SECRETARY
ELAINE HEUMANN GURIAN, ACTING ASSISTANT SECRETARY FOR MUSE-
UMS
ROBERT S. HOFFMANN, ASSISTANT SECRETARY FOR RESEARCH
JOHN F. JAMESON, ASSISTANT SECRETARY FOR ADMINISTRATION
RALPH RINZLER, ASSISTANT SECRETARY FOR PUBLIC SERVICE
ANN R. LEVEN, TREASURER
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RICHARD L. SIEGLE, DIRECTOR, OFFICE OF FACILITIES SERVICES
MICHAEL H. ROBINSON, DIRECTOR, NATIONAL ZOOLOGICAL PARK
NANCY D. SUTTENFIELD, DIRECTOR, OFFICE OF PROGRAMMING AND
BUDGET
IRWIN SHAPIRO, DIRECTOR, SMITHSONIAN ASTROPHYSICAL OBSERVA-
TORY
MILO BEACH, ACTING DIRECTOR, SACKLER GALLERY OF ART
CHARLES ELDREDGE, DIRECTOR, NATIONAL MUSEUM OF AMERICAN ART
ALAN FERN, DIRECTOR, NATIONAL PORTRAIT GALLERY
MARTIN O. HARWIT, DIRECTOR, NATIONAL AIR AND SPACE MUSEUM
ROGER KENNEDY, DIRECTOR, NATIONAL MUSEUM OF AMERICAN HISTO-
RY
JOHN KINARD, DIRECTOR, ANACOSTIA MUSEUM
STEPHEN WEIL, DEPUTY DIRECTOR, HIRSHHORN MUSEUM AND SCULP-
TURE GARDEN
HAROLD PFISTER, ACTING DIRECTOR, COOPER-HEWITT MUSEUM
IRA RUBINOFF, DIRECTOR, SMITHSONIAN TROPICAL RESEARCH INSTI-
TUTE
JAMES TYLER, ACTING DIRECTOR, NATIONAL MUSEUM OF NATURAL HIS-
TORY/MUSEUM OF MAN
SYLVIA WILLIAMS, DIRECTOR, NATIONAL MUSEUM OF AFRICAN ART
EILEEN ROSE, ACTING DIRECTOR, SMITHSONIAN INSTITUTION TRAVEL-
ING EXHIBITION SERVICE
ROBERT BURKE, DIRECTOR, OFFICE OF PROTECTION SERVICES
DOUGLAS LAPP, DIRECTOR, NATIONAL SCIENCE RESOURCES CENTER
DAVID CORRELL, DIRECTOR, SMITHSONIAN ENVIRONMENTAL RE-
SEARCH CENTER
JOHN FLECKNER, ACTING DIRECTOR, ARCHIVES OF AMERICAN ART
JANE GLASER, DIRECTOR, OFFICE OF MUSEUM PROGRAMS
VIJA KARKLINS, ACTING DIRECTOR, SMITHSONIAN INSTITUTION LIBRAR-
IES
RICHARD KURIN, ACTING DIRECTOR, OFFICE OF FOLKLIFE PROGRAMS
MICHAEL LEAGUE, DIRECTOR, OFFICE OF PLANT SERVICES
WILLIAM MOSS, DIRECTOR, SMITHSONIAN INSTITUTION ARCHIVES

PHILLIP REISS, DIRECTOR, OFFICE OF DESIGN AND CONSTRUCTION
ANN BAY, DIRECTOR, OFFICE OF ELEMENTARY AND SECONDARY EDUCATION

WILLIAM BILLINGSLEY, DIRECTOR, OFFICE OF ENVIRONMENTAL MANAGEMENT AND SAFETY

MARC ROTHENBERG, DIRECTOR, JOSEPH HENRY PAPERS

LAMBERTUS VAN ZELST, DIRECTOR, CONSERVATION ANALYTICAL LABORATORY

WILCOMB WASHBURN, DIRECTOR, OFFICE OF AMERICAN STUDIES

Mr. YATES. Ms. Reporter, show the hearing as coming to order. This is the hearing on the budget for Fiscal Year 1989 of the Smithsonian Institution.

Appearing in support of the budget is Mr. Adams, the Secretary of the Institution; Mr. Dean Anderson, the Under Secretary; Ms. Gurian, Acting Assistant Secretary for Museums; Mr. Hoffmann for Research. Mr. Jameson we know. Mr. Lovejoy is not here.

Mr. Rinzler? Where is Mr. bearded Rinzler? There he is.

Ms. Leven, the Treasurer. Hi, Ms. Leven. Nice to see you. Judge Powers. We are glad to see Judge Powers.

Mr. Siegle, the Director of the Office of Facilities Services. Mr. Siegle, how are all your roofs?

Mr. SIEGLE. I'm prepared to talk to you about them.

Mr. YATES. Okay. The glass ones as well?

Mr. Robinson, the Director of the Park. Where are you, Mr. Robinson? I remember you, yes.

Mr. Suttentfield, Office of Programming and Budget. Oh! Excuse me, *Mrs.* Suttentfield. It would be strange if Mr. Suttentfield were named Nancy, wouldn't it? [Laughter.]

Mr. Adams' statement may go into the record at this point to be followed by the biographies of Mr. Hoffmann, Assistant Secretary for Research, and Ms. Gurian.

Did we put in the new director of Air and Space yet?

Mr. ADAMS. Dr. Harwit.

Mr. YATES. We should have his biography too. If you'll furnish one for the record.

[The prepared statement of Robert McC. Adams and the biographies of Robert S. Hoffmann, Elaine Heumann Gurian, and Marty O. Harwit follow:]

STATEMENT OF ROBERT McC. ADAMS
BEFORE THE
SUBCOMMITTEE ON INTERIOR AND RELATED AGENCIES
U. S. HOUSE OF REPRESENTATIVES
COMMITTEE ON APPROPRIATIONS

MARCH 22, 1988

Mr. Chairman,

It is a great pleasure to appear before the subcommittee once again to discuss the aspirations of the Smithsonian Institution, as embodied in our FY 1989 budget request. With your guidance and assistance in recent years, we have been able to reinforce in important ways the Institution's basic programs in research and research support, collections management, public services and education, and international activities, while also beginning to make progress in the critical areas of essential maintenance and repair of existing facilities. Today, I will highlight some recent program achievements, share with you an overview of the process used to establish our FY 1989 budget priorities, and describe the modest new initiatives that we propose in our request.

Recent Program Accomplishments

Quadrangle

The first and, perhaps, the most visible accomplishment occurred this past September with the opening of the National Museum of African Art, the opening of the Arthur M. Sackler Gallery, and the commencement of the programs in the S. Dillon Ripley Center. During the first five months of operation, more than 640,000 people visited these museums and public spaces. At the opening ceremony, Smithsonian Regent Anne Armstrong spoke of the purpose that the new and expanded programs in the Quadrangle will serve in increasing scholarly and public knowledge of non-Western cultures and societies. She said that the Quadrangle represented "an opportunity to emphasize both the rich diversity of these civilizations and the underlying brotherhood of mankind."

Already, the benefits of the heightened visibility of these programs have become manifest, not only in the magnitude of the visitor attendance, but also in increased support for these programs both within and outside the Institution. For example, a grant from the Rockefeller Foundation has made it possible to establish a Rockefeller Foundation Residency Program in the Humanities to support residential fellowships in Asian and African art. More recently, the Annie Laurie Aitken Trust awarded a grant to the National Museum of African Art to establish a collections acquisition endowment fund; as you know, the development of this Museum's collections is of critical importance to the continued enhancement of both its research and public programs.

Bicentennial of the Constitution

The programs and exhibitions sponsored by different Smithsonian bureaus to commemorate the Constitution's Bicentennial constitute a second major program achievement. The Smithsonian co-sponsored an international symposium on "Constitutional Roots, Rights, and Responsibilities." For this five-day program, which was the scholarly centerpiece of the Nation's Bicentennial observance, 68 participants from 12 countries convened to discuss the origin of written and unwritten constitutions and the interplay of rights and responsibilities in a democracy, among other topics. A second symposium to observe the Bicentennial of the Constitution, "Afro-Americans and the Evolution of a Living Constitution," will address the Afro-Americans' search for full citizenship and its impact on Constitutional law in the 19th and 20th centuries. The Institution also sponsored a two-day symposium on "Teaching the Constitution"; at this event noted scholars and educators presented lectures and workshops for more than 150 teachers.

At the National Museum of American History, an exhibition titled "A More Perfect Union" examines the experience of Japanese Americans during World War II in the context of constitutional issues. The National Portrait Gallery plans to commemorate the Bicentennial of the Constitution with three exhibitions, namely, "American Colonial Portraits: 1700 to 1776," "The First Federal Congress," and "Portrait of the Law." Of particular interest to the Subcommittee is "The First Federal Congress" exhibition, which the Portrait Gallery is currently organizing in cooperation with the Historian of the House of Representatives and the Curator of the Senate. This exhibition, scheduled to open in March of 1989, will feature the portraits of 40 Senators and Congressmen who were members of the first Congress, including many who were signers of the Declaration of Independence.

Reinforcement of Research Capabilities

A third major program achievement results from the reinforcement of our basic research capabilities. During the past few years, we have significantly improved support for the Institution's research programs, especially in molecular biology, biological diversity, tropical biology and astrophysics, where the Institution has the potential to make truly excellent research progress.

The National Museum of Natural History has established a molecular systematics laboratory to foster research in this rapidly developing field. Also at the Museum, researchers have begun a series of multidisciplinary and integrated biological diversity studies to enhance understanding of the composition, functioning, and evolution of natural biotas in tropical regions. This biological diversity program is the only integrated multidisciplinary program that attempts to inventory the earth's disappearing flora and fauna in a way that also registers natural changes in population abundance and dispersal.

The National Zoo has developed programs in molecular genetics and the genetic management of rare and endangered species. These new programs will allow the Zoo's researchers to supplement their long-standing theoretical expertise through the application of a variety of molecular genetic techniques. During the past year, the Zoo concentrated on the identification of genetic markers in hoofed stock species known to suffer from the detrimental consequences of inbreeding as evidenced by high juvenile mortality and reduced fertility. Future research efforts in this program include the expanded use of state-of-the-art molecular techniques through the utilization of molecular probes that permit DNA "fingerprinting."

A research program in molecular evolution and plant physiology has been inaugurated at the Smithsonian Tropical Research in Panama. Studies of molecular evolution will permit STRI's scientists to address basic questions concerning the processes of speciation, maintenance of genetic variation in populations, and the nature of population differentiation. This new program will emphasize the most promising molecular techniques used in evolutionary studies, including protein electrophoresis, restriction mapping and sequencing of nucleic acids, and DNA-DNA hybridization. No other institution in the tropics is conducting rigorous research on molecular evolution and physiology in marine and terrestrial habitats.

The Astrophysical Observatory is continuing to develop the technology for submillimeter wavelength receivers, and, in particular, to build receivers for use on existing telescopes. In addition, during this year, the design work has begun for the conversion of the Multiple Mirror Telescope at Mt. Hopkins, Arizona into a larger single-mirror telescope. I will address these two important projects in more detail when I present the FY 1989 request for Major Scientific Instrumentation. However, I want to take the opportunity to express our appreciation for the support that the Subcommittee has shown throughout the years in helping the Smithsonian maintain its pioneering role in astrophysical research.

Collections Management

Collections management remains a high priority of the Institution. A recent discussion paper on the scope of Smithsonian collections management efforts and their interrelationships answers many questions that have been posed in the past and is attached for the Subcommittee's further review. Continued progress in collections management programs throughout the Institution has been highlighted by the ongoing development of an Institution-wide automated Collections Information System. In FY 1986, the Office of the Registrar established a steering committee to plan and promote the concept of such a system, with representatives from all of the Smithsonian museums. The development of this on-line Collections Information System has been undertaken by the Institution's Office of Information Resource Management. In the natural sciences, a prototype for the system was created, using the collections of the Museum of Natural History's Department of Fishes. The system provides on-line retrieval of information for research and

collections management purposes. The Collections Information System produces computer-generated, wet labels and identification tags for specimens, as well as the numerous reports required for the daily work of the Institution.

For the Institution's art collections, the seven art bureaus have agreed upon a structure for a conceptual data model for collections data. This structure includes elements of data required for all phases of collections management, including acquisitions, conservation, loans, and deaccessioning, while providing flexibility to accommodate differences in the level of detail that an individual museum maintains for specific types of art collections. The Collections Information System will also serve as the basis for several specialized projects to integrate digital images of works of art with the collections data. At the Hirshhorn Museum and Sculpture Garden, one prototype of an advanced system is being developed, using personal computers, that will ultimately allow researchers and the public to retrieve information concerning the collections, including visual images created from digital data stored on a central computer. A second system, under development at the Museum of American Art, would enable visual images and related collections information to be stored on compact discs mastered from computer tape. These compact discs will be read by a compact disc player attached to a personal computer, either on its own or in conjunction with the on-line capabilities of the Collections Information System.

Public Services

The Smithsonian has increased the attention given to informing and educating museum visitors in general about the Institution's various programs, exhibitions, and research, and has conducted specialized outreach programs directed toward minority and other targeted audiences through initiatives in three critical areas: renovation and reinstallation of exhibitions, American Indian programs, and pre-college science and mathematics education.

During the past year, exhibition renovation and reinstallation proceeded at both the Museum of American History and the Museum of Natural History. At the Museum of American History, the reinstallation of the permanent exhibition halls is being coordinated with the renovation of the Museum's physical plant. As part of this reinstallation program, significant changes for two of the Museum's most popular attractions occurred in the last year. In the summer of 1987, the Pendulum was removed to allow for the preparation of an exhibition on the first floor; when it is placed back on display, it will be reinstalled on the second floor. In September of 1987, the "First Ladies Hall" was closed, to prepare for reinstallation in space on the second floor in 1991.

At the Museum of Natural History, funding received in FY 1988 is being used to plan the renovation of its American Indian exhibition halls. Some of the innovations planned for the proposed new American Indian exhibit complex will be tested in the existing halls.

In the area of education, the Smithsonian, in cooperation with the National Academy of Sciences, has established the National Science Resources Center to improve the quality of pre-college science and mathematics education. This Center is working closely with state and local school systems, research scientists, educational and scientific organizations, and science museums to develop high-quality materials and programs that will meet the needs of classroom teachers throughout the Nation.

Facilities Maintenance

A very important but less visible accomplishment is the increased emphasis on resolving the massive backlog of required facilities repairs for the Institution's buildings. In recent years, funding levels for maintenance, repair and preservation of the buildings have not kept pace with need. Last year we reported to you that the backlog of repairs required to ensure continued operation of building equipment and systems, provide long-term preservation of the buildings, and bring the buildings into compliance with safety and health codes and standards was estimated at \$216 million. With the support of this Subcommittee, for which we are, indeed, grateful, a substantial increase in funding was provided in FY 1988, thus allowing the Institution to begin reducing the backlog.

Improvements in the Planning and Budget Process

This brief list of program accomplishments represents a cross-section of endeavors implementing initiatives that reflect our basic Institutional commitments in collections and non-collections related research, museum curation, collections management, public service and education, and necessary program and administrative support. Through the planning and budget process, the Smithsonian strives to balance these competing demands for resources to ensure that they are distributed as effectively and efficiently as possible.

During the past year, we have reexamined our planning and budget process and implemented several new internal procedures to improve our ability to make decisions and achieve our program goals. As a result, new mechanisms for integrating and strengthening internal planning and budgeting were implemented. In large measure, these are based on a model used by institutions of higher education, whose education, research and public service programs, governance and organizational structure, and sources of funding are similar to the Smithsonian's. I would like to highlight the features of the process by which we set the Institution's FY 1989 planning and budget priorities.

First, to establish long-term program goals ahead of budget formulation, bureau and office directors were asked to assemble and submit early in February 1987 their plans and priorities for the next five years. During subsequent months each Management Committee member held extensive discussions with those directors to explore fully the issues raised. Based on those discussions, areas of common

interest and opportunity for collaborative efforts among the bureaus were identified on a preliminary basis, along with potential research and administrative support requirements. The identification and examination of the Institution-wide consequences of individual bureau plans early in the planning process contributed to improved coordination among bureaus as more refined program and budget plans were developed. After the discussions were completed, the plans and priorities originally submitted by the bureaus and offices were either endorsed in concept, or modified as indicated.

Simultaneously, Management Committee members worked with me to amplify the Institution's basic mandate "for the increase and diffusion of knowledge . . ." in order to develop a more contemporary statement of purpose for the Institution and a set of explicit goals. Effort was directed at articulating the essence of the Institution, its management philosophy, its aspirations for program quality, and its consciousness of the need to reach a wider audience in more resourceful and sensitive ways. Integral to this effort was determining "Areas of Emphasis" representative of the Institution's most important opportunities and requirements in the years ahead.

The Board of Regents endorsed these statements at their meeting in May 1987; subsequently they were issued to Smithsonian bureaus and offices as formal policy guidance for budget formulation and planning for the next five years. Bureaus were asked to prepare budget plans responsive to and consistent with that guidance. After the bureaus submitted their budget plans for the next five years, these documents guided establishment of the budget priorities embodied in the Institution's FY 1989 Federal budget request, in its FY 1988 and FY 1989 budgets for nonappropriated funds, and in its Five-Year Prospectus, FY 1989-FY 1993.

FY 1989 Budget Highlights

Let me now turn to some of the specifics of our FY 1989 budget request which totals \$252.5 million, or \$22.3 million more than the FY 1988 appropriation. In this budget, the Institution requests your continuing support for the additional resources necessary to reduce and eventually eliminate the backlog of deferred repairs in various facilities and to manage properly the increasing number of repair projects. Funding at a "current services" level for essential repair work would not permit us to keep pace with new repair work and at the same time make progress with previously identified repair projects. The remainder of the request for increased funds represents requirements to support the Institution's various "Areas of Emphasis" for achieving its long-term program goals and to cover various uncontrollable items of expense.

Salaries and Expenses

The Salaries and Expenses (S&E) request totals \$216.2 million and 4,276 workyears, an increase of \$14.8 million and 184 workyears over the FY 1988 appropriation. This request would allow \$9.3 million of program growth, with \$1.3 million of that growth directly in support of the management of an expanded facilities repair and restoration program. Also included are additional funds totaling \$5.5 million to cover basic "uncontrollable" cost increases for pay, rent, utilities, postage, and communications, including the costs of full-year funding for new positions authorized by Congress in FY 1988. A complete listing of these S&E program increases arrayed around each "Area of Emphasis" appears as Attachment 2 to this statement. Let me simply highlight some of the major program initiatives that we contemplate with the additional funding requested in this budget.

Research and Research Support

A major portion of the request for additional funding for research will enable the Astrophysical Observatory to continue efforts directed at the eventual construction of telescopes for use with submillimeter wavelengths and to continue the conversion of the Multiple Mirror Telescope to a single mirror telescope.

The FY 1989 request also reflects an indispensable change in the way the Smithsonian is now able to plan for the acquisition of such major scientific instrumentation through the S&E account. In the past, the Institution has purchased most needed research equipment as an operating expenditure through the S&E account. However, under the constraints of a one year appropriation, it became increasingly difficult to conduct orderly and cost-effective planning for the acquisition of major pieces of instrumentation that are analogous to capital costs. Instruments such as telescopes require careful research and development (R&D) over an extended period by concentrated teams of in-house scientists and technicians for sub-elements such as optics, receivers, and structural forms. In addition, the fabrication of these sub-elements, or necessary modifications to them, must be done largely in-house, or with specialized contractors, as opposed to being bought off-the-shelf.

The budget request for SAO's telescope initiatives therefore reflects the establishment, within S&E, of a line-item for "Major Scientific Instrumentation" that will accommodate no-year appropriations for these R&D costs. The no-year provision will allow the flexibility critical to the development of these telescopes and other leading-edge scientific tools, which almost by definition, involves the unknown, since researchers are pushing back the frontiers of science and technology. As a result, sub-elements of a particular instrument may develop at different rates, making funding flexibility essential.

Also still a high priority in our request for "Research and Research Support" is funding to further the efforts in molecular systematics and biological diversity begun with your support in FY 1988. Additional funding is included for the National Museum of Natural History to proceed with its inventory of the species and, thus, expand its research in biological diversity. The requested increase will make possible additional field work and collaboration with other institutions. Funding is also requested to enable the Natural History Museum to continue its development of a permanent sustainable capability for research in the field of molecular systematics, building upon the Museum's broad expertise in systematic biology encompassing both historical and ecological perspectives. Other requested research funds will allow the National Zoological Park to complete its development of the molecular systematics and evolution program through the establishment of a genetics laboratory.

Public Services

Other components of the FY 1989 budget request are to improve programs and services provided to the public. Funds are requested for the renovation and reinstallation of exhibits at the National Museum of American History and at the National Museum of Natural History. Funds for the American History Museum will permit reinstallation of major permanent exhibits throughout its three floors of exhibition space, while funds for the Natural History Museum will enable it to embark on a long-term plan for renovation of its 30 permanent halls.

In addition, funds are requested to develop the American Indian programs at the American History and Natural History Museums. Through cooperative programs offered by these bureaus, improved access to American Indian collections will be made available and new and better links will be forged with American Indian communities.

Finally, funding is requested to enable the National Science Resources Center (NSRC) to establish a teaching resource collection and information data base of science and mathematics teaching materials. This computer data base will be used by people participating in NSRC resource development projects and will be made available to science educators and teachers throughout the Nation by means of a computerized telecommunications network.

Collections Management

Collections management is a priority to which the Institution is seriously committed. Funding is requested for the Museum of Natural History for support staff to process backlogged and recent acquisitions, maintain collections accountability, and evaluate and cull collections. In addition, funds are requested to allow the Museum of American History to convert data to the Institution's Collection Information System, which supports data essential for management of collections for research, exhibit planning, and object interpretation. Other requested funds will support additional staff

-- conservators, registrars and computer specialists. A significant amount of the request is for additional collections storage equipment for the expanded and renovated areas at the Freer Gallery of Art.

Columbus Quincentenary Programs

To continue planning and preparation of exhibitions and events in commemoration of the Columbus Quincentenary, additional funds are requested for several museums and offices. Our Quincentennial observance will focus on the Americas with a creative mix of historical, topical and cultural issues and ideas through exhibitions and public and scholarly programs. Research and program development proceeds to build the foundation on which to present not only the history of the encounter of European and American civilizations 500 years ago, but also to highlight and celebrate the ensuing centuries of common experience in the Western hemisphere. Contributing to the commemoration are the Museum of Natural History, Museum of American History, the Air and Space Museum, Museum of American Art, Cooper-Hewitt Museum, Traveling Exhibition Service, Office of Elementary and Secondary Education, and the Office of Folklife Programs.

Administration and Facilities

Among the most urgent of administrative needs are additional funds for the Office of Environmental Management and Safety to continue to improve the Institution's programs in those areas. Equally important is the need for additional staff to maintain, operate and protect the General Post Office Building. Additional security staff also are required to accommodate requirements based upon final design of gallery space in the Quadrangle. These administrative requirements are in a sense uncontrollable; the Institution has an obligation to provide for the safety of visitors, employees, and the National Collections.

Additional funds are requested to implement the last phase of the Institution's new payroll/personnel system, which became operational in October 1987 through the U. S. Department of Agriculture's National Finance Center in New Orleans. Funding is also requested to allow the development of subsystems for the Institution's planned new financial information system. Planning costs thus far have been covered by nonappropriated funds.

A significant portion of the S&E request corresponds to the Institution's expanded program for facilities repair and restoration. The Institution is seeking to expand this program further in FY 1989. However, the increased workload associated with this level of repair work is beyond the capability of existing staff. Additional funding is included in this year's operating budget to staff the various administrative offices that are affected by the more extensive facilities repair program.

Repair and Restoration

The Smithsonian Institution is requesting \$20.8 million in its newly restructured Repair and Restoration (R&R) account. With the massive backlog of necessary repair work, the need to distinguish more explicitly between various categories of projects to allow more effective budget planning was underscored. Presenting the R&R account with two sub-accounts, as well as creating a new sub-account in the Construction account, will allow us to respond more effectively to changing priorities and critical needs within the different categories as they are identified. For FY 1989, funding of \$3,700,000 is requested for the initiation of a Major Capital Renewal program to replace major building systems that are approaching the end of their useful lives at several of the Institution's facilities. In addition, \$17,135,000 is requested for Repair, Restoration and Code Compliance projects.

Construction

In the Construction account, a total of \$10,150,000 is requested. Of this amount \$1 million is to enhance the Institution's planning capability for future construction projects, including the renovations necessary to make the Old General Post Office Building usable; \$2,750,000 is to design and construct laboratory and research facilities for the Tropical Research Institute; and \$3,200,000 to complete the construction of the base camp supporting the Whipple Observatory at Mount Hopkins, Arizona. Funds totaling \$3.2 million are requested for a new sub-account for Alterations and Modifications to facilities. Included in this category are projects that in previous budgets were funded in the Restoration and Renovation account. These projects, although small in scale compared to most new construction, are driven by changing programmatic needs rather than repair or preservation considerations.

Construction and Improvements, National Zoological Park

An amount of \$5,305,000 is requested for the Construction and Improvements, National Zoological Park account. This request includes funding for the highest priority repair and renovation projects at Rock Creek Park and Front Royal, as well as funding to begin modifications necessary to convert the Polar Bear Exhibit to an Amazonia Exhibit by enclosing the facility and including the required mechanical systems to support a greenhouse structure.

Closing Remarks

Over the course of its 142-year history and under the direction of succeeding Secretaries, the Smithsonian has evolved into an internationally renowned research center and the world's largest museum complex. Its activities span the globe and are devoted to research, museology, and public education in the arts, sciences, and history in the service of all mankind. The Institution is an unique establishment which has grown and prospered, pursuing its basic mission to increase and diffuse knowledge, through a partnership of private support and public funding, the latter most clearly manifest in the dedication of this Subcommittee. The partnership is critical to the Institution's ability to respond to future challenges, to maintain its excellence as the 21st century approaches, and to serve the public that is the object of its existence.

ROBERT S. HOFFMANN, ASSISTANT SECRETARY FOR RESEARCH

Dr. Robert S. Hoffmann, former director of the Smithsonian's National Museum of Natural History, assumed new duties as Assistant Secretary for Research on January 1, 1988.

Hoffmann was born in Evanston, Illinois, in March 1929. He received a bachelor's degree in zoology from Utah State University, Logan, in 1950, and earned a master's degree and a doctorate in zoology from the University of California, Berkeley in 1954 and 1955, respectively. Following his graduate work, Hoffmann spent 13 years at the University of Montana in Missoula as an instructor, assistant professor, associate professor and full professor in the Department of Zoology. From 1968 until 1986 Hoffmann served at the University of Kansas both in the Department of Zoology and the Department of Systematics and Ecology. He was also curator of mammals at the university's Museum of Natural History.

Hoffmann is a world authority on the evolution of Holarctic mammals specializing in the Arctic and mountainous regions of the world, as well as the mammals of the USSR, China, and Central Asia. Before coming to the Smithsonian in the spring of 1986, Hoffmann was Summerfield Distinguished Professor of Systematics and Ecology at the University of Kansas. He also served as associate dean of the College of Arts and Sciences for three years (1978-1980 and 1981-1982) and as acting dean for one year (1980-1981). Prior to 1981, Hoffmann served as chairman of the Department of Systematics and Ecology (1969-1972), and as acting chairman of the Division of Biological Sciences (1976-1977).

Hoffmann's career in research and administration has involved extensive experience in the international scientific arena as well as considerable experience in the field of science policy, having served on the U.S.-U.S.S.R. Joint Commission on Science Policy of the National Academy of Sciences from 1974 to 1982 and on the NAS Advisory Committee on the U.S.S.R. and Eastern Europe from 1970 to 1975, and he has travelled extensively throughout the world and conducted fieldwork in Alaska, Canada, the U.S.S.R., and China, including Tibet. Hoffmann speaks and reads Russian.

Hoffmann is past president and first vice president of the American Society of Mammalogists. He has served on that society's board of directors for 20 years, and was chairman of the ASM Committee on International Relations for eight years. He is currently president of the Society of Systematic Zoology, and has served on numerous other advisory committees and organizations. He is a Fellow of the American Association for the Advancement of Science, and a member of American Association for Quaternary Research, the Ecological Society of America, and numerous other organizations.

Hoffmann is co-author or editor of six books and more than 200 scientific papers. His research has included a study of Pleistocene mammals and reflects a broad morphological knowledge of fossil mammals as well as a grounding in the newer techniques of biochemical systematics and molecular evolution.

ELAINE HEUMANN GURIAN

Elaine Heumann Gurian is the Deputy Assistant Secretary for Museums at the Smithsonian Institution. Her primary responsibilities at the Institution include oversight of museum training programs and museum education and interpretation activities. Prior to her arrival at the Smithsonian in April 1987, Gurian was Associate Director of The Children's Museum, Boston and, before that, the Director, Exhibit Center at The Children's Museum. From 1969 to 1972, she was the Director of Education at the Institute of Contemporary Art in Boston.

Gurian has also been an active member of the American Association of Museums and has served as Vice President (1982-84) and, most recently, as Treasurer (1984-86). Gurian currently serves on the AAM/Education Advisory Committee.

Gurian received her B.A. (History of Art) from Brandeis University and M.E. (Elementary Education and Art) from the State College at Boston.

MARTIN O. HARWIT

Martin O. Harwit is director of the National Air and Space Museum. Before coming to the Smithsonian Institution in August 1987, he served in a variety of positions at Cornell University in Ithaca, N.Y., including chairman of the astronomy department, professor of astronomy, and co-director of the History and Philosophy of Science and Technology Program. His research interests include observational astronomy, theoretical astrophysics and the history of astronomy and astrophysics.

Harwit was born in Prague, Czechoslovakia in 1931. He received a bachelor's degree from Oberlin College in 1951, a master's degree from the University of Michigan in 1953 and a Ph.D. from the Massachusetts Institute of Technology in 1960—all in the field of physics.

In the 1960s, Harwit established research groups at the Naval Research Laboratory in Washington, D.C., and at Cornell that built the first rocket-borne telescopes cooled to liquid helium temperatures. These were capable of sensing infrared radiation—heat-emitted in distant cosmic sources, by operating outside the Earth's heat-absorbing atmosphere. Today all infrared space instruments use similarly cooled telescopes for astronomical observations.

In the mid-1970s, he began studying the history of astronomy and space science as it relates to public policy issues. One result was "Cosmic Discovery," a publication that has been translated into several languages and is used as an aid to formulating space policy both in the United States and abroad.

In 1983, he was appointed to the Chair in Space History at the National Air and Space Museum for a six-month term.

Since 1985, Harwit has served as chairman of the National Aeronautics and Space Administration's Astrophysics Management Working Group. He is also a member of NASA's Space and Earth Science Advisory Committee, the American Physical Society and the American Institute of Physics and an external member of the Max Planck Institute for Radioastronomy in Bonn, West Germany.

He has published three books on astrophysics and astronomy and is the author of more than 170 articles on scientific subjects. He also holds a number of patents for technical innovations.

Mr. YATES. Mr. Adams, tell us the state of the Smithsonian.

Mr. ADAMS. You have copies of my statement outlining the past year at the Smithsonian, Mr. Chairman, and highlighting items in our request for Fiscal Year 1989. I would be grateful if you would include that statement in its entirety in the record of the hearing. But I would like to paraphrase it.

SECRETARY'S STATEMENT

Mr. YATES. Well, that's in the record, isn't it? Is there another one that I should put in?

Mr. ADAMS. I would like to highlight certain aspects of it in an oral statement rather briefly, if I could.

Mr. YATES. You may, indeed.

Mr. ADAMS. In particular, I would like to address some items that are within the purview of the Committee, but not addressed specifically in the present budget request.

What I will not paraphrase is my personal appreciation and that of my colleagues for the constancy of the goodwill that the Subcommittee has extended to the Institution across the years. We are acutely aware of the limits of the Federal budget, the difficulty of the decisions you must make and the stringencies faced by many agencies. Your support for our efforts reflects, we believe, an understanding of the importance of the mandate that guides these efforts, as well as an expression of confidence in them and a challenge to ensure their effective continuation.

The Board of Regents and I are particularly grateful for the increased level of support you provided in the current fiscal year that has permitted us to deal comprehensively with the massive backlog of repairs and preservation of the Institution's physical facilities. These are as important to the fulfillment of our mandate as are our collections and staff, and like those resources, with which we have also been entrusted, must be brought up and maintained at the same high standard.

I am pleased to report that as a result of concern, as well as encouragement within and outside the Institution, we are now fully engaged in wide-ranging actions to ensure that our programs and our staff represent the cultural and ethnic diversity of our Nation. Among these actions are a recently announced plan to simplify the hiring of minority professionals and a strengthening of our search processes for senior managers. In addition, we are examining ways to increase advancement opportunities for current employees, and many of our museums and officers are now engaged in reviews of program involvement, content and presentation. Over the coming years I am confident that we will see important changes in the Institution and in the way it is perceived and accepted by the full range of audiences it was established to serve.

As we look around the corner of this decade and toward the end of this century, we are mindful of extraordinary opportunities that lie ahead for the Institution. We sense as well problems, the outlines of which we have not yet fully defined and, as a result, for which we cannot even begin to suggest solutions.

We continue to believe that the collections of the museum of the American Indian, Heye Foundation in New York, may yet provide the singular opportunity to establish a national museum of the American Indian on the Mall here in Washington. As you know, we discussed a proposal in that regard with the museum's board of trustees last June, but suspended negotiations in August when it became clear that they would be fruitless until certain political and legal issues, to which we were not a party, were resolved in New York. To the best of my knowledge, efforts to resolve these issues are continuing. I would hope that a conclusion is reached soon. Otherwise, I fear that the collections may suffer the exigencies of time and environment and eventually be lost to the public at large and to the cultures from which they were derived.

Another opportunity, as well as the fulfillment of a critical need, is present in the prospect of an extension of our National Air and Space Museum. At their meeting on February 1, the Board of Regents approved a proposal to proceed with the development of a program of requirements, the first step in the total process of planning for an extension.

I have appointed a small working group of key Smithsonian staff to assist in that work which, among other issues, will not only define the nature of the extension, but also the nature of the activities housed in the Museum on the Mall and the interrelationships of both.

Clearly, in terms of our own need and those of our visitors, it makes no sense to have one mirror the other. It also is clear that while an extension will give us a substantial increment of new space in which to illustrate more fully basic principles of science and technology, the international aspects of the development of air and space flight, and the technological derivatives and applications of these activities to planet earth, how and where these and other museum programs take place remains to be determined in the course of our planning.

These prospects, as well as that represented in the planning funds we seek in the current request for the Old General Post Office Building, are forcing us to examine more thoughtfully than

we have ever done before the interstices of need, such as those for additional collection storage, library and archival facilities that cut across a large number of Smithsonian offices and bureaus with requests for specific projects that are rooted in an individual bureau or discipline, such as air and space or art history.

The problems I alluded to earlier are, in fact, a series of questions of decisions in which the needs of a single museum and a target of opportunity, such as an available or prospective building, must be considered within the universe of the Institution. Requirements for similar kinds of space in other bureaus must be factored into such an equation, as must the knowledge that not all of the bureaus can attract outside support or be serendipitously located near vacant historic structures. Bureau needs for space must be addressed in the total Smithsonian context because they are not each a ship on its own bottom, but rather institutional commitments to the increase in diffusion of knowledge. The answers to such questions and the decisions they entail are central to the vigor with which the Smithsonian approaches the 21st century.

Mr. Chairman, I look forward to our discussion and to your questions and those of other members of the Subcommittee.

Mr. YATES. Might I note in your statement that the number of objects in the Smithsonian collections has been moved up from 100 million to 134 million. The estimate of 100 million was given to us at the time when the perpetual inventory was proposed. And now it appears that has been increased to 134 million.

In your judgment is that now accurate or are you constantly finding new things?

Mr. ADAMS. I doubt there can be such a thing, Mr. Chairman, as a complete and final count of objects in the sense that for some purposes it is appropriate to count individual pot shards, let's say, as individual objects, and for others to count them as parts of a single collection. The number is always in a sense subject to whatever the definitions are that the count began with. This is a far more accurate count than we have ever had before.

NATIONAL ZOOLOGICAL PARK

Mr. YATES. It is suggested to the Committee that it might be well if we greeted our visitors. We have some birds with us this morning. Mr. Zoo Keeper, do you want to tell us about what you want to tell us about?

Mr. ROBINSON. I apologize for the intrusion (as bird sings).

Mr. YATES. Well, don't apologize. They're welcome. It isn't very often we have such handsome visitors. [Laughter.]

BALI MYNAH

Mr. ROBINSON. This is Arthur Fiedler, who is a Bali mynah, Rothschild's mynah, from the Island of Bali.

Mr. YATES. Is that a talking bird?

Mr. ROBINSON. He sings but does not talk.

And he represents a species that almost went extinct. If it hadn't been for North American zoos, he would be extinct. When we started the rescue program there were less than 70 left on the Island of Bali, and we have bred them in Front Royal. There are more than

180 in the United States at the moment. He is an object of concerted conservation effort. And this year 18 pairs went to Surabaya for the start of a reintroduction program. We bring him along as an intellectual object.

AFRICAN CLAWED FROG

I also have here a less handsome beast. This is the African clawed frog, and I brought this along to make the point that it isn't a question—if I may approach?

Mr. YATES. Sure, you may.

Mr. ROBINSON. It isn't a question of beauty that determines an animal's interest in the world. This frog is the source of a whole new family of antibiotics which is really exciting. The creepy crawlies and the slimies are as important in conservation as the beautiful things like the Bali mynah.

This has been discovered at NIH by Michael Zasloff. It's a really exciting story. It makes tropical biology extremely important because it is in the kind of battlefield of the tropics where bacteria and fungus attack so many organisms that the antibacterial compounds and the fungicides evolve. And this is just one case of an animal that we are preserving.

Mr. YATES. Now, how does he attack?

Mr. ROBINSON. He has a skin secretion. Since he lives in water teeming with bacteria, if he gets cut, he would get infected if he didn't have a skin secretion to attack the bacteria. And the new antibiotic lies in this slime on his skin. We found through studies of leaf cutter ants a new fungicide which attacks more than 30 kinds of pathogenic fungi that affect human beings.

RED-TAILED HAWK

We have one more exhibit, if we may. This is Linda Moore of our bird staff. If you could be very, very quiet please because we are going to get this hawk out of the cage. We have never done it before. [Laughter.]

Mr. ROBINSON. I think the worst that could happen is that somebody might be defecated upon. [Laughter.]

Mr. YATES. What is so unique about the hawk?

Mr. ROBINSON. Linda is going to tell you that. You can always tell bird keepers. They have feathers.

Mr. YATES. Is she also a falconer?

Ms. MOORE. Not really. This is the only bird I handle in this manner.

This is a red-tailed hawk which is a species that is quite common throughout North America. This is a rather special bird in that he is a gunshot victim. He is blind in the left eye. We do educational programs with Bullet. And we use him as a link between the recreational aspect of the Zoo, which is why most people come to the Zoo. Thank you, Arthur. [Laughter.]

And also, we want the people to learn something while they are there. So, we use Bullet as a draw. We bring him out and immediately we have people's attention. That opens the situation for learning.

Bullet, again, was a gunshot victim. He was shot on the left side. He was rehabilitated. Unfortunately a piece of the pellet went through his left eye and left him permanently blind. Therefore, he is not able to go back to the wild because, of course, hawks are very, very dependent on their vision for hunting purposes. So, he is our educational bird.

Mr. YATES. Thank you very much. I'm very impressed. We have had some unique presentations before this Committee. We had Yoyo Ma with his cello playing unaccompanied Bach, and now we have Arthur and Bullet. Thank you very much.

Ms. MOORE. Thank you.

ASTROPHYSICAL OBSERVATORY

Mr. YATES. Now we have a movie. Is this the zoo's movie? Oh, Dr. Shapiro. Would you like to show it now, do you think? Does this show your computers too?

Mr. SHAPIRO. Well, it shows off the product, but since you mentioned the computers, let me on behalf of all the SAO scientists thank the Congress deeply for its resurrection of our computer equipment replacement and improvement program. It really has made an enormous difference in what we have been able to do. We are very appreciative.

Mr. YATES. Thank you very much.

Mr. SHAPIRO. Thank you.

What I wanted to do today was describe one aspect of SAO research that among other things indicates the powers of the partnership between science and technology: both nurture the other. The particular research I want to talk about is based on a rather exotic technique conceived about 20 years ago by a dozen scientists in the United States and Canada, among which were several from SAO. This technique's point is the ability to measure angles very accurately angles and to use such measurements of angles and changes of angles to measure distance very well.

To give you just a brief hint of how accurately angles can be measured with this technique—and this is just an analogy. We don't actually do this with nickels. Here you see a picture of Thomas Jefferson on the nickel.

Mr. YATES. I would guess on the basis of your budget, you usually use dollars. [Laughter.]

Mr. SHAPIRO. Actually I usually use pennies for this illustration, but I didn't happen to have one today. Inflation.

If you look, you can just barely see his eyebrows up close. But with the technique we have, we can measure angles so precisely that we could distinguish the eyebrows on this nickel if the nickel were held in Chicago and we were viewing it from where you are now. I mean, it's an unbelievably precise technique.

It was originally conceived for astronomical applications for measuring distances in the universe. But we soon realized, almost immediately in fact, that it had important terrestrial applications as well.

What we have used it for most recently at the observatory is to do several path-breaking measurements of the size of our galaxy by taking advantage of the fact that we can observe clusters of cosmic

masers and monitor their angular separation with time and through a technique, through mathematics I won't take you through, we can infer the size of our galaxy.

We have also been able to observe a supernova exploding and monitor the size of that expanding supernova shell with time to infer the distances to neighboring galaxies, and from there infer in a quite competitive way a good estimate of the size of the entire universe and concomitantly the age of the universe.

So, this has been very fruitful. And the technique itself is based on using radiotelescopes that are spread around the world, but act as if they were one telescope the size of the world. And that is the basis for the extreme angular precision. In order for these telescopes to act as one, each one of them has to have a very, very precise atomic clock. And most of these sites around the world, in fact, are equipped with atomic clocks made by other scientists at SAO.

SAO MOVIE

Now I guess it is time for the famous movie. This movie was developed by Matt Schneps at SAO over the past few weeks on nights and weekends. And it is an unusual movie. It is sort of an allegory suffused with analogies, all connected figuratively with strings, strings being the most primitive way of measuring distances. And they are more useful the more taut the string is stretched. With that brief introduction, could we turn off the lights?

[A film was shown.]

Mr. SHAPIRO. This is the title, "Taut Strings Strung Taut." And this is a tennis match in Key Biscayne actually. And by seeing the angle through which the heads of people move, you can tell how far they are from the tennis court. This is an indication of the competition between the two techniques of measuring astronomical distances that I mentioned.

Now, we can see from the people watching, that that person whose head moves through the larger angle must be closer to the tennis court than the person who follows this whose head moves through a smaller angle. The point is if we measure the angle through which the head moves, we can tell how far they are from the tennis court. And that is sort of an analogy with how we do it with radiotelescopes.

Here is a view of the heavens showing some of the various objects that we can use to apply this technique on in the heavens. Here are those cosmic masers I mentioned that are shot out from young forming stars and whose changes in angle allow us to infer the distances to these stars, and hence the size of the galaxy among other things.

Mr. YATES. That's amazing.

Mr. SHAPIRO. Here we see a few different galaxies, and in a moment you will see a supernova explosion in one of the galaxies like the one that went off a year ago over the southern hemisphere. Here you see the explosion, and we can actually monitor the change in angular size of these shells of material that are shot out during the supernova explosion.

And here are the telescopes we used. That one was in Nobeyama, Japan. This one is in Onsala, Sweden. That one is in Goldstone,

California. And this is the very large array in New Mexico. These are just a sample.

Another illustration of the accuracy of the technique is the astronaut's footprint on the moon. We could distinguish the separation of the ridges on his footprint from measurements on earth.

And here you see a camera taking a picture and the camera takes the sharpest picture when the distance is set right. So, by knowing how in our computer to arrange the distance to get the sharpest picture, we can actually infer the distances between the continents by these radiotelescopes you saw.

Here is an illustration of the continental drift that we can measure with this technique—250 million years of continental drift compressed into 10 seconds.

And here is just a higher frequency motion recorded by a seismograph of the earth.

We hope to have a really important practical application to come out of these measurements. We can measure in less than 24 hours the distance between the telescope in the United States, say, and one in Europe with an error less than the size of my thumbnail. And by making these repeated measurements we can monitor the motions of the continents and actually intracontinental motions as well.

MASER

Mr. YATES. What is a maser?

Mr. SHAPIRO. My wife asked me the same question. I said no one will ask me what a maser is. [Laughter.]

Mr. YATES. Is there no definition?

Mr. SHAPIRO. Of course, there is. A maser is an acronym like everything else these days. And it stands for microwave amplification by stimulated emission of radiation. That helps you a lot, of course.

Mr. YATES. Obviously.

Mr. SHAPIRO. Have you heard of a laser?

Mr. YATES. Yes.

Mr. SHAPIRO. That's the same thing except the M is replaced by an L and L stands for light. If you want an explanation in terms of atomic physics, what happens is you can stimulate atoms to go from the ground state into a higher state. And then when they cascade by themselves down to the ground state and give off radiation, this radiation stimulates other atoms to do the same thing. And the end result is a very, very precisely tuned wave; that is, the wave is very precisely at one frequency. And it has many applications, both microwave and in optical and visible light.

Mr. YATES. Is there any connection between your explanations of your physics and the atomic experiments you are talking about and the prospective supercollider?

Mr. SHAPIRO. Not really. That is at several depths below in terms of probing the nature of matter. They are going far below the atomic structure.

Mr. YATES. I take it your experiments build on whatever is discovered there?

Mr. SHAPIRO. Well, there is a very strong partnership that has developed over the last 10 or 20 years between elementary particle

physics, which is what will be explored with the superconducting supercollider—

Mr. YATES. If we ever get one.

Mr. SHAPIRO. Right—and what happens in the very early universe where the energies achieved are far, far higher than anything even the superconducting supercollider could achieve.

Mr. YATES. Is there any connection between your experiments and progress in fusion?

Mr. SHAPIRO. Not directly except, of course, the existence of fusion was demonstrated first in astronomy because it is, after all, fusion power that keeps stars burning brightly.

Mr. YATES. Well, I did know that. But I mean, it struck me, when I saw all these explosions, that perhaps there was a relationship.

Mr. SHAPIRO. Well, in fact, the supernova enabled us to verify in quite a lot of detail the fundamental inferences about how a star draws energy and what happens when it dies in a supernova conflagration.

PURPOSE OF SMITHSONIAN

Mr. YATES. Thank you very much for a very interesting presentation.

It raises a very interesting question as to the purpose of the Smithsonian. You are diffusing knowledge among mankind.

We were talking the other day, as it happens. You probably know that we also have the budgets for the arts and the humanities. And the comparison was made between the budget for the National Science Foundation and the budget for the arts and the humanities. And the question was raised as to whether there is an adequate balance between them. The National Science Foundation—and I don't underestimate its value—has a budget I think of \$2.5 billion. The arts have one of \$168 million, and the humanities are at about \$140 million.

Do you do enough in the Smithsonian to weld a partnership between the humanities, say, and the sciences?

Mr. ADAMS. Well, I'm somewhat troubled over that term "weld" in the sense that—

Mr. YATES. All right. Use your own verb.

Mr. ADAMS. It seems to me that we need to embody the full range or that portion of it which historically grows out of our collections and our major emphases. And we need to provide opportunities where we can for a dialogue to go on across various parts of that enormous spectrum.

Mr. YATES. But certainly your arts and your museums and your discussions, your various programs that you have, and entertainment and lectures are explorations or demonstrations of various aspects of the humanities. And I wonder whether there is any kind of an effort being made in the Smithsonian to bring these into some kind of a relationship. I think it ought to be made somewhere along the line. It seems to me that the Smithsonian presents a natural arena for it.

Mr. ADAMS. Mr. Chairman, I think it goes on all the time. In fact, last week I attended a very interesting exploratory session of a group that was concerned with the role of objects, objects wheth-

er those be works of art or whether those be pieces coming out of an archaeological or a natural history context, but with the different ways in which they could be studied. And the group that had come together to work on this was composed of a series of natural scientists, on the one hand, but also of art historians and museum curators and so on. And they saw in the significance of objects and in the way in which they were used in our exhibits and so on, an opportunity to come together on very common questions. And we are doing so. I think that is really one recent example of something that, in fact, goes on all the time.

I don't think you can sort of legislate a welding. That was the reason I objected to or was uncomfortable with that term. Specialization is real. It is necessary for our fields to go forward, and yet you do have to create opportunities to show that this is a continuum and that there are bonds that link this entire range.

But let me speak for a moment to another aspect of the point on which you began. I think there is reason to be uncomfortable with the way in which funds are distributed in this country across this entire range. I was speaking only two weeks or so ago with one of our regents, William Bowen, who now runs the Mellon Foundation. And he has been——

Mr. YATES. I think he was the one I had the discussion with. He came in to testify.

Mr. ADAMS. He has been plotting the distribution of private foundation funds, and was very disturbed at the time I talked to him to have found that, in fact, there has been a plateauing of private funds at about the \$50 million level to the humanities, and was concerned at a time when there have been substantial cuts in the budget of the National Endowments, for example, private foundations apparently have not come forward to readjust their own budgets accordingly. I think it is a matter of concern.

ASSOCIATED DISCIPLINES

Mr. YATES. Should there be a special program in the Smithsonian for this purpose to oversee this?

Mr. ADAMS. Well, we have an Office of Interdisciplinary Studies whose charge is precisely to find ways of focusing attention across the usual disciplinary barriers. And I think it has done many wonderful things. And I think it will continue to grow.

It is an interesting question whether that effort ought to be intensified. And we haven't considered that possibility in a programmatic way. It grows in an ad hoc way very largely with funding that is obtained from special sources and not from the Federal budget.

Mr. ANDERSON. I think that it might also be worth noting that the National Zoo's eighth public symposium is forthcoming not too long from now. Its principal topic is going to be the missing ingredient in conservation questions internationally, and that's culture; how the two interplay against each other—the natural world and human culture—and how those two intersect with public policy decisions. It will be a major scholarly symposium on that question.

AFFIRMATIVE ACTION

Mr. YATES. Let's get into another subject that has a very deep and very important and very emotional content, and that is the subject of affirmative action.

There is in the Smithsonian a committee under your wider audience initiatives, the Cultural Education Committee under the chairmanship of one of your regents, Mrs. Jeannine Smith Clark.

And I propose to put the list of the members of the various committees in the record at this point.

[The information follows:]



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Arapaho

Mr. YATES. You have the Cultural Education Committee. You have your Committee for a Wider Audience, and you have the liaison officers for that committee.

Your Cultural Equity Subcommittee of the Smithsonian Cultural Education Committee is made up of Mrs. Peggy Cooper Cafritz, Chairperson Emeritus of the D.C. Commission on the Arts; Judge Ricardo Urbina, presiding judge of the Family Division; James Carter, Congressional liaison to Congressman Conyers; Richard West, partner in the law firm, Fried, Frank, Harris, Shriver and Jacobson, and a member of the Cheyenne Arapaho Tribe of Oklahoma; Margaret Bachelor-White of the Department of Energy.

She sent you a memorandum on January 29, 1988, and it shows in the attachments to that report a list of the figures showing employment and membership in the Smithsonian extending from the Board of Regents through a management committee, the Council of Bureau Directors, the Council of Information, the Secretary, the Under Secretary and Director, various major grades in the Federal service in social sciences, biological sciences, budget, legal, information arts, medical, veterinary, engineering, library sciences, mathematics and education.

I take it you have looked at those tables.

Mr. ADAMS. Yes, we have.

Mr. YATES. Are they accurate?

Mr. ADAMS. I don't know that we have replicated the counts, but I would say they are approximately accurate. Yes.

NATIVE AMERICAN PROGRAM

Mr. YATES. I guess we should have asked more questions over the years. For the budget for 1982 I asked then Secretary Ripley about the Native American program. And I read from page 986 of part 5 of the 1982 hearings.

"Mr. Yates: Who benefits from the increase of \$300,000?" I refer to the Native American program.

Mr. Perot answered. He has since left the Smithsonian, and is now at the museum in Richmond. He replied by saying, "The Native American community will benefit from this program both through training and workshops we intend to give in various parts of the country, through a series of exhibitions selected from our own collection, as well as through advice given the Native American museums on problems of conservation and other aspects of museum management. There is also a small increment for the acquisition of contemporary Native American artifacts which will be circulated through those communities."

EQUAL OPPORTUNITY PROGRAM

Then I moved to the equal opportunity program, and I asked the question: "How much is presently available for the Office of Equal Opportunity? You want \$57,000."

And Mr. Yellen replied, "That office has a base of 309,000 Federal dollars and \$119,000 unrestricted trust fund dollars." About \$450,000.

"Mr. Yates: What has that office done that we can point to with pride? Anything specific?"

And Mr. Jameson replied, "Its principal role is to be of help to the Institution in terms of equal opportunity and affirmative action programs in terms of new hires to the Institution and programs for the existing staff. One thing I would mention particularly, which has started this year"—that's seven years ago—"we have had two incoming classes in a cooperative education program. We have had five students come on board in September. Five additional students came on board this January, and we would expect to repeat that and approximate that level later this year. We are building to a total of some 20 to 30 students."

And then Judge Powers says, "This office is extremely helpful to our office. It has a network of consultants and advisors in the equal opportunity area."

Now, I should have asked Mr. Powers at that point to place in the record his network of consultants and advisors. And I suppose I should do it now.

Do you still have consultants and advisors, Judge Powers?

Mr. POWERS. I don't have them, but the Office of Equal Opportunity has—

Mr. YATES. Is that yours? Whose office is that?

Mr. ADAMS. Mr. Jameson's.

Mr. YATES. Mr. Jameson. Do you still have that, Mr. Jameson?

Mr. JAMESON. There are counselors in that office.

Mr. YATES. How many do you have?

Mr. JAMESON. I guess 25 in our bureaus and offices. Their principal role is to serve at the informal stage to resolve employee complaints. But there are also people then a little higher up on the staffs of each of the bureaus whose principal role is to deal with larger issues of affirmative action. Usually they are people up to the assistant director level.

Mr. YATES. And these are consultants. How many people do you have in your office? Are these employees of the Smithsonian?

Mr. JAMESON. Yes. These are all employees.

Mr. YATES. Well, the answer that Judge Powers gave us at that time was that you have a "network of consultants and advisors." And my question is do you still have a network of consultants and advisors? And your answer is yes?

Mr. JAMESON. I don't know what was meant by the answer, Mr. Chairman. As necessary, we call upon people outside the Institution to advise us on aspects of this program, as witness the Cultural Education Committee and others.

CULTURAL EDUCATION COMMITTEE

Mr. YATES. Well, is your Cultural Education Committee part of your network of consultants and advisors?

Mr. JAMESON. Certainly, yes.

Mr. YATES. How long has that committee been in existence?

Mr. RINZLER. It was established in January of 1987.

Mr. YATES. What was the network that you had before February, 1987, Mr. Anderson?

Mr. ANDERSON. The 25 or so staff members that Mr. Jameson is referring to are people who are employed by the Smithsonian not for that specific purpose, but to pursue their respective jobs. In ad-

dition to their respective jobs, they have as an integral responsibility being an equal employment opportunity counselor to their fellow workers in their home bureau, if you will.

Mr. YATES. All right.

Then Mr. Powers goes on with his answer in the 1982 hearing. "The state of the law is not widely understood by employees. They don't know their rights. The consultants have done an excellent job in listening to people's complaints and advising them of what their rights are and then trying to conciliate whenever possible."

And then later on page 987 Mr. Sam Hughes comes along and says, "A further comment on equal opportunity. While the overall employment of the Smithsonian is rather good, it reflects a heavy employment of minorities in the protective and custodial jobs." That is still true, isn't it?

Mr. ANDERSON. Yes, that is.

Mr. YATES. That is seven years ago. "Where we have had difficulty over the years," says Mr. Hughes, "is in professional positions particularly scientific professional positions, and there is a network of employees within the institution that does not reach out adequately, and not historically for the minority institutions and groups where we might find qualified minority employees, particularly in the professional and scientific grades." And that is still true, isn't it?

Mr. ADAMS. Yes, that is.

Mr. YATES. Here we are seven years later. Does that mean that this situation cannot be corrected, or that the Smithsonian hasn't tried hard enough? Which does that mean?

Mr. ADAMS. I don't think it means either. I think it means that we for a long time did not try hard enough. I think it can be corrected. I think we are in the process of taking major steps that will take us a substantial distance towards correcting it in the course of the current year.

Mr. YATES. I continue with Mr. Hughes' reply. "The Office of Equal Opportunity has been of considerable help in gaining slowly but somewhat in the scientific and professional areas." It is pretty slow still. "Progress is slow," he continues, "because the base is not there." What does that mean?

Mr. ADAMS. The number of qualified professionals who are minorities.

Mr. YATES. Are not there?

Mr. ADAMS. The numbers are very small, and it is not surprising that in fields such as natural history which, of course, is our largest concentration of professionals, the tendency on the part of not only minorities in general, but of the historically black colleges and universities has been to focus primarily on careers in medicine and the health sciences where, frankly, the opportunities are greater than they are in natural history.

Mr. YATES. Mr. Hughes goes on and says, "The Office of Equal Opportunity has been helpful in identifying people who are out there." Apparently they have not had to identify many people, though, have they?

Mr. ADAMS. Well, Mr. Chairman, I think Mr. Hughes' hopes or confidence that the Office of Equal Employment Opportunity was

the right place to place the task of identifying qualified candidates were misplaced hopes.

What we have now done as an alternative is in a sense to make it clear to each of the bureaus that we are, as a matter of priority, going to be looking for qualified minority candidates and are going to be first making choices among those we can identify. And at that point the people in the bureaus become determined to go out and find appropriate candidates. And they are doing so. We are very close now to having a list of recommended priorities in the field of minority candidates come forward from each of the bureaus, and we will be making aggressive efforts to hire from those lists.

I have been very impressed by the ability of the bureaus to generate lists of qualified candidates when it became clear that the institution was going to be pressing ahead in this direction.

Mr. YATES. I gave a copy of the Cultural Equity Subcommittee's report to Chairman Carlisle Humelsine of the Executive Committee of the regents. And he wrote me on March 17, 1988, and his letter may go into the record at this point, together with all the enclosures that came with that letter. And I'll describe them.

HUMELSINE LETTER

He said, "The Secretary stated his personal commitment to addressing the challenge of affirmative action in his written statement for Smithsonian Year 1987"—and I have that and that will go into the record—"which he circulated to many of the bureau directors with a January 6 memorandum soliciting their support.

"Shortly thereafter, the Secretary's Management Committee, as well as many of the bureau and office directors met on January 27 especially to discuss the subject of affirmative action with a heightened sense of concern. (This is the annual review presented by the Office of Equal Opportunity, in which the report prepared for the board is discussed.) This year's meeting reportedly elicited a particularly frank and far-reaching exchange of views.

"Just before the Regents' meeting on January 29, Peggy Cooper Cafritz met with Bob to deliver and discuss her subcommittee's report. While he feels the document is overstated and inaccurate in a number of details"—is that true?

Mr. ADAMS. Yes. But as Mr. Humelsine goes on to indicate in that sentence, those are not really significant.

Mr. YATES. "He urges that we pay little attention to these and concentrate on the fundamental criticism contained in the document; there is a clear and compelling case that women, and more especially, minorities are under-represented on the senior professional and administrative staff.

"Bob and his associates are currently engaged in drafting a thoughtful reply; as he explained to the Regents at our meeting (as noted in the Minutes, pages 16 and 17), he will respond and distribute both Mrs. Cafritz' report and the response to the entire Board. Bob has given greatest priority to preparing a practical plan for dealing with this issue.

"To that end, Under Secretary Anderson issued a general action plan in early February based on the Management Committee dis-

cussion and a subsequent memorandum detailing the process for actual hiring followed in March.

"I also thought you might find the article that has been prepared for the April edition of the employee newsletter Torch an enlightening overview.

"In closing, let me just say I think there have been many well-intentioned efforts over the years to address the issue of affirmative action at the Institution. In my view, Bob's support and openness to both internal and external (such as the Cultural Education Committee's) ideas and criticisms, have refocused and renewed energies on this vitally important issue which can only benefit the institution in the long term if properly and vigorously pursued. We must all appreciate the fact that this will not happen instantaneously, but should be ready to help speed it along wherever we can, or when we see it falter. As I explained to you on Monday, the Regents ascribe the highest priority to this challenge, and we are prepared to work with the Secretary every step along the way."

Signed, Carlisle H. Humelsine.

That may go into the record at this point, to be followed by the report of the Cultural Equity Subcommittee, a memorandum dated February 5, 1988 from Dean Anderson to the Secretary and members of the Management Committee, and to be followed by a second memorandum dated March 11, 1988 from Dean Anderson to heads of bureaus and major offices. There is also a memorandum from the Director of the Hirshhorn Museum in response to the Cultural Equity Subcommittee memorandum.

[The information follows:]



The
Colonial Williamsburg
 Foundation
 Williamsburg, Virginia 23187

Chairman Emeritus

March 17, 1988

Honorable Sidney R. Yates
 Chairman, Subcommittee on
 Interior and Related Agencies
 Committee on Appropriations
 U.S. House of Representatives
 Washington, D.C. 20515

Dear Mr. Chairman:

I am pleased to have this opportunity to respond in writing to the concerns you expressed at our meeting on Monday regarding affirmative action at the Smithsonian Institution, since for some time this has been an issue on which a great deal of attention is being concentrated. I am attaching several documents which Bob Adams has furnished, but perhaps you will find a bit of chronology helpful.

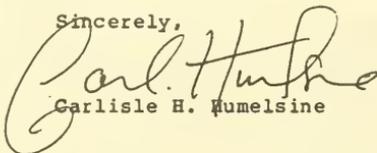
The Secretary stated his personal commitment to addressing the challenge of affirmative action in his written statement for Smithsonian Year 1987 (see pages 8-14) which he circulated to many of the bureau directors with a January 6 memorandum soliciting their support. Shortly thereafter, the Secretary's Management Committee as well as many of the bureau and office directors met on January 27 especially to discuss the subject of affirmative action with a heightened sense of concern. (This is an annual review presented by the Office of Equal Opportunity, in which the report prepared for the Board of Regents is discussed.) This year's meeting reportedly elicited a particularly frank and far-reaching exchange of views.

Just before the Regents' meeting, on January 29, Peggy Cooper Cafritz met with Bob to deliver and discuss her subcommittee's report. While he feels that the document is overstated and inaccurate in a number of details, he urges that we pay little attention to these and concentrate on the fundamental criticism contained in the document: there is a clear and compelling case that

women and, more especially, minorities are under-represented on the senior professional and administrative staff. Bob and his associates are currently engaged in drafting a thoughtful reply; as he explained to the Regents at our meeting (as noted in the Minutes, pp. 16-17), he will respond and distribute both Ms. Cafritz's report and the response to the entire Board. Bob has given greatest priority to preparing a practical plan for dealing with this issue. To that end, Under Secretary Anderson issued a general action plan in early February based on the Management Committee discussion, and a subsequent memorandum detailing the process for actual hiring followed in March. I also thought you might find the article that has been prepared for the April edition of the employee newsletter TORCH an enlightening overview.

In closing, let me just say that I think there have been many well-intentioned efforts over the years to address the issue of affirmative action at the Institution. In my view, Bob's support and openness to both internal and external (such as the Cultural Education Committee's) ideas and criticisms have refocused and renewed energies on this vitally important issue which can only benefit the Institution in the long term if properly and vigorously pursued. We must all appreciate the fact that this will not happen instantaneously, but should be ready to help speed it along wherever we can, or when we see it falter. As I explained to you on Monday, the Regents ascribe the highest priority to this challenge, and we are prepared to work with the Secretary every step along the way.

Sincerely,



Carlisle H. Humelsine

Enclosure

HIRSHHORN MUSEUM AND SCULPTURE GARDEN
SMITHSONIAN INSTITUTION

March 29, 1988

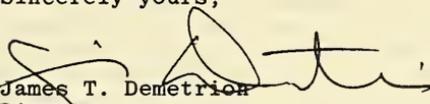
Honorable Sidney R. Yates
U.S. House of Representatives
Washington, D.C. 20515

Dear Mr. Yates:

A trip abroad prevented me from attending your subcommittee hearings last week regarding the Smithsonian. Steve Weil, the museum's Deputy Director, testified in my absence.

Mr. Weil told me that the report of the Cultural Equity Subcommittee of the Smithsonian Cultural Education Committee (dated January 28, 1988) has been filed with your subcommittee. That being the case, I request that my response to the report which was sent to Secretary Adams March 4, 1988 also be filed with your subcommittee. It is, I believe, self-explanatory.

Sincerely yours,



James T. Demetrios
Director

Enclosure

March 4, 1988

M E M O R A N D U M

To: Robert McC, Adams

From: James T. Demetrian

Subject: Report of the Cultural Equity Subcommittee of the Smithsonian Cultural Education Committee dated January 29, 1988

This report -- which has apparently been circulating within the Smithsonian for several weeks -- came to my attention for the first time only yesterday. In it I am quoted as having said that the Hirshhorn does "colorblind programming" which -- in the Subcommittee's view -- is merely "color ignorant" programming. Beyond this, the report concludes that "the executive staff of the Hirshhorn Museum [has] little knowledge" of minority artists.

The statement attributed to me is not true. I categorically deny either that I have ever met or had any other conversation with this Subcommittee collectively or any of its members individually or that I have ever used that term to describe the Hirshhorn's programming. The Subcommittee's conclusion about the Museum's executive staff is entirely speculative. To the best of my knowledge it never interviewed any member of the staff or attempted any direct inquiry into the Museum's plans or procedures. Had it done so, it would have found that discussions were in progress concerning a number of one-person exhibitions for minority artists. As it stands, the report no better reflects the reality of the Museum's exhibition program than it does the fact that the Museum's most recent major purchase of contemporary sculpture was from a minority artist.

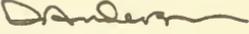
If the balance of this report is as ill-founded as its references to the Hirshhorn, then serious consideration should be given to its complete withdrawal. At the very least, however, the Subcommittee should be reconvened in order that the false -- and, in my view, defamatory -- references to myself and to the Hirshhorn be either deleted or corrected.

At a personal level, I must tell you that it has been a source of great distress to me that material such as this should have been permitted to circulate within the Smithsonian for a period of many weeks without my having had any opportunity for rebuttal or correction. Amidst so much talk of the "increase and diffusion of knowledge," a decent effort to prevent the increase and diffusion of such untruths and distortions should surely be in order. Toward that end, I will hope that this memorandum will be distributed at your direction to the members of the Cultural Equity Subcommittee, the Management Committee and the Council of Bureau Directors.

M E M O R A N D U M

March 11, 1988

TO: Heads of Bureaus and Major Offices

FROM: Dean W. Anderson 

SUBJECT: Affirmative Action Implementation

I distributed the outlines of a new affirmative action plan to Management Committee members on February 5, requesting that they share it with others who might provide helpful insight. Many of you were kind enough to take the time to comment and most of those replies I received were in favor of pursuing the actions listed. Rather than circulate an update of that document incorporating the points made, I want to get on with what is perhaps its key element, so far as rapid progress is concerned: the hiring of new staff. Accordingly, this memorandum now invites formal proposals from those of you who have identified minority candidates who could be brought on board in the very near term. From memoranda I have already seen, I am encouraged that impressive minority and female candidates, especially in the professional areas, will now be proposed for immediate hire.

To assist bureaus and offices who have such candidates, but no vacant positions or funds to offer an appointment, a central pool derived from a small percentage of the Institution's federal S&E appropriation has been created. Bureaus and offices can apply, through their Management Committee members, to me for an allocation of slots and/or dollars -- with the understanding that any cash advances from the fund will be repaid in due course as appropriate turnover occurs or other financial resources are freed up. It will not be necessary to return work years.

Proposals should include the candidate's name, vitae, proposed assignment, projected date of availability, and a salary estimate. If there is more than one candidate, please list them in priority order for hiring consideration. If you have already provided this information, or some of it, you need only supplement your previous submission, as necessary. I will review all proposals with assistance and guidance from appropriate Management Committee members, as necessary. These consultations will include consideration of employment categories where we are in most need of progress and repayment terms that would best suit each situation. Upon notification from me of approval to proceed with funding for a specific candidate, a request for personnel action (SF 52 or SI 610) should be forwarded at once to the Personnel Office, attention: Peter McSwain, A&I 1477. Please give the Personnel

Office as much advance information as possible to allow time for classification and other steps necessary for quick hires. Once the official appointment date has been set, funds will be allocated to cover the respective salary and benefit costs.

Concurrently we are requesting that the Office of Personnel Management delegate full-time permanent hiring authority to the Institution for research positions (grades 9-15) and museum positions (grades 5-15). Until such authority is received, present procedures for temporary civil service hires will be the primary vehicle for us to use. These already available "quick hiring" methods are outlined below.

TEMPORARY FEDERAL HIRES

- Competitive selection must be followed, at a minimum by recourse to the SI Applicant Supply File which takes only two weeks.
- The present salary limit within our authority is \$43,181 or a GS-12/10. Appointments may be made at above step 1 depending on "superior qualifications" and the candidate's present income level.
- One year temporary appointments can be extended a year at a time for up to four years.
- Temporary appointees are not eligible to participate in federal health or retirement programs, but our Trust-funded Blue Cross/Blue Shield program will be made available on an optional basis to employees with appointments of one year or longer. (While the full cost must be borne by the employee, that cost will be considerably less than the person could obtain individually.)
- Temporary appointments are not entitled to within-grade increases, but are eligible for incentive awards.

FEDERAL EXCEPTED APPOINTMENT

- Appointments are limited to a few restrictive categories:
 - . University faculty (not to exceed 130 work days per year)
 - . graduate students (when employment is the basis for completing degree requirements)
 - . other situations (e.g. attorneys, handicapped, Vietnam veterans)

- Benefits eligibility for these appointments is dependent on the specific category. (The Trust health option, however, would still be available.)

REAPPOINTMENT OF FORMER FEDERAL EMPLOYEE/TRANSFER OF CURRENT FEDERAL EMPLOYEE

- Depending on nature of current/former federal job, candidate can be appointed with no competition (immediate hire) or by agency-level competition (4-6 weeks).
- These hires are eligible for full benefits.

CONTRACTS

- Position must be for specific project or product. Contracts cannot be awarded for general employment purposes. Contract personnel cannot supervise on-board staff.

TRUST APPOINTMENTS

- In those situations where careful review determines that a Trust appointment is the only feasible option, bureaus should make application directly to their Management Committee members for assistance from the Secretary's contingency fund. It is important to remember that there are always many more requests for assistance from the Trust contingency account than there are funds available. I, therefore, encourage bureaus to pursue federal hiring options.

With regard to other items in my February 5 memorandum, projects will be clarified on the basis of comments and suggestions received, and assignments will be given to appropriate offices to develop specific plans for implementation.

I appreciate your support for this important initiative. The Secretary and I will be watching our collective progress with interest, as will the Board of Regents and our various publics. I will look forward to hearing from as many of you as have candidates by April 15.

MEMORANDUM

February 5, 1988

TO : The Secretary and Members of the Management Committee

FROM : Dean W. Anderson *D. Anderson*

SUBJECT: Attached Affirmative Action Plan

The attached action plan is the result of the discussion at the extended Management Committee meeting on January 28, as well as suggestions that have come to my attention both prior to and after that meeting. Bear in mind that some of the strategies, such as training programs, will need the prompt, but careful, assessment of the offices involved.

In addition to the action items listed, each of you should also ensure that any ideas you or your staff have for recruiting networks (either of individuals or organizations) are forwarded to Bernice Abram in Personnel, so that she may incorporate them with her existing sources.

Please give this plan wider circulation to any others you feel could help assure that our plan includes a complete spectrum of activities and responsibilities. I hope that each of you will review it and comment as you see fit by February 19.

Attachment

February 5, 1988

Strategies for Affirmative Action Hiring

<u>Actions</u>	<u>Primary Responsible Office(s)/Person(s)</u>	<u>Schedule</u>
1. Publish <u>Torch</u> article on problems, progress, proposals and objectives.	Public Affairs	April 1988 issue
2. Establish a revolving pool (federal dollars and workyears) for each Management Committee member to use to assist bureaus and offices lacking resources to respond quickly to hiring opportunities and to, where used, contract search firms. Trust opportunities to be funded from central contingency.	Programming and Budget	February 15, 1988
3. Identify "fast track" approaches to hiring.	Personnel Administration	February 15, 1988
4. Constitute a small oversight group to advise on strategies and actions and to monitor procedural and hiring progress.	Under Secretary	February 15, 1988
5. Develop master list of all commissions and boards at SI for when turnover to occur.	Assistant Secretary External Affairs	March 1, 1988
6. Acquire delegated authority from OPM for hiring grade 15 and below.	Personnel Administration	June 1, 1988
7. Hire qualified candidates without regard to established vacancies and develop assignments and support. SI to provide term financial assistance where justified.	Bureaus and offices identifying candidates Personnel Administration Management Committee members Secretary	ASAP

- | | | |
|--|--|-------------------------------|
| 8. Develop checklist of search strategies and procedures covering advertising, networks, applicant supply file, previous fellows and visiting professionals. Place ads for minority "vita bank." | Assistant Secretary for Administration
Personnel Administration
Equal Opportunity | March 1, 1988 |
| 9. Identify search firms that have demonstrated experience in finding professional staff (such firms for senior staff already identified). | Assistant Secretary for Museums
Personnel Administration
Bureaus and Major Offices | March 1, 1988 |
| 10. Reaffirm upward mobility program for present staff with emphasis on professional growth. | Equal Opportunity | March 1, 1988 |
| 11. Identify present staff possessing education and experience qualifying them for potential professional advancement. | Personnel Administration | May 1, 1988 |
| 12. Appoint a management intern to survey current bureau and office plans and initiatives and to prepare a master list of minority and women professional organizations in fields of interest to the SI. | Assistant Secretaries Administration and Museums | Project completed summer 1988 |

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| <p>13. Review and monitor professional and senior hiring procedures to eliminate barriers to broad competition in position descriptions and job announcements. Develop tailored search strategies. Assure proper search committee composition where used. Recruit at lowest grade consistent with essential job performance. Waive Ph.D. requirements for junior positions where candidates can be expected and, if necessary, assisted to obtain advanced degrees. Assure that search efforts are coordinated with OPersA and OEO from inception.</p> | <p>Selecting officials
Bureau and office directors
Management Committee members
Personnel Administration
Equal Opportunity
Secretary</p> | <p>Continuing</p> |
| <p>14. Select two or more vacancies to try the use of a search firm or consultant.</p> | <p>Bureaus/offices volunteering or
Management Committee member selection</p> | <p>ASAP
Continuing if successful</p> |
| <p>15. Organize conference of deans of historically Black Colleges and Universities and other schools to create awareness of mutual needs and opportunities.</p> | <p>Assistant Secretaries
Museums and Research
Fellowships and Grants
Museum Programs
Secretary
Equal Opportunity</p> | <p>Summer 1988</p> |
| <p>16. Establish tracking system for persons who have been on SI fellowships and scholarships for possible employment and/or to assist SI in recruiting.</p> | <p>Fellowships and Grants
Museum Programs</p> | <p>Summer 1988</p> |
| <p>17. Restructure minority intern program to create a pool of potential fellows/employees.</p> | <p>Fellowships and Grants</p> | <p>Summer 1988</p> |

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|--|---|---------------------------|
| 18. Develop expanded training/education program to provide opportunities for qualified staff to advance into professional and middle management administrative positions with, as necessary, Smithsonian financial assistance. | Personnel Administration
Equal Opportunity
Museum Programs | Fall 1988 |
| 19. Emphasize the performance appraisal process for monitoring accomplishments in hiring. Add affirmative action efforts as a critical element to all supervisory performance plans. Conduct exit interviews of minority staff to determine reasons for leaving. | Supervisors at all levels. | Continuing |
| 20. Schedule quarterly broad-based meetings to review progress. | Office of Secretary | Continuing |
| 21. Consider contractor or consultant assistance in developing bureau and office affirmative action plans. | Management Committee members | As may be necessary |
| 22. Develop an RFP for contractor/consultant assistance in developing bureau and major office affirmative action plans. | Equal Opportunity | Winter 1988 |
| 23. Strengthen the Cooperative Education and Education Fellowship programs, making additional funding and positions available, if warranted. | Fellowships and Grants
Bureaus and Major Offices
Programming and Budget | Winter 1988
Continuing |

MEMORANDUM

TO: Secretary Robert McC Adams

FROM: Cultural Equity Subcommittee of the Smithsonian
Cultural Education Committee

Peggy Cooper Cafritz, Chairperson Emeritus,
D.C. Commission on the Arts and Humanities
Judge Ricardo M. Urbina, Presiding Judge,
Family Division, D.C. Superior Court
James Carter, Congressional Liaison to
Congressman Conyers and Vice President,
Pan-Hellenic
W. Richard West, Jr., Partner,
Fried, Frank, Harris, Shriver & Jacobson and a
member of the Cheyenne-Arapaho Tribes of Oklahoma
Margaret Batchelor White, Executive,
U.S. Department of Energy

RE: Cultural Equity

DATE: January 29, 1988

During the past year the Cultural Education Committee (the "CEC"), which you convened in early 1986, has been working diligently to discharge your directives and thus to advance the mandate of the Smithsonian Institution to increase and diffuse knowledge throughout our nation. To that end the CEC appointed this past fall a Subcommittee on Cultural Equity (the "Subcommittee") to address the role of minorities in senior-level administrative and professional positions at the Smithsonian. The specific purpose of this memorandum is to describe the troubling results of the Subcommittee's findings, and to urge the prompt adoption and implementation of several recommendations which the Subcommittee believes will advance

immeasurably the interests of the Smithsonian Institution. In light of the fundamental nature of the recommendations and their policy implications for the Smithsonian, we also are requesting that this memorandum be presented to the Board of Regents for its consideration and review.

A series of discussions with relevant staff and careful consideration of statistical and other information they provided have revealed a shocking absence of minorities in senior-level administrative and professional positions at the Smithsonian. At a CEC meeting held in October, 1987, Messrs. Jameson (Assistant Secretary for Administration), Toy (Director, Office of Personnel Administration), and Douglas (Office of Equal Opportunity) documented the pervasive nature of the problem. Not only are minorities absent from senior administrative and professional ranks, but they also are virtually non-existent among freelance curators and in policy positions on the Smithsonian Magazine staff, various search committees, Smithsonian World, and the Office of Telecommunications. The statistical information reviewed by the CEC and the Subcommittee, which we have attached, illustrates the extent of a problem that begins with the highest policy-making body of the Institution, the Board of Regents, and continues through other tiers of the organizational chart to the Office of the Secretary, the Under Secretary, the Assistant Secretaries, the Council of Bureau Directors, and all other key management positions.

Furthermore, the problems resulting from this situation, which are described below, are compounded by the decision-making process concerning the selection of exhibitions and collections, as described at a recent meeting of the CEC by Mr. Freudenheim, the Assistant Secretary for Museums. Specifically, he indicated that Bureau Directors in the Smithsonian are "fully autonomous" and are not subject to "governing policies . . . from his office or from the Regents or from the Office of the Secretary." He further stated that decisions regarding exhibitions and collections are made by "directors and curators who have all tended to come from the same schools, and whose tastes tend to be similar in choice of subject matter and content." Moreover, in response to questions from the CEC, Mr. Freudenheim volunteered that "audience consideration and the Smithsonian mandate to increase and diffuse knowledge [are] not important factors in decision-making, but that [the] approbation of colleagues and peers certainly is."

Finally, CEC discussions with Smithsonian staff, the Office of Personnel Administration, the Office of Equal Opportunity, and the Assistant Secretary for Museums clearly indicate that the Institution's traditional approaches, no matter how well-intentioned, have failed to make sustained and qualitative inroads into the problem of minority representation in policy

positions and in the related area of diverse cultural exhibitions, scholarly research, and programming. Indeed, in the administrative ranks of the Smithsonian, where decisions are made, reviewed, and approved, there appears to be a basic indisposition to undertake the bold and affirmative corrective measures which are necessary to effect fundamental change. More specifically, this institutional inertia reflects itself in job descriptions which often are tailored to pre-selected candidates, the conduct of job searches, the establishment of disciplinary or program objectives, collection acquisitions, and the status and absence of minority employees.

What are the consequences of the lack of minorities in policy-making positions at the Smithsonian Institution? Depending on the specific office or bureau involved, the absence of minority staff in policy positions means that the Institution's mandate to increase and diffuse knowledge is interpreted narrowly with little or no focus on diverse cultural contributions and perspectives which have a significant impact on the development and evolution of culture and history. The net effect of this de facto policy is the mis-education of the American people at large, the seeding of staff and public discontent, and, ultimately, public and governmental scrutiny -- all of which place the Institution in an untenable and defensive posture that further detracts from the engagement of these important issues in a more thoughtful manner consistent with scholarship and evolving perspectives in museum thought.

A telling example of the pitfalls of this cultural tunnel vision is the Hirshhorn Museum Directors' statement that they do "colorblind programming," which the Subcommittee believes, in the end, to be merely "color ignorant" programming. The executive staff of the Hirshhorn Museum, who have little knowledge of such artists, have never done a solo exhibition by a minority artist.

To state the matter conversely, the CEC has concluded, based upon the information described above, that qualifications for major positions in administration and in the disciplinary areas of the nation's major cultural institution must be redefined to include criteria which require educational credentials or demonstrated knowledge of the full scope and diversity of American culture. Indeed, the CEC believes that it is impossible for any of the Smithsonian Bureaus to be programmed effectively in the absence of that knowledge in top policy-making positions. As a public institution with national and international responsibility for enhancing the integrity of scholarly inquiry and public education, the Smithsonian Institution is in a unique position to influence the manner in which other museums and centers of learning deal with questions of cultural equity and diversity. In order to realize this potential, however, the Smithsonian first must address those issues within its own institutional structure.

The CEC and the Subcommittee are aware that the Smithsonian Institution recently has initiated a series of efforts to address minority hiring and programming. While we applaud the Secretary for these initiatives, we nevertheless are

constrained to note that, with very limited exceptions, the institutional response has been singularly unimpressive, particularly in the area of employment. The CEC has concluded, therefore, that, given the Institution's organization and the manner in which its programming decisions are made, the first step must be to focus on the top-ranking positions.

Thus, at its most recent full meeting on January 5, 1988, the Cultural Education Committee unanimously approved the following resolutions:

(1) that the Secretary attach to his office, at the level of Assistant Secretary, a position which would address the issue of cultural equity on all levels, and which would have recommending authority and responsibility with respect to programmatic research and personnel identification;* / and

(2) that all search committees accurately reflect the full diversity of the national population, which is approximately 50 percent minority; provided, that if this requirement cannot be achieved by appointments from within the Institution, public members with specific expertise in relevant fields of study and research shall be appointed to serve on such committees.

In light of the foregoing and pursuant to its charge from the CEC, the Subcommittee further recommends the following:

(1) that the title of the new Assistant Secretary be the "Assistant Secretary for Cultural Equity";

* / We have attached a preliminary list of persons of the type the Secretary might consider suitable for the position of Assistant Secretary for Cultural Equity. If the Secretary needs more input or additional information concerning this matter, the CEC will gladly assist.

(2) that the Board of Regents take whatever budgetary and/or reprogramming action is necessary to fund the position of Assistant Secretary for Cultural Equity;

(3) that the Board of Regents set forth policy on cultural equity consistent with the Institution's mandate to increase and diffuse knowledge throughout the nation;

(4) that all existing vacancies for senior positions remain open until a minority is identified;

(5) that the annual performance plan of Bureau Directors and other managers include the equal opportunity objectives as a critical element, that the annual report of all Bureau Directors include a detailed and statistically specific report and analysis on their efforts and the results of those efforts with respect to minority hiring, promotion, and programming, and that if these achievements do not conform to objectives established by the Secretary, appropriate action shall be taken;

(6) that professionals of any specific racial or ethnic background who are hired in any pertinent positions be required to have academic credentials or demonstrated knowledge which reflects a solid grasp of the multiracial, multi-ethnic and multi-cultural scope of their respective fields; and

(7) that the Office of Equal Opportunity designate or add two positions which shall serve in a liaison capacity with the Assistant Secretary for Cultural Equity concerning minority hiring matters.*/

*/ In addition to the issue of minority hiring discussed above, there is a scholarly and programmatic component to cultural equity which this memorandum does not address. The CEC and the Subcommittee will be happy to provide additional material on that subject.

We look forward to a response from you and from the Board of Regents. We very much appreciate this opportunity to work with you in implementing the mandate of the most important institution on the cultural landscape of America.

ATTACHMENT

Recommended names for consideration for the position of Assistant Secretary for Cultural Equity:

1. Judge Cruz Reynoso
2. Frank Bonilla, MD,
Prof. of Sociology/ Hunter College, NY
3. Juan Gomez-Quinones
historian.UCLA
4. Delores Wharton
5. Derick Bell
Prof., Harvard Law School
6. Mary Schmidt Campbell
Commissioner of Culture/NYC
7. Vernon Jordan
attorney, Akin Gump
8. Franklyn Williams
Phelps-Stokes foundation
9. Jim Joseph
Council on Foundations
10. Jim Gibson
Rockefeller Foundation
11. Roger Wilkins
prof. & journalist
12. Ernie Green
Vice President, Shearson Lehman
13. John Wideman
writer/prof.
14. Marguerite Barnett
Chancellr, Univ. of St. Louis
15. Dick Hatcher
former mayor, Gary, Indiana
16. Suzan Harjo
Exec. Dir., National Congress/American Indians
17. Ben Payton
President/Tuskegee Institute
18. Barbara Carter
Professor, Spellman
19. Mary Helen Washington
Prof./English, Univ. of Mass./Boston
20. Frances Deng
former ambassador from Sudan to U.S./
Woodrow Wilson Fellow
21. Donald McHenry
former U.S. Ambassador to UN
22. Sybil Mobley
Dean, Business School/Florida A&M
23. John Blassingame
professor/historian, Yale
24. William R. Harvey
President, Hampton Univ.
25. Dr. Bea Medicine
Professor/Anthropology, Cal. State Univ.,
at Northridge, Northridge, Cal.

OEO Figures for CEC Sub-Committee Report

Group 1 includes Board of Regents, Management Committee, Council of Bureau Directors and Council of Information and Education Directors. The groups responsible for policy decisions and institutional management.

Board of Regents:

White males	13
White females	1
Black males	1
Black females	1
Hispanic males	0
Hispanic females	0
Asian American males	1
Asian American females	0
American Indian males	0
American Indian females	0

Management Committee

White males	11
White females	1
Black males	0
Black females	0
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Council of Bureau Directors

White males	10
White females	1
Black males	1
Black females	1
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Council of Information
and Education Directors

White males	11
White females	5
Black males	0
Black females	1
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Group 2 selected key upper level management positions: The Secretary, Under Secretary, Assistant Secretaries, Directors and Heads of Major Offices, Deputy and Assistant Directors.

Secretary, Under Secretary, Asst. Secretaries:

White males	7
White females	0
Black males	0
Black females	0
Hispanic males	0
Hispanic females	0
Asian Amr. males	0
Asian Amr. females	0
American Ind. males	0
American Ind. females	0

Directors and Heads of Major Offices

White males	24
White females	13
Black males	2
Black females	1
Hispanic males	0
Hispanic females	0
Asian Amr. males	1
Asian Amr. females	0
American Indian males	0
American Ind. females	0

Deputy/Assistant Directors

White males	10
White females	3
Black males	0
Black females	0
Hispanic males	1
Hispanic females	0
Asian American males	1
Asian Amer. females	0
American Indian males	0
American Indian females	0

Group 3 shows grades 16 and above and equivalents. These are super grades with significant roles in management, research and collections.

Grade 16

White males	40
White females	4
Black males	2
Black females	1
Hispanic males	1
Hispanic females	0
Asian American males	2
Asian American females	0
American Indian males	0
American Indian females	0

Grade 17

White males	8
White females	0
Black males	0
Black females	1
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Grade 18

White males	5
White females	1
Black males	0
Black females	0
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Equivalents

White males	21
White females	1
Black males	0
Black females	0
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Social Science

White males	43
White females	17
Black males	1
Black females	3
Hispanic males	1
Hispanic females	1
Asian American males	0
Asian American females	0
American Indian males	0
American Indian females	0

Biological Sciences

White males	110
White females	10
Black males	2
Black females	1
Hispanic males	2
Hispanic females	0
Asian American males	2
Asian American females	1
American Indian males	0
American Indian females	0

Accounting and Budget

White males	25
White females	9
Black males	4
Black females	7
Hispanic males	0
Hispanic females	0
Asian American males	1
Asian American females	1
American Indian males	0
American Indian females	0

Legal

White males	7
White females	2
Black males	0
Black females	1
Hispanic males	0
Hispanic females	0
Asian Amr. males	0
Asian Amr. females	0
American Indian males	0
American Ind. females	0

Information/Arts

White males	62
White females	37
Black males	4
Black females	3
Hispanic males	1
Hispanic females	0
Asian Amr. males	1
Asian Amr. females	1
American Indian males	0
American Ind. females	0

Physical Sciences

White males	133
White females	27
Black males	1
Black females	0
Hispanic males	0
Hispanic females	0
Asian Amr. males	2
Asian Amr. females	2
American Indian males	1
American Ind. females	0

Medical

White males	2
White females	7
Black males	1
Black females	1
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Ind. males	0
American Ind. females	0

Veterinary

White males	3
White females	0
Black males	0
Black females	0
Hispanic males	0
Hispanic females	0
Asian American males	0
Asian American females	0
American Ind. males	0
American Ind. females	0

Engineering

White males	52
White females	3
Black males	1
Black females	2
Hispanic males	3
Hispanic females	1
Asian Amr. males	4
Asian Amr. females	0
American Indian males	0
American Ind. females	0

Library Sciences

White males	18
White females	35
Black males	1
Black females	2
Hispanic males	1
Hispanic females	2
Asian Amr. males	0
Asian Amr. females	2
American Ind. males	0
American Ind.females	0

Mathematics

White males	3
White females	2
Black males	0
Black females	0
Hispanic males	1
Hispanic females	0
Asian American males	1
Asian Amr. females	0
American Ind. females	0
American Ind.females	0

Education

White males	10
White females	25
Black males	2
Black females	2
Hispanic males	0
Hispanic females	0
Asian Amr. males	0
Asian Amr. females	0
American Indian males	0
American Ind.females	0

Mr. ADAMS. Mr. Chairman, may I interject?

MINORITY HIRING PROCESS

Mr. YATES. You may, indeed.

Mr. ADAMS. I regret that it has taken us as long as it has to move in this area since the memo was submitted by the Cultural Equity Subcommittee. That is not a matter of glacial slowness on our part, but of the extreme complexity of developing a plan that can manage to find its way through the OPM regulations and allow us to move in the direction that we must move.

Mr. YATES. Tell me in what respect?

Mr. ADAMS. The normal course with regard to OPM regulations requires the rather precise definition of a position to begin with. And then it requires a wide open search from that point forward. If you take this course of action and begin with the specification of a position that is defined by our existing needs and our existing collections, the number of minority candidates for such positions is minute. So, we have had to develop a process which relies in the first instance for the most part upon hiring people in temporary positions and developing the case for their permanent appointment only after they are already on board in those temporary positions. The whole process is one that is very difficult to work with from the point of view of moving aggressively to change the composition of the Smithsonian senior staff.

AFFIRMATIVE ACTION IMPLEMENTATION MEMO

Mr. YATES. Let me read from Mr. Anderson's March 11 memorandum which is entitled "Affirmative Action Implementation."

I have distributed the outlines of a new affirmative action plan to Management Committee members on February 5, requesting that they share it with others who might provide helpful insight. Many of you were kind enough to take the time to comment, and most of those replies I received were in favor of pursuing the actions listed. Rather than circulate an update of that document incorporating the points made, I want to get on with what is perhaps its key element so far as rapid progress is concerned; the hiring of new staff.

Accordingly, this memorandum now invites formal proposals from those of you who have identified minority candidates who could be brought on board in the very near term. From memoranda I have already seen, I am encouraged that impressive minority and female candidates, especially in the professional areas, will now be proposed for immediate hire.

Now, how does that statement jibe with the Secretary's statement about OPM regulation?

Mr. ADAMS. This memo could not go out until we had, in fact, developed a series of alternative routes, some of which are quite circuitous that allow us to go forward. But this, in fact, is—

Mr. YATES. Well, how can the Committee help you in that respect? For example, can we get a waiver of a particular procedure for you so that you can hire people more expeditiously, if indeed they are there for hiring? Can we provide additional funding for you so you can hire some of these people? How can we help you?

Mr. ADAMS. I don't think that the issue is funding, Mr. Chairman. The issue is—

Mr. YATES. You are not going to replace people who are on your payroll, obviously. But don't you need new slots?

Mr. ADAMS. We have an opportunity in the existing structure to proceed with these hires. The problem is not funding. The problem is—

Mr. YATES. Is finding them.

Mr. ADAMS. Well, and we believe we have a very respectable list that we are going to be going after. The problem has been to develop pathways that allow us to do this. And the further problem, of course, is that when you hire people on a temporary payroll, when that is all you can offer them at the start, you are offering them employment without the secondary benefits that would otherwise go with it. And you are offering them terms that are less satisfactory. So, it makes it much more difficult for us to proceed the way we are. But I don't know what the procedures would have to be that would—

AFFIRMATIVE ACTION HIRES

Mr. YATES. Well, all right. You are talking about procedures then that OPM requires that would permit you to hire them only on a temporary basis?

Mr. Jameson has his hand up.

Mr. JAMESON. That's for the very near term, Mr. Chairman. OPM is now very sympathetic to giving agencies with expertise in such subject matters as the sciences and curation of collections delegated hiring authority. We have written to OPM asking for such authority in these very same areas, and we are encouraged by informal contact with OPM staff that we will have that. That means that we will have the authority to decide the best possible person to fit a particular job in the Institution and hire that person.

Now, obviously, all of this is subject to audit. So, sometime down the road it is conceivable that OPM will come in and look and make sure that you've done it right. And we're going to have to try to do it right. But that authority should shorten the process of hiring the right people very materially.

Mr. YATES. Now, how is this question influenced by the fact that you have a trust budget as well? Surely in the past you have hired people for positions without going through the Federal procedures, have you not?

Mr. ANDERSON. Yes, we have.

Mr. YATES. Why do you not do it in this case?

Mr. ADAMS. There is a sense of ambiguity about how systematically and how far one can avoid the pattern of the OPM processes on the trust side of our budget without having questions raised about whether this is a sort of systematic evasion that ought to be brought under control.

Mr. YATES. Well, you have done that ever since the Smithsonian has been in existence.

Mr. ADAMS. For relatively small numbers of positions, in fact, I think almost entirely for the most senior positions in the Institution.

Mr. YATES. Well, aren't we talking about senior positions?

Mr. ANDERSON. We are indeed. The category of jobs in question, Mr. Chairman, has been those specifically linked to our own income-generating activities—like sales clerks or buyers for the

shops, people working in the Associates programs, and Development Office—on the one hand, and then the most senior of the staff on the other hand.

Where the lack of opportunity perhaps in the trust fund rolls has been most evident is in the mid-level jobs. There is no opportunity, for example, for someone to rise through the organization like the old paradigm of starting at the loading dock and ending up in the chairman's office. There is no way for a sales clerk to proceed on the trust fund rolls through the Institution, if you will.

Mr. ADAMS. The problem that is a consistent source of concern to us, of course, is that the net income on the private side of the Smithsonian budget is only about a fifth of that on the Federal side. With that very much smaller funding level there, we are anxious not to find ourselves in the position of recruiting large numbers of staff who are permanently on the private side, and that, therefore, in a sense freezes that part of the budget and ceases to keep it available for new initiatives.

AFFIRMATIVE ACTION STATISTICS

Mr. YATES. Well, the statistics are in the record. And I take it you don't find these statistics to be in error in any significant way.

Mr. ADAMS. Not in any significant respect.

Mr. YATES. All right.

How much time shall we give you to change those statistics?

Mr. ADAMS. I think it would be highly appropriate for you at our next budget hearing to ask for a detailed report on what progress we have made.

Mr. YATES. Why don't I ask you in six months?

Mr. ADAMS. Because it has taken us already two months simply to get the regulations in place on this, and to get people, in fact, to come aboard from positions that they already hold involves often fairly lengthy periods of negotiation or a completion of—

Mr. YATES. Why don't you tell us that? Why don't you tell us that if you can't do it within six months?

Mr. ADAMS. All right.

CULTURAL EQUITY SUBCOMMITTEE REPORT

Mr. YATES. But I think we will have an extension of this hearing in, say, six months and see how the statistics have changed, if any.

May I ask a concomitant question to all this and that is the question of museum shows? In the subcommittee—and I should identify it more precisely. In the report by the Cultural Equity Subcommittee headed by Mrs. Cafritz, there is the statement on page 3. "Furthermore, the problems resulting from this situation, which are described below, are compounded by the decision-making process concerning the selection of exhibitions and collections, as described at a recent meeting of the CEC by Mr. Freudenheim, the Assistant Secretary for Museums. Specifically, he indicated that Bureau Directors in the Smithsonian are 'fully autonomous' and are not subject to 'governing policies . . . from his office or from the Regents or from the Office of the Secretary.'" That kind of surprised me. You have no control over that?

Mr. ADAMS. This statement is attributed to Mr. Freudenheim, who is not with us today. I met with the Cultural Equity Subcommittee myself and contradicted that statement.

Mr. YATES. In other words, you are the boss.

Mr. ADAMS. I dare say so, sir.

And at the same time it is not the case that the so-called Castle ought to be in the position of inserting itself at every step in the process.

Mr. YATES. Well, I would think that is true.

Mr. ADAMS. We certainly are in a position through control of the budget, for example, to have decisive influence over what happens with regard to any of the major efforts that require special funding outside of the normal programs of the museums.

Mr. YATES. He further stated—I read on—"that decisions regarding exhibitions and collections are made by directors and curators who have all tended to come from the same schools and whose tastes tend to be similar in choice of subject matter and content." I can't believe that Mr. Freudenheim said that because I don't think that is true unless I'm wrong.

Mr. ANDERSON. It is perhaps a useful hyperbole, Mr. Chairman, to point up the flavor of the problem that we are addressing. Until one has a fully representative staff, you do tend to have less than full vision with regard to programming possibilities. And I think perhaps Mr. Freudenheim's comments were intended to suggest that we don't have a fully representative staff yet. Therefore, the natural tendency is to program like with like.

Mr. YATES. I would think that would be a reflection on your museum directors, and I don't think they deserve that, do you?

Mr. ADAMS. I don't want to defend a statement that may not have been said in quite the way that it is quoted here.

Mr. YATES. Yes.

Mr. ADAMS. And since Mr. Freudenheim isn't here to speak—

Mr. YATES. Well, I think the museum directors can defend themselves. Why don't we ask them? We usually ask the museum directors whether they have enough money.

Let me read this. I remember this well. Let me read this before we go to the museum directors.

We are talking about growth of collections. Mr. Ripley replies, "Objects in the collections, sculptures and paintings."

Mr. Yates then says, "The size for the year 2015 is 26,800. Apparently they multiply better than Mr. Reed's pandas. Then the 2015 size is compounded at 29,400. Then his majesty's HMSG, the Hirshhorn Museum and Sculpture Garden starts off with 6,400 sculpture pieces in the museum.

"Mr. Ripley: That is in total.

"Mr. Yates: Why would it be under sculpture garden? That is the total objects for Hirshhorn.

"Mr. Ripley: The title includes the words 'sculpture garden.'"

WOMEN ARTISTS COLLECTIONS

And then we come to this. "Mr. Yates: The reason I think it is right is because I called the other day to see how many women were represented in the Hirshhorn collections. There are 6,600 ob-

jects, and there are 550 of those objects" — that's less than 10 percent—"represented by women and 550 objects were done or made or painted by 109 women. Can you tell me that for the National Collection of Fine Arts? I would like to have that figure if you will ask Josh Taylor for that?

"[The information follows:]"

And Mr. Taylor inserted at that time, "Of the approximately 21,000 works of art in the collections of the NCFCA, 2,211"—about 10 percent—"are by 359 different women artists."

Now, one of the complaints is that the women aren't represented. And I remember the reason for the question was that one of the women's artists groups came in to see me and said that they were being discriminated against; that there weren't any women's shows; that there weren't any women represented in the collections. And they thought this was attributable to the fact that there weren't any women museum directors or women curators. There weren't many women represented on the panels that made the selections for awards in the endowments at least. I know that it is different now because we have this marvelous exhibition of Georgia O'Keefe at the National Gallery. That is part of the Smithsonian.

I am trying to remember other women who were represented. Well, Bertha Morisot, again in the National Gallery, and included for this purpose. What other women were represented? I'll ask the museum directors.

WOMEN ARTISTS AT THE SACKLER GALLERY

Milo Beach? Mr. Beach is the Director of the Sackler Gallery of Art. But you wouldn't have any—well, I don't know. Do you know who your creators were?

Mr. BEACH. Well, you see we have a very nice reply in that most of our works are, in fact, anonymous.

Mr. YATES. You don't think you have sufficient expertise to detect a woman's touch yet. [Laughter.]

Mr. BEACH. We do, in fact, have one painting, a prominent painting by a Chinese woman painter.

Mr. YATES. Mr. Beach, would you come forward because your words aren't being recorded for history.

Mr. BEACH. Other than the works that are, in fact, anonymous in the collection, we do have one prominent painting by a Chinese woman painter that has now been lent by the Sackler to an exhibition on Chinese women artists and will be seen in Washington at the Women's Museum in a year or so. It is now elsewhere in the country.

Mr. YATES. Does it require that a women's museum be established in order to show women artists?

Mr. BEACH. We had the painting on exhibition for the inaugural exhibition at the museum.

Mr. YATES. What was her name?

Mr. BEACH. Gu Mei.

Mr. YATES. Gu Mei.

How did you obtain it?

Mr. BEACH. The painting?

Mr. YATES. Yes.

Mr. BEACH. It was in the initial gift from Arthur Sackler.

Mr. YATES. So, Arthur found it.

Mr. BEACH. That's right.

Mr. YATES. That is the only woman's painting you have.

Mr. BEACH. That we know of.

Mr. YATES. Asiatics are included among the minorities here, and I assume that in your gallery you have lots of exhibits by Asiatics.

Mr. BEACH. Yes. I think that's a fair assumption.

BUDGET NEEDS

Mr. YATES. Now, tell me, as long as you are here, do you have enough money for your gallery?

Mr. BEACH. I think we have existed so long taking so much, even from other museums where it might have been distributed, yes, for the time being at least. We are very happy to be in existence and open to the public.

Mr. YATES. Did Dr. Sackler endow you at all?

Mr. BEACH. He did not.

Mr. YATES. So, you live by appropriated funds?

Mr. BEACH. That's right.

Mr. YATES. Is there anything else you should tell us about, either the problem we're discussing or about other problems you might have in connection with the operation of the museum where we might be helpful?

Mr. BEACH. No, I don't think so. I think that perhaps there are two areas, one of which has come up in the budget request before, and that has to do with Federal funds for acquisitions. If we can put that together with funds we are trying to develop for publications, I would see both of those together as being ways for us to reach out very much to the Asian community by developing collections and developing ways to publicize in ways appropriate to those communities, to publicize those collections for such people.

Mr. YATES. How would you do that?

Mr. BEACH. Well, for example, with the Chinese American community we are developing a program of lectures, a program of publications in Chinese, in other Asian languages, to try and bring these communities into our activities, whether it is Farsi for Persians, Chinese, Japanese, through storytelling sessions, educational programs, small brochures, scholarly lectures, any way we can to bring communities in in ways that are appropriate for them to be brought into the museum.

NATIONAL MUSEUM OF AMERICAN ART

Mr. YATES. Thank you very much.

Is Mr. Eldredge still here? Hi, Mr. Eldredge. Sorry to lose you. I understand you are leaving soon. Would you like to come forward so that the reporter can hear you?

Do you have women or minorities represented in your shows?

Mr. ELDRIDGE. Well, indeed, we do, both in the permanent collection and in our temporary exhibitions. In fact, anticipating a question of this sort, I brought along recent publications dealing with Afro-American, Hispanic and women artists in the permanent collection of the Museum of American Art.

MINORITY REPRESENTATION IN COLLECTIONS

Mr. YATES. Good for you.

Mr. ELDREDGE. And they are routinely included as well in temporary exhibitions. We were lately asked for a list detailing such minority representation in exhibitions over the past 10 years. I found that out of approximately 210 exhibitions, 139 of them included minority and/or women artists; 32 of those specifically focused on minority audiences. And so, it is not the exception but almost, one might say, the rule in our temporary exhibitions, as well as our permanent collection.

Mr. YATES. You have very good women artists in your collection. I don't know Harriet Hosmer or some of the others, but you do have Mary Cassatt I see, and Georgia O'Keeffe.

Mr. ELDREDGE. That by no means is the total holdings. Those pamphlets are simply a sampler.

Mr. YATES. You are very much aware of the problem, then, are you not?

Mr. ELDREDGE. My colleagues and I are aware of and share that concern. The majority of my professional curatorial colleagues are women.

Mr. YATES. Did one of your museums have an exhibition recently of Romare Bearden, or was that a private gallery?

Mr. ELDREDGE. That was not our museum. I think that was private.

Mr. YATES. Do you have enough money to operate?

Mr. ELDREDGE. Never.

Mr. YATES. Is that your fault or Mr. Adams' fault?

Mr. ELDREDGE. Oh, I suspect it is my fault.

Mr. YATES. Well, you can speak freely now that you are going. [Laughter.]

Mr. ELDREDGE. Not yet, not until August.

COLLECTIONS MANAGEMENT

There are three items of particular concern to the Museum of American Art included in this request, as you are doubtless familiar. One deals with collections management, and the broad concern we have about how adequately we are dealing with the Museum's rapidly expanding collections. The sizable additions to the holdings over the past several years have complicated that problem when it comes to safe storage, to conservation, to record keeping, and the like, particularly in the area of conservation of these new gifts of art works. And, therefore, additional funding is sought for a full-time conservator, for special conservation treatments and for safe storage of these burgeoning holdings.

Secondly, our budget request relates to our mission to serve the profession both within the Smithsonian, and also at large, through the gathering and the preservation of crucial data on American art and artistic activity, in this case most notably the inventory of American sculpture, with which you may be familiar. This is an ongoing effort, heretofore funded primarily through trust funds, to gather data on a computer-automated basis which will provide a census for American sculptors' work paralleling our comparable data for American paintings. It is a survey which is ambitious in

scope—five to seven years' duration is envisioned—in collaboration with a variety of other organizations, most notably the National Institute for Conservation of Cultural Property. This information will be of use not only to students of our visual history, but also to those charged with the responsibility for preserving outdoor sculpture, which is so subject to the troublesome conditions of the environment today.

CONDITION OF BOOKS

Mr. YATES. Well, that raises another question. Do you have a library in connection with your museum?

Mr. ELDRIDGE. Yes, we do. We share it with the Portrait Gallery.

Mr. YATES. How valuable is that library?

Mr. ELDRIDGE. Exceptionally valuable.

Mr. YATES. Are your books falling apart? As it happens, a few days ago we had witnesses before the Committee who spoke about the preservation of 77 million volumes, and they thought that was a low figure. This was 77 million volumes that had been printed on acid paper. They brought in examples and showed the way the pages were crumbling and the need for preserving those. Is that true of your library as well?

Mr. ELDRIDGE. I suspect that it is true of most any library. I don't pretend to be an expert on library issues.

Mr. YATES. I wondered whether or not this had been called to your attention by your librarian as to the state of decay of your library.

Mr. ELDRIDGE. I think it is a concern. I think it is not perhaps as pronounced in our library as in those which evolved earlier on with earlier papers.

Mr. YATES. Well, the point that was made was that a sea change took place about 1850 where books had been printed on rag paper before then. The change was made to the acidic page. And that is where the problem lies. So, I guess if you have any problem in this respect—and I would hope you would ask your librarian about that—would you let us know, because we would like books that you thought were valuable to be subject to preservation and conservation as well as the art objects?

REDUCTION IN GIFTS

Is there anything else you should tell us as kind of a goodbye present to your successor, whoever that may be?

Mr. ELDRIDGE. Amongst all of the data that has been produced for me by my colleagues, there is one issue that is particularly telling. I recognize the symptoms of this problem. I don't pretend to have a cure.

When we looked at the statistics on gifts to the museum in calendar 1986 versus calendar 1987, the contrast was striking. In 1986—that is, under the old IRS legislation—the value of art works donated to the Museum of American Art was \$12,500,000. In calendar 1987, the value of gifts dropped to \$392,000.

Mr. YATES. Really.

Mr. ELDRIDGE. And the count changed from roughly 820 objects in 1986 to 196 objects in 1987.

Mr. YATES. What caused that? Which provision was that?

Mr. ELDREDGE. I suspect it was the provision apropos, a donation of appreciated property to museums and the concomitant drop in the high income bracket. This was the starkest effect I have seen of the change.

Mr. YATES. I assume all the museum directors will tell us the same story, won't they?

Mr. ELDREDGE. I suspect they will.

Mr. YATES. Thank you very much, Mr. Eldredge.

Mr. ELDREDGE. Thank you, sir.

NATIONAL PORTRAIT GALLERY

Mr. YATES. Good luck in your new job.

Alan Fern, wherever you are? Come forward, Alan. Tell us about the Portrait Gallery.

Mr. FERN. Good morning.

Mr. YATES. Good morning to you.

Mr. FERN. What may I tell you?

MINORITY REPRESENTATION IN COLLECTIONS

Mr. YATES. You may tell me what your problems are. Are there any women portraitists or minority portraitists you have shown or haven't shown, or why you haven't shown them? And also, will you tell us whether you have any problems that you have that we ought to know about? We are in the habit of asking people who have budgets that have been submitted to OMB and have felt the ax, whether they have a wish list, and if they have a wish list, what would happen if the wishes were to come true for their museum.

Mr. FERN. Let me start with the minorities and women in the collection and in exhibitions. Yes, we have a substantial number of women artists and minority artists. For example, to give you some names—I don't have a booklet to give you—Mary Cassatt, Alice Neel, Cecilia Beaux. I was just making some notes when the question first came up. Jane Stuart, Gilbert Stuart's daughter who helped in the studio and worked on her own; the caricaturist, Aline Fruhauf, who lived here in town; Lotte Jacobi, the photographer. We have quite a number of her works.

And then, through a very interesting gift that was made to the Smithsonian some years ago, the Harmon Foundation gave us portraits of significant black Americans painted by an important black woman artist, Betsy Graves Reyneau. And we have and use those portraits very much. There was a joint exhibition at the Anacostia Museum not long ago. We have one of them in our exhibition in Asia just now—two, in fact.

Lois Maillou Jones is another painter whose work is very much represented in our collection of black Americans.

As far as exhibitions are concerned, both in our permanent collection and in our special exhibitions, we have dealt with women and minorities. There was *The Black Presence in the Era of the American Revolution*. It was a very major show. We also did an exhibition of the Harlem Renaissance figures in photographs by Carl Van Vechten.

Right now we are about to open an exhibition on the artists' mothers, a show very substantially by women, but not entirely women artists, but certainly a subject of interest so far as women are concerned.

A show we had last year from our collection of Time cover originals of women, was called Women on Time. For us the sitter is as important as the artists. We talk about the people as subjects, as well as those who made the works.

In process is an exhibition which will deal with black Americans, and portraits of Native Americans by an artist who came over from Germany named Winold Reiss. It is being done by a colleague in the Anacostia Museum, Jeffery Stewart.

And although I believe we don't call Asians a protected or a minority in the same sense, we do have, of course, an Isamu Noguchi exhibition coming up which will be very interesting. He did wonderful portraits. And they will be seen in a couple—

Mr. YATES. I thought he was a pure abstractionist.

Mr. FERN. We will show you evidence on the other side soon.

Mr. YATES. I remember one exhibition you had on the medals.

Mr. FERN. The Indian peace medals.

And in our permanent collection, the Civil War and reconstruction exhibition installation on the mezzanine deals quite substantially with the people who are interested in abolition, including black Americans and white Americans, and it ends with the first black Americans who were elected to the national legislature, to the Congress. And so, that story is very much involved with the history of blacks in America.

There is on the second floor, you remember, the room dealing with Native Americans, the leaders of the Indian nations, the people who worked out alphabets and who were very much involved in the relationship between Washington and the Indian nations.

So, we have tried to represent all peoples in the collection, and we are going to try to do much better in the years to come as other groups have moved into national prominence.

Mr. YATES. What about the statement that I read to Mr. Adams about museum directors and curators who have all tended to come from the same schools and whose tastes tend to be similar in choice in subject matter and content?

Mr. FERN. Well, I deny that absolutely. First of all, just—

Mr. YATES. Nobody else is from the University of Chicago.

Mr. FERN. Well, I was going to say on a purely silly level, my assistant director has her Ph.D. from Case Western Reserve; the other assistant director, from Harvard. We have a man from California and Harvard degrees. We have a person whose education is Washington City.

Mr. YATES. Are the tastes the same as your—

Mr. FERN. The tastes are absolutely not the same.

What I really reject is this. On the one hand, that statement suggests that we ought to—and I agree—have a larger number of people of diverse backgrounds on our staffs. On the other hand, it also says that the only way you're going to get, say, black women, Asian, whatever, interests reflected is by having people from those groups on your staff. So, you can't have at the same time people

who will behave as generalists and those who will protect their own or will express their own interests.

And it happens in my museum. There are four senior managers, the two assistant directors, myself and our executive officer. Two of us are male; two are female. One is black.

Of our office heads, for example, we have 11 offices in the museum—these would be the more senior people, the curators, historians, designers—and two offices besides that which are shared with NMAA, the library and the building's management. Of those, six heads are male; seven are female. Of the minorities now, we don't do as well. One of those office heads, which is exclusively in our museum, is black, and one of our joint office heads is a black woman.

We need to add, if we can find the people—in due course I think—Hispanic, Native American, additional black staff, and others.

But I think we have tried to achieve a reasonable balance here. And we are most attentive to this need. But I do reject the idea that the only way you are going to get an exhibition which will be meaningful to, let us say, the black community or the Hispanic community is by having people on your staff. We also use people who are not on our staff who are members of those minorities to assist us. We use them on contract. We ask them to come in as guests to work with our people.

BUDGET REQUEST

Mr. YATES. Now, do you have a wish list?

Mr. FERN. Well, actually I do.

Mr. YATES. Well, that's a shocker. [Laughter.]

Mr. FERN. But it's a very strangely modest one. Really our needs are for support, clerical support, support in space. We have a small amount for this in the current budget where we need to reconfigure storage space for our collections.

STORAGE SPACE

Mr. YATES. Do you use the Suitland facilities?

Mr. FERN. No, we do not. We use 1111 North Capitol. And this is going to be under reconstruction.

Mr. YATES. Why? Is Suitland inadequate for your purposes? Why do you use rented space rather than non-rented space?

Mr. FERN. Well, many Smithsonian units are in 1111 North Capitol.

SUITLAND FACILITY

Mr. YATES. Well, I know that. That's the purpose of my question. Is Suitland obsolete now?

Mr. FERN. No. I think Suitland, first of all, was—

Mr. YATES. I don't mean obsolete in that sense. I mean is it inadequate? Are you full up? Should you be building another module?

Mr. FERN. Nobody has invited me in, Mr. Chairman. That's all I can answer.

Mr. YATES. Well, you can save money by doing it, can't you?

Mr. FERN. I hope they will when additional—

Mr. YATES. Let me ask Mr. Anderson the question. Why don't you put him into Suitland instead of rented space?

Mr. ANDERSON. At the time that Suitland was being designed, Mr. Chairman, there was one bureau of the Institution that was significantly overcrowded, which continues to be the case. That is the Museum of Natural History. At that same time, the Portrait Gallery had a very modestly sized collection. The storage rooms in the old Patent Office Building themselves were not anywhere near filled. Over time that situation has changed. Not only has Alan filled up the storage capacity of the Patent Office Building itself, he is into 1111 North Capitol Street now. But given that the museum——

Mr. YATES. Well, why don't you send him out to Suitland?

Mr. ANDERSON. Well, the space was designed to fit collection objects from the Museum of Natural History primarily.

Mr. YATES. Only from that museum?

Mr. ANDERSON. Primarily that and Roger's museum, the Museum of American History.

Mr. YATES. Well, is it full up?

Mr. ANDERSON. No, sir.

Mr. YATES. Then why don't you put him there?

Mr. ANDERSON. Because the collection storage equipment necessary to house collection objects, other than those that are themselves stored in liquid containers because they are pickled or in alcohol, is not yet available and installed.

Mr. YATES. Well, I have here the report of the Audit and Review Committee of the Smithsonian in the proceedings of the Board of Regents on February 1, 1988. You have problems with GSA?

Mr. ADAMS. We have problems with the completion of the museum storage center.

Mr. YATES. At Suitland?

Mr. ADAMS. At Suitland.

Mr. YATES. Why?

Mr. ADAMS. I can't say that they are particularly pleased with the GSA at Suitland.

Mr. ANDERSON. It is a finger that can point in a number of different directions, not just at the construction management agency.

PROBLEMS AT MSC

Mr. YATES. What is the problem?

Mr. ANDERSON. The contractor that was selected by low bid to do that job was defaulted by GSA for lack of performance. That is now being contested by the general contractor. Claims and counter-claims have been filed. It will be a long time for those to be adjudicated. GSA meanwhile, proceeding with the funds that have been transferred to them by the Smithsonian for the completion of the job, is seeking to proceed toward completion by preparing specifications necessary to get a new firm in to do the work. We're in a lull, if you will, between the previous contractor being defaulted and the new one, whoever that will turn out to be, coming on.

Mr. YATES. Well, how much of your Suitland facility has not been completed?

Mr. ANDERSON. We have one of the four major storage bays that was designed initially for "wet collections", so-called, specimens in alcohol. The move of specimens to that pod has been completed, the initial move of objects that were intended to form the initial collection out there of wet materials. The expansion space in that pod for additional wet collections is available for that collection to grow over time. The other three pods are awaiting the pouring of intermediate concrete floors to take storage equipment.

Mr. YATES. When will it be completed?

Mr. ANDERSON. I think we have a guesstimate now of 1991. Do we? We have people much more expert than I who can speak on this question.

Mr. YATES. Well, that's a little later than I think you told the Committee it would be completed, isn't it?

Mr. ANDERSON. I think 1991 includes completion of the floors, but also the installation of the storage equipment itself.

Mr. JAMESON. The current GSA schedule, Mr. Chairman, is to start the completion of the decking construction in October this year and to have that finished by December, 1989. The manufacture and installation of the storage equipment would be started in February of 1989 and be completed by August of 1991.

RENTAL SPACE

Mr. YATES. Will the completion of the facility enable you to give up any rented space?

Mr. JAMESON. I don't think so, Mr. Chairman.

Mr. YATES. Why not? That is the purpose of it, wasn't it?

Mr. JAMESON. We have relatively little rental space that is devoted to the storage of collections. Most of our rental space is either for administrative purposes, most principally at L'Enfant Plaza, and for light industrial kinds of activities such as the print shop and photo shop.

Mr. YATES. Well, I thought that this museum at least needed your rental space.

Mr. JAMESON. It's a relatively small fraction of the 160,000 square feet on North Capitol Street.

Mr. FERN. And it may be that we will find we can improve the current space, but we need to have new shelving units to make more efficient use of the area. We need to have climate control and that sort of thing. These are renewable and constant——

Mr. YATES. Don't you have climate control?

Mr. FERN. There is now, but it is really not an adequate unit. The 1111 building has to be reviewed, and in the meantime, we need to make our own improvements.

Mr. YATES. Oh, I see. You mean your museum is all right.

Mr. FERN. Yes. But whatever we do is going to require some funds to adequately house our outside collection.

Mr. YATES. Thank you very much. That's your whole wish list?

Mr. FERN. The clerical staff is my greatest wish.

Mr. YATES. Thank you.

Mr. FERN. Thank you.

NATIONAL AIR AND SPACE MUSEUM

Mr. YATES. Mr. Harwit from Air and Space? Hi, Mr. Harwit. How are you today?

What can you tell us about women astrophysicists? There were women astronauts, weren't there?

Mr. HARWIT. Sure.

MINORITIES AND WOMEN

Mr. YATES. What can you tell us about it? I don't even know what questions to ask you. What are you doing in that field, in the field of minorities and women?

Mr. HARWIT. We have on the staff seven assistant directors, of whom three are women. My deputy director, Mr. Lopez, is of Hispanic origin.

We are bringing in more curators also among minorities and women.

ACADEMIC ACHIEVEMENTS

Mr. YATES. Are they out there to hire? Do you find them?

Mr. HARWIT. Most of the people whom we have brought in as curators have been very young. I can't take any credit for this because I have just been there about seven months. My predecessors brought in young curators who were hired out of graduate school before finishing their degrees. This has brought its own problems which we are trying to cure by encouraging and supporting graduate studies towards a Ph.D. degree. My predecessor, Dr. Tyler, who started a program of sharing tuition costs with the curators last year, initiated this process, and we are now trying to see whether we can legally assist the curators further by giving them paid leaves of absence to allow them to accelerate this process of going towards a Ph.D. which will have the benefit for the museum of having accomplished curators, people who have behind them the difficult task of doing a sizable piece of thesis work, and a piece of work that then prepares them for duplicating that effort and working more efficiently and self-sufficiently for us in the future.

OUTREACH TO MINORITY CHILDREN

We also felt that there was a chance that we could do better by starting at the very beginning level. And so, when I came in, I assigned a minority worker in our museum, a black woman who is very skilled in my opinion, to visit schools in the Washington area because we felt that we were not sufficiently attracting minority children, certainly nothing representative of the general school age population in this city. She has started going to area schools over the last two months to talk about aviation and aviation careers, space flight, and careers in space to youngsters who might grow up to be the next generation of astrophysicists or aerodynamicists, pilots, whatever the industry and the field has to offer in the way of rewarding positions.

In order to assess the extent to which we are succeeding in this move, we have taken advantage of the fact that the Smithsonian has hired a demographer, Dr. Zahava Doering, this year. And we

are trying to see to what extent these efforts that we are making actually bear fruit in terms of increased number of visitors among minority children to the museum. We hope that we will succeed. But if we don't, I think we will perhaps have a better understanding of what the problem is and take corrective steps in the right directions.

BUDGET NEEDS

Mr. YATES. Do you have enough money to operate for the next fiscal year?

Mr. HARWIT. It's a difficult question to answer. The things that one often wants to do most, one can do because we have been fortunate in having a young woman who is an excellent fund raiser. And so, there are many types of projects that seem to me to be important that we have been able to carry out on the trust side because we have been able to obtain funding from private sources for some of these projects and programs that we would like to undertake.

There are a couple of items that in one fashion or another were described and submitted by Dr. Tyler last year, which I subscribe to also, which have not come forward.

Mr. YATES. You have been cut by \$2 million under your request. Will you be hurt by that cut?

Mr. HARWIT. I think yes, though not precisely in the areas that were defined. Let me go back and explain that statement. When I came in, I wasn't quite sure where our particular strengths and where our particular weaknesses were. So, I have arranged over this past year to have a number of outside committees, distinguished people from all over the country and some from abroad, come in and take a look at those strengths and weaknesses.

ARCHIVES

One weakness that we had not anticipated was discovered by our Research Advisory Committee. We assigned one of the members to continue probing and taking a look at what our archival efforts looked like. And she has recently written me and said that she feels that it is imperative that we bring in a senior person to work in the archives, to run our archives with a sense of balance about what to collect and what not to collect.

We did have a submission for archives last year. It was at a more junior level. Since then, we have had a person leaving from the archives, and we now would very much like to attract a senior archival person. And that archival request did not go forward.

NEEDED POSITIONS

There is one other area where I could use help. Last year we searched in vain for a chairman of our Space Science and Exploration Department. We were unable to attract somebody who was in my opinion sufficiently good. We are renewing the search this year, and it should be coming to a head in the next month or two. It would be very advantageous to us if we were able to assure that person, whoever comes in, that we could bring in one other curator in that department to round out the complement of talents that we

require. So, those two positions would be extremely helpful if we were able to obtain them in the next budget year.

EXHIBITIONS

Mr. YATES. Anything on exhibitions other than this?

Mr. HARWIT. I think on the exhibition side, we are doing well. We are able to raise money on our own from the outside. Our development officer in the last year and a half has been able——

Mr. YATES. No diminution in your gifting?

Mr. HARWIT. I haven't seen that, but I think we have had a very talented person. We were able to attract something like \$1.5 million this last year for exhibits and exhibit-related gifts.

Mr. YATES. Thank you very much, Mr. Harwit.

Mr. HARWIT. Thank you.

NATIONAL MUSEUM OF AMERICAN HISTORY

Mr. YATES. Mr. Kennedy? Hi, Roger.

Mr. KENNEDY. Mr. Chairman.

Mr. YATES. How are you doing?

Mr. KENNEDY. Okay so far I think, Mr. Chairman.

Mr. YATES. Can you tell us about—your exhibits I know have been directed very strongly toward minorities. I think you should put that in the record.

Mr. KENNEDY. Sure.

[The information follows:]

National Museum ofAmerican HistoryExhibits and Public Programs of Special Interestto MinoritiesRecently Produced Permanent Exhibits

After the Revolution (Afro-Americans, Native Americans, Various religious groups)

Field to Factory (Afro-Americans)

A More Perfect Union (Japanese Americans)

Previously Produced Permanent Exhibits

A Nation of Nations (Afro Americans, Hispanics, Asian Americans)

In the Military History Hall - The story of a black regiment in the civil war

In the Physical Sciences Hall - The story of Benjamin Banneker

Temporary and Traveling Exhibits

Rythm and Blues (Afro-Americans) now a SITES exhibit

Drake's Bay (Hispanics)

Women in the Workplace

Future Exhibits

Women in the Progressive Era

Men & Women: Dressing the Part

American Women in the Etching Revival

The Way to Independence (Relationship of the first colony of Swedes to the Algonquins)

Duke Ellington (Afro-Americans)

Afro American Artifacts

The Seasoned Eye (The elderly) Photo exhibit by senior citizens

The Quincentennial (Hispanics, Native Americans)

Public Programs produced during FY 87 and 88 of special interest to Afro-Americans:

fy 87

- October 25, 1986 The Music of Kenneth Morris. Morris is a gospel music composer, arranger, and publisher. Colloquium and concert of classic gospel music.
- November 2, 9 Gertrude "Ma Rainey: Queen Mother of the Classic Blues. An exploration of the repertoire of one of the great blueswomen who was a musical innovator, poet, lyricist, and composer.
- December 7, 21 The Roots of Blues and Jazz Guitar. The influence of the jazz guitar on various musical styles ranging from early blues ballads and classic jazz to the works of such early guitar greats as Lonnie Johnson.
- January 4, 18 Southwestern "Jump" Piano. A demonstration of the regional stylistic characteristics of "jump" piano, the boisterous ragtime and barrelhouse flavored music that flourished in the southwestern United States during the latter part of the 1920s.
- January 17, 1987 Of Songs, Peace and Struggle. The Sit-In Movement, and the Freedom Rides, Nashville, Tennessee.
- February 1, 15 The Violin in Transition: Blues, Rags, and Jazz, 1890-1930. Violin techniques of the period demonstrated in performance.
- February 6 & 7 Race and Revolution: African Americans, 1770-1830. Conference on 18th-century African-American life and culture.

- February 6, 8, 20, 22 "Jump for Joy": Theater Songs of Duke Ellington. Songs by Duke Ellington drawn from such musicals and revues as "Jump for Joy," "Beggar's Holiday," and "Pousse Cafe"; in conjunction with Black History Month.
- February 14 "Stepping Out": Black American Dance During the Great Depression". Lecture, film clips, dance demonstration.
- February 19, 26
March 12, 19 The Times of Richard Allen, a dramatic presentation. Born a slave in 1760, Richard Allen was one of the founders of the Mother Bethel African Methodist Episcopal Church in Philadelphia in 1789. In 1801 his Collection of Spiritual Songs and Hymns helped to establish an ongoing tradition of hymn singing at Mother Bethel.
- February 21, 28
March 14, 21 The Songs of Richard Allen. Workshops in early A.M.E. worship song.
- March 1, 15 Lovie Austin: Serenader of the Blues. A program devoted to one of the most highly regarded musicians of the blues recording industry of the 1920s. Ms. Austin was a composer, arranger, pianist and leader of the "Blues Serenaders."
- March 7 Zora Neale Hurston, Afro-American Traditions in Motion. A public program related to the exhibition Field to Factory: Afro-American Migration, 1915-1940. Lecture by Toni Cade Bambara, author and critic; workshop by Bernice Johnson Reagon about children's stories and games from Black American southern culture.
- April 4 Carrying the Word: Pullman Porters in the Great Migration. Lecture, oral histories, film.
- May 2 Beauty In Motion: The Afro-American Beauty Industry, 1915-1940. Lecture, oral histories, demonstrations, films.
- May 3 Music of the Black American Composer, the second annual survey of Black American composers of concert music, based on research by Bernice Johnson Reagon in collaboration with Evelyn D. White, former Professor of Music at Howard University and D. Antoinette Handy, flutist, author and arts administrator. Professor White and Ms. Handy gave the lecture and concert.

- May 7 to June 11 Black American Music: Roots, Creation, Evolution and Performance. An introductory survey of the traditional roots, creation and evolution of gospel, jazz, blues, and rhythm and blues presented in a series of demonstration lectures. The six session course culminated in a rhythm and blues concert, presented in Baird auditorium on June 12, 1987. The course was organized by Bernice Johnson Reagon and sponsored by the Smithsonian Resident Associate Program.
- June 6, 7 Quilting: A Docu-Drama, Sounding the Confluence of Contemporary Issues in 18th-Century American Life. Performance and testimony, in the words of African Americans, European settlers, and Native Americans, were drawn from texts based upon writings, narratives, and performance repertoire of the 18th century (script by Eleanor Traylor).
- June 13 "You Got To Move": Blues and Gospel Music, 1915-1940. Lecture demonstration, concert.
- August 30 Pan Masters Steel Drum Band. Black American Band Music.
- September 1 Quilting, a radio docu-drama, revealing conditions and contradictions in the American experience. Three half-hour radio programs were fed to broadcasters by the National Public Radio Satellite on September 1 and 9, 1987.
- September 13 Kings of Harmony. A gospel band from the United States House of Prayer for All People. Black American Band Music.
- September 20 Howard University Jazz Ensemble.
- September 24 Easy Lawd, a performance-based song narrative recreating Afro-American experiences and beliefs in death and dying.
- September 27 Cardozo High School Band. Continuing the Florida A&M Marching Band tradition.
- fy 1988
- October 2, 1987 Lining Out, a Black American hymn singing tradition. An introduction by Bernice Johnson Reagon followed by a performance of the lining out tradition: hymns are sung a capella, with the lead voice and congregation overlapping, supporting, and decorating the hymn tunes.

- October 16 The Song Ministry of Charles Albert Tindley, a colloquium and musical tribute presented at Tindley Temple, Philadelphia, Pennsylvania.
- November 1, 15 Classic Ragtime Piano, an exploration of the compositional and performance styles of James "Eubie" Blake, Tony Jackson, Scott Joplin and others.
- November 7 "Too Close to Heaven", the music of Professor Alex Bradford, composer, performer, and stage luminary whose compositions include the music for the theater production, Your Arms Too Short to Box with God
- December 6, 20 Sidney Bechet: Melodic Spirit of the New Orleans Tradition. The music of Sidney Bechet, a founder of the New Orleans jazz tradition, and a daring innovator on the clarinet and soprano saxophone.
- January 3, 17, 1988 Albert Ammons: Boogie-Woogie Blazer. An examination of Ammons' rocking, stomping, blues-influenced piano style.
- January 16 Of Songs, Peace, and Struggle. Making a Revolution: The Music, Tears, and Joy. Lecture and song workshop by Dorothy Cotton, Civil Rights Movement activist, former education director for the Southern Christian Leadership Conference (SCLC). Special guests, the original SNCC Freedom Singers.
- January 23 The Sacred Harp. Shape-Note Singing in Black, White, and Native American Communities. A round-table discussion of the Shape-Note singing tradition followed by a concert by four groups of Shape-Note hymn singers
- February 5, 6 Black Migration and the American City: Forging the African American Urban Community. Conference and Music Festival.
- February 7, 21 The Harlem Stride Piano School. This presentation offers a comparative analysis of such stride pianists as James Price Johnson, Charles "Luckey" Roberts, Willie "The Lion" Smith and Thomas "Fats" Waller.
- February 11, 18, 25 The Times of Richard Allen, a dramatic presentation.
- February 20 The Songs and Times of Richard Allen
- March 5 Phillis Wheatley, The Difficult Miracle of Black Poetry in America. Lecture by poet, author June Jordan; poetry reading of selected Wheatley poems by actress, director, Alfredine Brown.

- March 6, 20 Ida Cox: An Uncrowned Queen of the Classic Blues. Composer, lyricist, bandleader, and recording artist Ida Cox performed around the world with her Raisin' Cain and Darktown Scandals touring troupes.
- April 29 Easy Lawd. To be presented at the African Heritage Studies Association National Conference to be held at the Howard Inn in Washington, D.C.
- May 11 and 12 Frank Nelson Doubleday Lecture on Gospel Music by Bernice Johnson Reagon, Lecturer.
- May 15 In Celebration of Black Women. Music of the Black American Composer. This fourth annual event will focus on Black women composers in a lecture and concert format.

Of special interest to Hispanics:

FY87

- July 12 BrasUss. Brazilian carnival music in the Jacksonville Bandstand.
- July 19 Tarde Hispana. Films in the Carmichael Auditorium and music by Maria y sus Magnificos Orquesta and Little Joe y La Familia.
- July 26 Calidad. Modern Latino music in the Jacksonville Bandstand.
- August 2 Mariachi Los Amigos - Mexican music in the Jacksonville Bandstand.
- September 12 After Columbus: Public forum on 17th Century European settlement in North America.
- September 14 & 18 Hispanic Heritage Week: Children's chorus of Ponce, Puerto Rico and two films, Machito and Vintage Latin Music.

FY88

- October 16 "El Otro D.C.": Dr. Lucy Cohen, Catholic University, and a day-long discussion of the D.C. Hispanic Community.
- November 14 "El Otro D.C.": A discussion of the problems of acculturation and the film, El Norte.
- January 9 "El Otro D.C.": A discussion of women's roles in the D.C. Hispanic community and the film, Double Day.

March 26

"Trabajadores Luchando Unidos": Dr. Ricardo Romo of the University of Texas at Austin, Dr. Jesus Negrete of the Centro Tomas Rivero, and Dr. Harry Rubenstein of NMAH discuss the Chicano labor movement. Film, Salt of the Earth.

Of special interest to Asian-Americans

FY87

May 4

Opening ceremony for Asian/Pacific American Week.

May 5

Film Dim Sum.

May 6

Films, So Far From India, Dollar a Day, 10 Cents a Dance.

FY88

February 27

Forum "Prisoners at Home, Liberators Abroad: Japanese Americans, 1942-1945."

MINORITIES AND WOMEN

Mr. KENNEDY. Mr. Chairman, could I make a couple of general remarks about this subject?

Mr. YATES. You may do that.

Mr. KENNEDY. They could be made as well by Mr. Kinard, who follows alphabetically, but only alphabetically.

There is no question in my mind that there is a fresh commitment to changing the mix of the personnel in the Smithsonian Institution.

Mr. YATES. I have that impression.

Mr. KENNEDY. It is real and the bureau directors feel it. It is communicated in the mechanical process of making adjustments in personnel hiring practices which we have had in the past. Overall Government personnel practices have militated against those persons who have not already done the tasks for which the task is described. And there isn't any question, as both the Secretary and the Under Secretary have said, that has to change. And it may very well be that after we have done the maximum tinkering that we can do, we may want to come back to you for some help in making those changes.

Secondly, the keeping of the heat on any institution to alter its bad habits—and those habits in our society have several hundred years of impaction in them. That pressure is healthy and desirable. From time to time both internal and external pressure assist in rectifying those patterns of behavior.

There has been some discussion about some comments that were made, but in my view what Tom Freudenheim said and the intention of his saying it was healthy, desirable and true, which is to say that if you have a place in which you have an insufficient mix in the leadership itself, representing different points of view, under those circumstances you are going to get blandness and sameness. That is what will happen. And recognizing that fact as true does not mean that you put a black person in charge of black subjects or an Hispanic person in charge of Hispanic subjects. It does mean that when they are present, the mere availability of that kind of talent means that you alter the way the others behave. It is just true in human affairs that the raising of an eyebrow or the clearing of a throat is frequently sufficient to alter the way you would go about your business.

In between that earlier colloquy and the present, a couple of my helpers brought up to me some of the brochures that are relevant to the material we ourselves have been doing. As you kindly suggested earlier, we have had a lot of exhibitions. We have also had a lot of performances.

But I would like to make a point about the Japanese American show and the Field to Factory show, about which we are intensely proud, the program in Hispanic American history which had a batch of colloquies, the infusion of our performance program throughout—it just happens we picked up last month with performances like that of Michael Howell and the times of Richard Allen. Cultural diversity permeates the whole program. That would not be possible if there weren't people in the place who cared a

whole lot about that, black, white and Hispanic. If they weren't there, they wouldn't be making sure we did more of it.

And I have found in recent months in particular that from the central administration there has been affirmation and pressure both to do it better. It must be really hard when you are working through a whole set of numbers and a lot of answers about how wonderful we are to know whether or not there is any change occurring. I just want to state as my own personal view that there is, and it is very much in the right direction.

That manifests itself, it happens, in the spread of how you spend your money. The central administration certainly does have what the Secretary says it does: the power of the purse. How is it going to place its bets? What is it going to help you do? What is it going to say isn't very important?

FUNDING FOR EXHIBITIONS

This year, in Fiscal Year 1988, we spend four kinds of money doing—you spoke of exhibits. Let me just give you exhibits. Those four kinds of money are the Federal base, that money which comes into the director's discretionary fund essentially from shops and stores and the magazine to some extent, the Regents' Smithsonian trust fund allocations for exhibit purposes, and individual and corporate donations. In this year it happens that we will spend 680,000 bucks of Federal base for exhibit purposes, \$130,000 from the shops and stores, that director's discretionary fund, a half a million dollars from the Regents trust fund, and about \$1.2 million privately raised.

The point I want to make is that the Regents trust fund money is very heavily oriented toward two major shows we are doing, it happens this year, about women. There is Women in the Progressive Era which points out that there wouldn't have been progressive politics of the kind we had in this country if it weren't for the leadership of the women who had been at it for 30 years and, it is well to say, kept at it through the 1920's and 1930's. The link between the progressive politics of the turn of the century and the New Deal was very dominantly female. They kept banging away when lots of people went to sleep in the 1920's. That is an important story, and we couldn't do that if it hadn't been an allocation of central help to do it. About half of what we are spending comes that way.

Secondly, our inquiry into the aggregate nature of the way in which men and women have interacted in American culture, which we are calling Men and Women Dressing the Part, is about half funded from central funds. We went to them and said we would like to do this. We have broken our backs to raise private money. These shows are not appealing to corporations for one reason or another. Give us a hand. And that is a very important way that they show us how serious they are.

We have used trust funded personnel, before Bob came here, in ways which I think are prototypical and useful. The Ford Foundation paid for the salaries of people that we brought in, shoe-horned in, that couldn't have fit within the requirements of the customary governmental personnel system. These folks hadn't already done it,

so they couldn't do it. And therefore we got foundation dough to bring them in. Not all of them are still working for us. As is true in any program, some were terrific, some not so hot, and some were in the middle. I think we have retained about equal numbers of each category. [Laughter.]

But that is also what happens in a real world.

Now, we can keep on doing that and we are. We have raised from, I think, three other foundations, more body money. But after you raise the body money, you have got to fold them into the Federal system, and that is where your second inquiry, it seems to me, is a useful one.

HIRING PRACTICES

It isn't just a matter of the mechanics of personnel, hiring and how you get past the system, it is how do you get marginally more slots, money, and work years to fold them into the system where the system doesn't quite engage. You've got somebody very good, somebody who hasn't finished whatever their formal training that will get them exactly right. I can think of an instance in which a black female, head of household with no male in the household needs to finish a Ph.D. Lots of courage getting pretty far along in that process. I have that in my mind today as an example. That person won't fit the Federal standards quite. We have got to help them through with private money until they can. Then they will qualify. And then the system will pick them up. Well, we may very well need some help from you as we go along to try to patch together this kind of ramshackle system to articulate the purposes that you have described.

In general, we are not doing nearly enough. We are conspicuously low on Hispanic Americans. And that has effects in making us both less responsive and less competent. We just don't do American history as well as we should because we don't have those kinds of people. We don't have enough high level professionals that are minorities or women. It happens that in a history museum you can generally get more women moved into professional roles than you can in other kinds of museums. That is where they have been working.

But we need to keep at it. We are not satisfied with what we are doing. Our exhibits are more interesting than they would have been otherwise without these kinds of people on deck, but they are not good enough. So, we'll keep at it.

Mr. YATES. What about your wish list?

Mr. KENNEDY. It is pretty well folded into the budget this year.

Mr. YATES. I know that if it weren't, you would have told us. [Laughter.]

Thanks, Roger.

ANACOSTIA MUSEUM

All right. Mr. Kinard? Hi, Mr. Kinard.

Mr. KINARD. Mr. Chairman.

Mr. YATES. What can you tell us about what we are talking about? I would like to hear what you have to say.

Mr. KINARD. Mr. Chairman, if I were very frank and honest with you, what I would have to say would be very distasteful, and low-class. Let me take the high road in this discussion.

I think that we face a very challenging opportunity. I think, and I have thought over the years—20 years now—that we could have, and should have done much more, and been much farther along the pathway. But the nature of racism in America is so overwhelming, that we have not had it uppermost in our minds. When we have seen opportunities, we have somehow confused them, have not responded, and have been less than forthright. We have been fearful many times, I think, as to whether or not we are doing the correct thing.

I would like to ask you for about 25 slots to be sure that in six months, or a year's time, we would be saying here is where we are. We've got minorities. Why do I suggest that? It is because I disagree that the pool is limited. The pool is there. But over the years, blacks in particular have felt that there was no haven here.

Mr. YATES. Here being what?

Mr. KINARD. The Smithsonian Institution. Because of the nature of racism.

My colleagues probably would not agree with me. The nature of the man on the street—while we have a very exciting exhibit at the American History called "Field to Factory," the man on the street would say "you mean we are just leaving the fields?" Conceptually, if you understand what I mean, we laud that exhibit. It is a wonderful effort in the right direction. But the man on the street, and the people we want to appeal to are saying as far as that Institution is concerned, do you mean to tell me we are just leaving the fields and going into the factories. All right?

Now, that exhibition was done by a very well-meaning, exciting, intellectual black person and I do not mean to demean it. I am just talking about the man on the street.

Now, the outcropping of all of this inactivity has to do with very poor self-images. It gets down to people shooting each other. It gets down to crime in the streets because people do not know who they are. They do not know where they are. They find themselves unchallenged as far as the high road is concerned, and have no vision, about what is possible for them to become. They have no vision of truly being an American, or feel accepted and know that they are somebody, and life is worthwhile. Even I, myself were it not for some people in Anacostia—I would not be sitting here in front of you. It is because they said there is the man, we want him.

I am not so sure that there are other cases around the Institution where some of us who are here, slid in by the side door, or the back door in years gone by. I came in by the back door in years gone by. I have made learning about museums a preoccupation with me so that I could have truly brought the Anacostia Museum this far.

MUSEUM DEVELOPMENT

Let me speak to you on my own behalf, sir. I look upon you in this particular instance as the court of last resort. I have been trying to develop the Anacostia Museum and have been able to

bring it along to a certain point. It is a small, baby as far as I am concerned. It was convenient. It was interesting to start something in a ghetto. A ghetto operation as it were. But a ghetto operation for 20 long years? Indecision, and indecisiveness about the black American's role in this country—in 20 long years? I have tried to demonstrate to my colleagues by working within the system, being what you would call passive, conservative, and not wanting to anger them in any significant way, for fear that they would do nothing. I myself admit to you that this has been my behavioral pattern by design, for fear that I would anger them and they would do nothing.

So, I am trying to say to you, that I have tried to show my colleagues that this museum could make leaps light years ahead. It could help a whole lot of people. Black people, white people, and all people to understand that all of us are one people. We belong to a nation. The black American has made significant contributions to the development of this country. It ought to be recognized in a museum that reflects the culture, the history and the aspirations of black Americans. But what do I get? Indecisiveness. I can not get any body to speak on my behalf at the tables where decisions are being made. And if I am not there, nobody speaks in my behalf.

Mr. YATES. Well, do you speak to the Secretary about that?

Mr. KINARD. I have spoken to the Secretary, sir. I have spoken to all of my colleagues. They have heard me speak. And when they hear me speak, they know what is coming.

So, what I have tried to do is to say to them give me the funds that I need to plan and work ahead for the development of this institution. But nobody can say anything.

POPLAR POINT

Mr. YATES. What kind of an institution are you talking about? You are not talking about an institution still in the ghetto then.

Mr. KINARD. Definitely not.

Mr. YATES. In other words, you want to move out of the ghetto.

Mr. KINARD. Definitely so.

Mr. YATES. Where do you want to move?

Mr. KINARD. Well, to answer this question, I was asked to find a place by my colleagues. I found a place. Jack Fish from the Park Service directed me to a place along the waterfront of Anacostia. It is called Poplar Point. He indicated to me that because it is near a stop on the new Metro line, this is the space you ought to have for the Anacostia Museum. A larger Anacostia Museum, one which concentrates on contributions—a specialized museum on the black American.

Mr. YATES. Is this the museum that was mentioned I think in the report by Mr. Mack?

Mr. KINARD. No, sir, it is not. That is another whole issue.

Mr. YATES. Well, he is talking about the black and Afro-American history museum.

Mr. KINARD. He is talking about what I am talking about, but we are coming at it from different vantage points.

Mr. YATES. What is the difference?

Mr. KINARD. Tom Mack—well, let me speak about what my own position is first. We have for 20 years now, tried to develop a museum that collects, and that truly reflects in a very positive light, the contributions of black Americans. The collections of material and things are going down the tube every day. I mentioned this to you last year when you asked me. What we need is a specialized institution that collects this material.

Mr. YATES. You believe Roger Kennedy's institution, the American History Museum, isn't adequate for that purpose.

Mr. KINARD. It is not that it is not adequate. It is that Roger's institution is a global institution as far as American history is concerned. Roger is responsible for taking, the high road and meeting the demands of doing something, that very well, affects all of us. I am talking about a specialized institution that collects, develops programs about the character and the culture of the black American similar to an Indian museum. That is what I am talking about. While Roger must deal with us all, Roger may on occasion utilize things that come from this museum.

Do I make myself clear, sir?

PREVIOUS BUDGET REQUEST

Mr. YATES. You make yourself clear.

Have you presented a written request to the Secretary showing what you mean?

Mr. KINARD. These discussions go back to 1982.

Mr. YATES. I know about discussions. I mean, have you presented a written request?

Mr. KINARD. Yes, sir.

Mr. YATES. Showing what this is about?

Mr. KINARD. Yes, and a request for funds.

Mr. YATES. Why did the Secretary tell you you couldn't have it?

Mr. KINARD. I do not think he said you can not have it. It is just indecision. It is just nothing is said.

Mr. YATES. Do you want to talk about this?

Mr. KINARD. Tom Mack comes up, and everybody is in a big flurry about, well, what are we going to do?

Mr. YATES. No. I'm not in a big flurry about it, except I have read about his proposal. I thought with my smattering of ignorance about really about what—

Mr. KINARD. The flurry is not on your part. It is on our part.

EXHIBITS AT AMERICAN HISTORY

Mr. YATES. Well, no. Why can't this be included in American History? I know with the exhibits that Roger has presented, I would say that they are beautiful exhibits, but in the total concept of the American History Museum, I guess they are just a few pages, aren't they, in the concept of the American History Museum? Maybe there is so much to show that it doesn't get the emphasis it deserves.

I think I better listen to you, Mr. Secretary.

Mr. ADAMS. I would like to make clear that the issues that Mr. Kinard is raising are issues of profound importance, but also of great difficulty. It is not a matter at all of our not having given

them great thought. It is a matter of our not seeing a way through them at this point. And I don't call it indecision. I call it a very complex set of problems that need to be faced.

Let me address the possible options that immediately suggest themselves in this area. One is the one you have suggested, which is to say that Afro-American history ought to be part of American history, ought to be embedded in——

Mr. YATES. Oh, no. I didn't say it ought to be. I said I thought of that as a possibility.

Mr. ADAMS. All right.

INDIAN MUSEUM

Mr. YATES. As part of the total American picture. Then why have an Indian museum, as he points out?

Mr. ADAMS. I think there is a fundamental difference in those cases. The Indian museum grows out of cultures that were here before there were any Europeans or, for that matter, Afro-Americans on the scene for many millennia, and involves cultures that were entirely independent of that separate stream that came up behind the colonial frontier.

The other point, of course, is in the case of the Indian museum, we are talking about an absolutely unique collection that is already in being. The problem, as Mr. Kinard has correctly stated, is that establishing a collection that would, in fact, justify a museum is the task of a generation, frankly. It is not something that can be done instantly. Mr. Kennedy has a small exhibit that takes one small case at the moment, that draws together some interesting elements on exhibitions of Afro-American craft production and so on in the period after the Civil War and represents those fragments, if I can call them that, that can be pulled together on relatively short notice from a collection which for years didn't have that as its focus.

In any case, one set of possibilities to be considered is either in or immediately adjacent to the present Museum of American History. The question that has to be raised there is the one that involves whether on the one hand having a separate museum of Afro-American history, a separate institution, is creating a separation that is frankly unfortunate and unjustified. And I don't claim to have an answer to that. The reply can be made——

Mr. YATES. Has this been submitted to the Regents?

Mr. ADAMS. No, it has not. The issue is, I would say, not at a point where we would know what to submit to the Regents.

The reply to that stress on the word "separate" is that—perhaps "distinct" is the adjective we ought to use. But that is sufficient to justify a separate facility.

But this is only one of a number of possibilities, it seems to me. The question of whether Poplar Point is the appropriate location for a museum, as Mr. Kinard thinks or at least has thought, is one that doesn't really seem to me to speak to getting out of the ghetto, to use his expression. And certainly in the minds——

POPLAR POINT

Mr. YATES. Poplar Point is the place that wasn't very popular, isn't it?

Mr. KINARD. No, that is not.

Mr. YATES. Is that another place?

Mr. KINARD. It has nothing to do with popularity.

Mr. ADAMS. In fact, the name is Poplar Point, P-O-P-L-A-R.

In any case, the emphasis that Mr. Mack has given to this whole question is that symbolically and for many other reasons, it is terribly important to have such a museum on or at least near the Mall. And one can understand that too. If we look at the case of the increase in attendance at the Museum of African Art since it moved to the Mall from its former location on Capitol Hill, it is on the order of 20 times or so greater. Clearly a Mall location brings in a far larger group of visitors than one where you are isolated in some way.

Mr. YATES. I'm going to have to vote. And I hate to cut off Mr. Kinard in the middle, but I think it's 12:15 and we ought to come back at 1:30, and we'll continue at 1:30. We will go into it more at that time.

[Recess.]

A NEW MUSEUM

Mr. YATES. Do you want to take your place at your action station?

We were talking about Mr. Kinard's wish list. He wants a museum. And you were telling him that it is very difficult to give him a museum.

Mr. ADAMS. That isn't quite what I said.

Mr. YATES. You weren't telling him it was very difficult to give him a museum?

Mr. ADAMS. I was saying that there were a lot of steps between here and there as to where such a museum should go and what it should contain, and that all those steps required a very diffused process of being in contact with a lot of people. It was, in fact, going on, but that it wasn't at all clear to me what the outcome was at this point.

Mr. YATES. Okay.

Mr. ADAMS. That isn't a satisfactory answer, but let me continue with—

Mr. YATES. Oh, I didn't know. I thought you were through. That's why I turned to Mr. Kinard. If you're not through, you may proceed.

Mr. ADAMS. What I began to outline was a series of the most obvious options, and I'm not saying that these are the only ones. But these are ones which are sort of in the here and now. They are in a sense all ones which in some practical sense are on some people's minds.

The first of those that I mentioned, not in any order of priority, was that the separation from American history has some very unfortunate consequences from the point of view of many. And the possibility might very well be that if there is to be such a development, it ought to be connected somehow with American history.

If you move from that possibility to a second, let's say that it is symbolically and politically important to make such a museum, if we were to move in that direction, in a central location. There are two possibilities there. One is that this would take priority over the

Museum of the American Indian which, by the way, Mr. Mack doesn't want it to do. He wants us to consider the possibility of some kind of joint occupancy, which I think is unrealistic, but in any case, that is a set of options to be further explored.

Secondly, we have as a part of our territory presently undeveloped, the Old General Post Office. And one could rethink that whole question. I'm not saying that we should, but at least there it is. And that one is certainly up for grabs.

Of course, there is the Poplar Point option that Mr. Kinard has mentioned, and that has many positive qualities. The most negative one from my point of view is that it is not central, and that really is in my eyes a serious drawback.

And finally, I would call attention to the National Museum of Afro-American History—I think I have the title right—in Wilburforce, Ohio. There is a reception later this week here on the Hill with a lot of very distinguished names of people who had indicated that they sponsor that notion.

And I am not trying to say that that takes precedence. I'm only saying that there are many possibilities afloat out there, and I don't know how to sort those through from the point of view of practicality or intrinsic quality at this point. I think we are engaged in a process of discussion in which I can assure you Mr. John Kinard will play a very important part. I guess I would stop there.

REVIEW COMMITTEE

Mr. YATES. Is that where we ought to leave it, or does it have sufficient importance to warrant the appointment of a committee to actually make a formal report on it? I assume the formal report would contain all the things that you have outlined which present problems, as well as others that they may find in the course. Or is this something that you think ought to continue on a back burner?

Mr. ADAMS. I think there is a course of action between those two. I don't think it is on the back burner. I think there are——

Mr. YATES. Well, who is looking at it?

Mr. ADAMS. Well, I can tell you that we are spending a lot of time looking at it.

Mr. YATES. Who is we?

Mr. ADAMS. The senior staff of the Smithsonian.

Mr. YATES. Is this in the nature of a committee reviewing it? Or how do they look at his proposal?

Mr. ADAMS. Well, I'll leave it to Mr. Kinard to detail. I have a feeling it is a proposal which is also undergoing some evolution in this period of time.

Mr. YATES. That is why I suggested the possibility of a report.

Mr. ADAMS. My question, Mr. Chairman——

Mr. YATES. Or is it too early for a committee to report it?

Mr. ADAMS. That would be my general sense, that there needs to be a process of informal discussion going on in the city, in the Congress, in the Smithsonian with people involved who are only gradually beginning to recognize that they have concerns in this area and define what those are. Such a report might make very good sense, but I think it might be somewhat premature at this point.

Mr. YATES. Well, then when will it not be premature?

Mr. ADAMS. Well, I think the time is creeping up on us rather rapidly, but I don't know that I want to figure out how to set up such a committee this afternoon.

Mr. YATES. Let me ask Mr. Kinard the question. Mr. Kinard, the Secretary says that you and your colleagues meet periodically—

Mr. KINARD. I do not think he said that, Mr. Chairman.

Mr. YATES. Meet on occasion and it may be periodic. You meet on occasion to discuss your proposal. What happens at these discussions? Are they postponed? Has the Secretary given too much recognition to your conversations as being adequate for this purpose? I don't know that that is a happy way of putting it, but why don't you put it your own way. What is happening to your proposal? Are you discussing it with your colleagues?

Mr. KINARD. Mr. Chairman, I wish that I could say that I was.

Mr. YATES. Well, I wish you could too. I'm asking you whether you do.

Mr. KINARD. No.

Mr. YATES. You don't. Well, what is happening to your proposal? Is it locked up within your domain?

Mr. KINARD. Whenever I take the chance and whenever there is a meeting I speak to my proposal. These are not formal meetings just to talk about what Anacostia should be, where it should go. These are meetings of a general nature, and I just take the chance to speak.

Mr. YATES. Well, now is Anacostia an Afro-American museum?

Mr. KINARD. Yes, sir.

Mr. YATES. It is.

Mr. KINARD. Yes, sir.

Mr. YATES. Then you do have an Afro-American museum in the Smithsonian now.

Mr. KINARD. Yes, sir.

NEW LOCATION

Mr. YATES. What do you want to do—the Secretary's remarks should be addressed to the question as to whether or not Anacostia should be lifted and moved somewhere else and given a greater dignity than it now possesses.

Mr. KINARD. Yes, sir. And I do not see any problem with that, sir.

Mr. YATES. You see no problem with it.

Mr. KINARD. No, sir. I see it very clearly.

Mr. YATES. Well, I can see one problem with it, and that is Poplar Point.

Mr. KINARD. That is the place.

Mr. YATES. Well, I know it is. But I think the Secretary raises a valid point in saying that, sure, you can put it at Poplar Point, but it doesn't have the same quality as the other Smithsonian museums would have because it is not in the central location. It is off by itself. Point one. And I'll let you reply in just a moment.

Why isn't it better to use the Post Office Building where I have heard suggestions made that it would provide a rational purpose for it?

Mr. KINARD. Let me take the high ground.

Mr. YATES. Take them both.

Mr. KINARD. I wish that I could say I am participating in meetings to make a determination about the future of the Anacostia Museum, but I am not in those meetings, wherever they are being held. That is number one. So, if they are being held, I cannot testify to that, sir.

I indicated to you that on occasion, when I can, I take my own chances to take a shot for the development of Anacostia Museum. That is the way I have had to do it.

With regard——

Mr. YATES. Like you are shooting today.

Mr. KINARD. Like I am shooting today.

With regard to Poplar Point, the first issue was, are we going to develop the Anacostia Museum into a full-fledged museum, one of the finest museums in America? So I was told to find a place. Then I went to Jack Fish, and we found a place. The place is two stops from the Hirshhorn Museum, two stops from the Mall, on the line of the Metro, this seemed to be a very inviting place. I now hear the Army is interested in putting a museum in the same place.

I hear that the city wants to put—what do you call these things in Baltimore where fish are?

Mr. YATES. Aquarium.

Mr. KINARD. An Aquarium in the same place. I hear it being mentioned that we need to move from 1111 and this site could be considered. The Army has called it an extension of the Mall, two stops away from the Mall.

There is enough free land that we can develop into something unique for the country. That is my side of the issue.

What I need in order to do that is not to hear so much hemming and hawing about the museum in Ohio. Where American history is, over against where Anacostia ought to be, in terms of a specialized museum. All of these, Mr. Chairman, I confess to you are merely excuses. I hate to say that, but they are excuses and they're not positive suggestions that lead us anywhere. It's throwing up barricades, barriers, that prohibit us from looking at this thing squarely, and saying what we ought to do, to develop the Anacostia Museum instead of throwing up these little roadblocks. But at any rate, maybe they are necessary.

With regard to the Old Post Office Building, this has been just recently mentioned to me. I have no resistance to that, sir.

With regard to the Mall, that is a battle that nobody can win. It is being set aside for the Indian museum. To suggest that we make part of it an Afro-American museum, I think begs the question. I would not like to be opposed to what the Indians ought to have by right. I would like to see the Indians on that ground, sacred ground if you please. And when it comes to the black American, we can move it somewhere else. I would not make territory or ground the issue.

What I would make the issue is that people must understand that this is a life and death situation with regard to a whole people.

MUSEUM COLLECTIONS

Mr. YATES. Okay, you make a good argument.

Question. Can you establish a museum without museum objects? Do you have museum objects in both quantity and quality to establish the kind of a museum you want?

Mr. KINARD. I am glad you asked that question.

Mr. YATES. Good.

Mr. KINARD. Sir, the patrimony, the heritage of the black American, is going down the tube every day because there is no place that will accept them.

Mr. YATES. What about Wilburforce?

Mr. KINARD. Let me tell you about Wilburforce. The State of Ohio some long years ago, through a State congressman, wanted to develop a national Afro-American museum. But this is not a new notion, sir. Congressman Powell from New York, years ago established a commission, with the Congressman from Iowa to do the same identical thing. It came before the Congress. The Congress empowered the Park Service to do a two-year study, and the Park Service paid for that study.

Mr. YATES. Really.

Mr. KINARD. Yes, sir.

Mr. YATES. I'm unaware of it. I'll ask them about it tomorrow.

Mr. KINARD. Okay. The study was done, and the Congress gave them the name and no appropriation. So, the State of Ohio then recoils to put \$8 million into the development of what is called the National Afro-American Museum at Wilburforce.

Now, in terms of collecting, they are trying to move around the State of Ohio to collect some things that do have a bearing on the history of black Americans in this country. So, there is that museum. It calls itself "national." But the "national" is in quotes.

In Boston there is there is the National Center for Afro-American Artists. It calls itself "national," but it relates to artists in Boston basically.

There may be several other things around that call themselves national. I have not suggested that. I do not want to get into this national battle. I would like to develop—maybe it will become national at some point in time, but let us get the ball rolling. Let us get the study on stream, and let us see what we are talking about positively, not throwing up barricades that prohibit us from having a positive, challenging discussion.

Mr. ADAMS. If you're looking at me for a comment—and I take it you are.

Mr. YATES. Well, I'm looking at you.

Mr. ADAMS. I guess I would say that I don't believe there are barricades. I think there are major, genuine uncertainties where many people have a stake in what the outcome will be and where there is substantially greater uncertainty on the part of most of those people where there—

Mr. YATES. Then why shouldn't you have a committee to look at it?

Mr. ADAMS. Well, I think in time that should happen. I don't think that we are at the point yet where that is going to lead to an answer that will carry conviction. I think it needs to cook on the

stove for a while longer. I think the fact that there is a possibility of something like this is well-known and is producing informal discussions that are going on all around us. And I guess one could perhaps draw it together more abruptly by designating some form of committee to look into it now, but I—

Mr. YATES. Would you rather do it, or would you rather the Congress did it, or what?

Mr. ADAMS. That's a good question. I'm not sure.

Mr. YATES. Well, do you want to think about it for about 30 minutes?

Mr. ADAMS. Yes. [Laughter.]

Mr. KINARD. Mr. Chairman, from my own view unless you insist upon it, on this whole issue of minority hiring, unless you insist upon it, on the issue of the Anacostia Museum, Mr. Chairman, unfortunately, I submit to you—I watched it for 20 years—nothing will happen. That does not have anything to do with the integrity of the Secretary or what he desires to do. I am not speaking to that. I'm just talking about history.

REVIEW COMMITTEE

Mr. ANDERSON. I think it would help to supply some context, Mr. Chairman, to supply a few words concerning an Afro-American program and review committee that is at work within the Smithsonian.

Mr. YATES. Do you have one now?

Mr. ANDERSON. Yes, indeed, looking not just at the Anacostia Museum, but at what each of the public bureaus of the Institution is and could be doing.

Mr. YATES. Why doesn't Mr. Kinard know about this?

Mr. ANDERSON. He does, sir.

Mr. YATES. Do you know about that committee?

Mr. KINARD. Mr. Chairman, let me tell you an unfortunate story.

Mr. YATES. We have heard a lot of them today. We have heard some good ones too.

Mr. KINARD. Somebody in the Institution decided to look into the business of an Afro-American program instigated by the Tom Mack episode. And they write down a list of concerns that they say that was heard around the Institution. One of those concerns was what should be the future of the Anacostia Museum.

Now, the unfortunate thing is that the Anacostia Museum and its future was put on the list, but the director of the Anacostia Museum was not accorded the—whatever you want to call it—privilege of being queried.

Mr. YATES. The honor.

Mr. KINARD. The honor of being queried about Anacostia's future put on such a list. Nobody else's museum was mentioned. Roger's museum was not put on the list. If Roger had been put on the list, he would have turned this place inside out, if he had not been consulted. So, it's another episode of racism in the Institution. It is because they figure I will be quiet and passive. These kinds of things consistently happen.

So, what Dean says is true. There exists a committee of bureau directors, who met to look at that list. The issue of Anacostia,

though it was on the list, was never raised. It was a talking paper that was first discussed among the curatorial staff. Then the bureau directors met on it in the library of the general counsel, to talk about Afro-American programming.

When I suggested that we ought to decide what happens after this, well, there was no decision on what happens after this. Now, that is the commentary that I have to say on the committee, and Dean was there.

Mr. ANDERSON. I think it was a very useful initial exploration of highly sensitized feelings.

Mr. YATES. And you met only once.

Mr. ANDERSON. The committee had its first meeting last month.

Mr. YATES. Last month.

Mr. ANDERSON. And we'll continue to meet.

Mr. YATES. Who is on the committee?

Mr. ANDERSON. Directors of the respective bureaus.

Mr. YATES. Who are they?

Mr. ANDERSON. Roger Kennedy, Alan Fern, Martin Harwit, and John Kinard.

Mr. YATES. The directors of the museums? Are those called bureaus?

Mr. ANDERSON. They are called bureaus from internal usage.

Mr. YATES. And they met and they didn't discuss this. They did or did not?

Mr. ANDERSON. Not specifically, no. The first session had to do with techniques for broadening programming within existing bureaus of the Smithsonian. I think it is fair to say that the first meeting was largely an introduction of the need to do so.

Mr. YATES. Why don't you include Mr. Kinard if you have all the bureaus?

Mr. ANDERSON. He was included, sir.

Mr. YATES. I thought you just said you weren't included.

Mr. KINARD. Mr. Chairman, what I was saying to you was that in the formulation of the agenda items, somebody put Anacostia on it. I was not involved.

Mr. YATES. Well, probably Dean——

Mr. ANDERSON. I should take the fault for that, John. It was, I suppose, an understandable slip. If the subject of the committee is Afro-American programming, the bureau within the Smithsonian that prides itself on that——

Mr. YATES. What is the status of the——

Mr. ANDERSON [continuing]. Ought to be included.

Mr. YATES [continuing]. Anacostia Museum is really what we're talking about. Is it a full-fledged museum of the Smithsonian? Point one. Point two, is it an Afro-American museum? If it is an Afro-American museum, should it be expanded then? Are you saying you have such a committee now?

Mr. ANDERSON. Not treating only with the question of whether Anacostia——

Mr. YATES. You are dealing with the whole question of what? Minority questions?

Mr. ANDERSON. I think it is breadth of programming generally within the public bureaus of the Smithsonian.

Mr. YATES. Is this an adequate committee for your purposes, Mr. Kinard?

Mr. KINARD. No, sir.

Mr. YATES. It is or it is not?

Mr. KINARD. No, sir.

Mr. YATES. Tell me why it is not? They know museums better than anybody else? Why wouldn't your colleagues be the appropriate ones to review this question? Are they under the domination of the Secretary too much?

Mr. KINARD. No, that is not true.

Mr. YATES. Well, then what is it you don't like about Roger and Alan Fern and—

Mr. KINARD. I like Roger. [Laughter.]

Mr. KINARD. And Alan Fern also, and the Secretary and Dean too.

Mr. YATES. Is it their qualifications that you question?

Mr. KINARD. No, sir.

Mr. YATES. Then what is it you question? Who do you want to consider it?

Mr. KINARD. Sir, let us forget about Dean's committee.

Mr. YATES. All right.

Mr. KINARD. What I have suggested to you with regard to a committee on Anacostia, I fear that unless you insist upon a committee—nothing will happen.

Mr. YATES. Well, suppose I take their committee and insist on it that they come back with a report.

Mr. KINARD. Fair enough.

Mr. YATES. Is that fair enough?

Mr. KINARD. Fair enough.

Mr. YATES. Can you do that?

Mr. ANDERSON. Sure. It may have a number of minority reports attached to it because it is an issue on which consensus is very difficult to achieve.

Mr. YATES. That is your privilege.

Mr. KINARD. What does that mean, Mr. Chairman?

Mr. YATES. What he means is that there will probably be two, three, four—I don't know how many museums are there—minority reports saying they don't agree with you. That's what he's saying. But at least you get a hearing.

Mr. KINARD. My vision of it was that the mandate of such a committee would not be to, once again, go through the delay tactics and stumbling blocks.

Mr. YATES. Well, as of now you have got nothing according to your own testimony.

Mr. KINARD. That is true.

Mr. YATES. Although Dean says you've got something. Now, you don't agree with what he says, and I think he'll agree with your version of it because you never got to the question of Anacostia—

Mr. ANDERSON. That's right.

Mr. YATES [continuing]. In the first meeting of your committee.

Well, let's think about this for a moment. Who is on that? All the bureaus. Is Mr. Kinard on it as a member of the bureaus?

Mr. ANDERSON. Yes, indeed.

Mr. YATES. Do you want any one else on it?

Mr. KINARD. I think I will need somebody else on it, sir. I would like to choose people who may or may not be within the Institution.

Mr. YATES. Why don't you talk to Dean and the Secretary after this meeting, and see if you can set up something that will provide for an investigation? Do you need any money for the purpose?

Mr. KINARD. Yes, sir.

Mr. YATES. For the purpose of finding out whether you need a report? You need money for that? I mean, in connection with the issuance of this. I think it is important enough to bring it up to—

Mr. ANDERSON. To the Regents.

Mr. ADAMS. Oh, it presently will come there. There is no doubt about that.

Mr. YATES. Oh, yes. But when is it going to come there? That is the question. How long do you need for a report?

Well, let's do this. He says he'll take your bureau chiefs. He may have one or two others to suggest on this. I think you ought to talk it over with him.

Mr. ADAMS. Obviously so, but let me point out that the issue itself has changed substantially in the course of just the last few months.

Mr. YATES. I think it has in the course of the last half hour. [Laughter.]

Mr. ADAMS. I don't think so.

Mr. YATES. I think it has.

Mr. ADAMS. The coming forward of Mr. Mack gets—

Mr. YATES. But he says you've already got this museum.

Mr. ADAMS. But the question of where we ought to have a museum is a fundamental question, and whether it is in fact the Anacostia Museum or some other kind of a museum. It has some of that within its focus and something else. All those are questions that—

Mr. YATES. That the committee ought to consider.

Mr. ADAMS [continuing]. Ought to be sensitively explored.

Mr. YATES. It ought to be explored by the so-called committee.

Would you meet with him later, and then let the Committee have a report on what goes on at the meeting? Is that all right with you?

Mr. KINARD. It is fine with me, sir.

Mr. YATES. All right. We can move from the Anacostia Museum right now. Is there anything else you want to say?

Mr. KINARD. I think that probably Roger can speak to you about the collaborations we have had over the years, and maybe even present collaborations.

Mr. YATES. Well, I am sure that Roger could do that, but I don't know that that is important at the present time. If you think it's important, I'll be glad to listen to Roger testify about that. But I think what is important is where you are going from here, not what you had over the past. I anticipate you are going to get a hearing on your idea. I don't understand this. You have a museum that he said qualifies as an Afro-American history museum.

Mr. ADAMS. Well, it's a very small museum with a very small staff and—

Mr. YATES. Well, there's no question about that. But its purpose is Afro-American history.

Mr. ADAMS. Its purpose was until fairly recently, as indicated by the title, the Anacostia Neighborhood Museum. It has dropped the term "neighborhood" in the last what? Two years?

Mr. KINARD. Yes, sir.

Mr. ADAMS. So that there has obviously been a sense the concept broadening over time. It is not something that was there from the beginning. It is an evolution that has been going on and that I think is appropriate to have go on.

Mr. KINARD. But the problem there was that people didn't know what it was. Whether it was a house museum or not and what did it do? So, we had to try to clarify that. We have always done Afro-American history.

Mr. YATES. Well, the impression I have is you might have been a social service agency too.

Mr. KINARD. No, sir, not at all.

Mr. YATES. Not at all, okay. That's fine. So, you are a legitimate museum.

Mr. KINARD. Yes, sir.

Mr. YATES. A small, legitimate museum that wants to grow.

Mr. KINARD. That has aspirations, yes, sir.

Mr. ANDERSON. It may be appropriate, Mr. Chairman, to look at it from the point of view—and John, I hope you will correct me—of the intended audience of the museum. I think initially it was Mr. Ripley's hope, that John then implemented, to create a museum that would play specifically to the neighborhood population. I think over time it has become John's aspiration to play to a much larger and more diverse population bringing, if you will, what has been learned from 20 years' worth of experimentation to the majority population for it to learn from.

Mr. YATES. Did you want to say anything, Mr. Kennedy?

Mr. KENNEDY. Just to pick up John's cue, this isn't a completely gloomy picture. There are things that we do together, such as the Duke Ellington collection for which we thank you. That was a Kinard initiated project which we followed up on, and there are other things that go on in that museum that covers a lot of American history, and the stuff that John has either initiated because it was a good idea or because it started in specific material that they knew more about than we did.

However this larger inquiry about the future of Anacostia comes out, we are going to keep on with that kind of collaboration and working together. And we currently do shows and publications together, and we share personnel. So, if I'm right about this, one thing John was trying to suggest is that we already do some things. We ought to do a lot more of that quite aside from the outcome of the future of Anacostia as a specific entity. Fair enough?

Mr. KINARD. Yes, fair enough.

Mr. YATES. All right, fair enough. Would you talk to him and let the Committee know where you want to go? If you need any money, let the Committee know this.

Mr. ANDERSON. Yes, sir.

Mr. YATES. And I think it doesn't necessarily have to be at Poplar Point. It could be your building, your Old Post Office Build-

ing or something else depending on what the committee thinks. And I think you ought to do a very serious investigation of this, really serious, and bring whomever you think you ought to bring in for opinions on this. And I hope you will listen to some of his suggestions on people you ought to bring in on this. And let's see where you go with it.

It is a vibrant, existing, dynamic question at the moment. And it won't go away. So, I think that you ought to really take a good look at it. And as I say, if you don't have enough money to make the investigation, the Committee will be glad to see what it can do.

Mr. Kinard, do you have anything else you want to tell us?

Mr. KINARD. Mr. Chairman, I would only say that because of the challenges of the moment, it would have been my wish that we could come in to you, forthrightly stating our problems and solutions. Our problems are generally dealing with minorities. Then the Anacostia Museum, I wish, we could state to you clearly what we want to do.

Mr. YATES. Well, you can do that if you want. You can amplify your statement for the record if you want to do that.

Mr. KINARD. I am eternally grateful to you, for bringing us to a point where I fear we would not have come without you. Thank you, sir.

HIRSHHORN MUSEUM

Mr. YATES. Thank you.

All right, we go on to the next museum director. Oh, Mr. Weil, you have to catch a plane?

Mr. WEIL. Yes.

Mr. YATES. Mr. Weil, we are glad to see you.

Did you ever buy the——

Mr. WEIL. Joseph Beuys?

Mr. YATES [continuing]. Joseph Beuys?

Mr. WEIL. Not yet.

Mr. YATES. Not yet, okay. Well, you have very many nice things. And the price is going up isn't it?

Mr. WEIL. Yes.

Mr. YATES. Do you want to tell us—did you have a Romare Bearden show?

Mr. WEIL. No, we did not.

Mr. YATES. You did not. Why didn't you?

Mr. WEIL. We have shown his work very consistently since the museum opened. And he is one of an enormous number of very good artists we have considered.

Mr. YATES. The question was raised here too—a maverick sculptor makes good, Martin Puryear, a major artist going his own way.

Mr. WEIL. Yes.

Mr. YATES. Has any of the Smithsonian museums shown any black artists or sculptures?

Mr. WEIL. The very last piece of sculpture that the Hirshhorn bought was a sculpture by Martin Puryear.

Mr. YATES. Did you?

Mr. WEIL. Yes, in November.

Mr. YATES. I'm glad to know that.

Why don't you buy one from Richard Hunt?

Mr. WEIL. We own two or three.

Mr. YATES. Do you?

Mr. WEIL. Yes.

Mr. YATES. Where do you show them?

Mr. WEIL. We have a Richard Hunt sculpture outside of the museum.

Mr. YATES. Good for you. I was unaware of that. I'll go over and see it. As it happens, I own three Richard Hunts too.

Mr. WEIL. A good Chicago artist.

Mr. YATES. Very good, and a very good friend of mine.

All right, Stephen, tell us what the others have told us about the breadth of your activities.

Mr. WEIL. I was just thinking, when the question came up regarding exhibiting the work of women artists, that within the last two years we have had an exhibition of the work of Nancy Graves. We have three exhibitions currently on view at the museum: one of the work of Sherrie Levine, one a collaborative work by Kate Erickson and Mel Ziegler, which is a site-specific piece, by one man and one woman.

And then we have got our show of central European art. And far and away the artists given the most space in that show are both women, Magdalena Abackanowicz and Magdalena Jetalova, one Polish artist and one Czech.

We have a show called Different Drummers that opens in May, and one of the featured artists in that will be a woman from Texas named Clyde Connor.

And then our really great news is a show we are getting from Russia. Jim Demetrion is going to be in Russia tomorrow, in Moscow, making final selections for this show of Russian art, 1900 to 1930. And there will be a number of women who will be very prominent in that exhibition.

So, I think just in the normal course of the unfolding of our program, we have no reason to feel that we are not giving good representation.

Mr. YATES. What about your staffs?

Mr. WEIL. We have five curators; three of them are women.

Mr. YATES. Minorities?

Mr. WEIL. We do not have a minority curator. I must say that we have had only one curatorial hire in the last 10 years. And we are certainly very aware of that fact. I think as Roger said earlier, given one—what I hope are our own positive inclinations, and given two—what is clearly the atmosphere and the direction within the Smithsonian at this point, I think we could not be other than very aware of what seems to us and what seems to many people the right directions in which to go. That does not necessarily mean that we can immediately identify qualified people.

Mr. YATES. Do you have a wish list beside Joseph Beuys?

Mr. WEIL. I think in terms of what is in the budget already, we have a facilities wish which is the redoing of our plaza which we think is just really not up to the rest of the museum in its appearance.

Mr. YATES. How much money do you need for it?

Mr. WEIL. We are asking for \$1.8 million in 1989 I guess, and further amount the following year.

I think in terms of programs, our constant wish is for greater acquisition funds. We are getting \$150,000 annually from federally appropriated funds, and in terms of the realities of the art market at this point, that really just does not mean very much.

Mr. YATES. You are going to have to have gifting then?

Mr. WEIL. As was pointed out earlier, we have a tax system which seems to be running against us in terms of encouraging gifts. Important as gifts may have been in the past, I think they are probably going to be less so in the future.

Mr. YATES. What can you pick up for \$150,000?

Mr. WEIL. Work of younger artists, but not really work of recognized, world-class artists today.

Mr. YATES. Can you pool your acquisition funds?

Mr. WEIL. We have some private funds that we have generated through Mr. Hirshhorn's generosity and through our ability to de-accession some of the works he has given us. But I think what we would really like to feel is a greater Federal commitment.

Mr. YATES. You made the suggestion for funding for that purpose so you can pool your funding with the other museums?

Mr. ANDERSON. I think, Mr. Chairman, it is more to pool one year with the next.

Mr. YATES. All right. We'll consider that. Thank you.

Mr. WEIL. Thank you.

COOPER-HEWITT

Mr. YATES. Mr. Pfister? Hi, Mr. Pfister.

Mr. PFISTER. Hi.

Mr. YATES. You are Acting Director for Cooper- Hewitt?

Mr. PFISTER. Yes, sir.

Mr. YATES. How goes Cooper-Hewitt?

Mr. PFISTER. Well, we stay busy, and I think we are, relatively speaking, prospering per expectations given our projected activity funding levels. Very busy. We are delighted to be here.

MINORITY ARTISTS

Mr. YATES. I don't know how to ask you questions either because you are a design museum, and I don't know anything about the field of design or who are designers. Are there black designers? Are there minority designers?

Mr. PFISTER. I'm sure there are.

Mr. YATES. Yours is almost all in the past, though, isn't it really, rather than current?

Mr. PFISTER. I was thinking I didn't think to prepare a statement, but I found the common direction of the remarks today sort of a hard act to follow.

We are an exotic within the Institution in that we go as far afield as the collections may lead us, and design is to many people a very amorphous concept. We enjoy the process of doing so. We are continually refining our own definition of the field. The museum has a long history over the course of which various defini-

tions have been applied to what it collects and what it exhibits and its principal audiences.

I was talking with Assistant Secretary Hoffmann not long ago about a page and a half of attempts to begin to define what design might mean to a visitor who hasn't been there before and how we could explain what we might do. It has to do with the manipulation of form or color or information. It has to do with conscious and unconscious attempts to shape the environment in different traditions. In the legacy of western European culture, it has a particular sort of set of associations attached to it. In capitalistic America, it has shared associations and relevance with capitalistic western Europe. We have objects from the Orient in the collection, and it's probably a concept that has very different aspects and dimensions to it there.

We are preparing a major exhibition with the assistance of a very substantial grant from several French manufacturers and service providers to commemorate the celebration of the bicentennial of their revolution next year. And the curator pointed out with some interest to me not too long ago that in a lot of discussions about what this show ought to be, it had become clear that there isn't really a word in French that means what he means when he says design in English. We range from architecture to the graphic arts to fashion design, and in all of those fields, one hopes and expects that there is a diversity of people at work at least in America. While we take the title National Museum of Design seriously, we don't limit ourselves strictly to what is happening in America. It might be a different situation for industrial design, say, for young people entering the field in the Orient or in Japan. And certainly in third world countries, it is a different proposition altogether.

MINORITIES

Mr. YATES. How do you deal with the minorities question? How have you dealt with it?

Mr. PFISTER. Well, I wouldn't say that it is something that has come to a conscious level of investigation at the moment. I was thinking about that. We have been introducing ourselves in some way, and there has been some representation made about the people who shape the institution's decisions or make decisions about programmings and that sort of thing. I might just say that 18 years ago I was hired as a junior historian by Marvin Sadik, Director of the Portrait Gallery. I am sure in part this was because of where I had gone to school and a degree of success that I had achieved there in undergraduate studies, and his feeling that that qualified me to work successfully in the Portrait Gallery that he was shaping at that time.

The undergraduate lessons one learns probably remain most vivid in life, and the one I remember picking up at Harvard most effectively, and which has stuck with me, that is an educated person has a keener sense of what he or she doesn't know, the limits of their acquired knowledge perhaps. And I am acquiring knowledge, about the Institution in the course of this kind of con-

versation, as you are about the Cooper-Hewitt from this sort of exchange, I hope.

The first issue came to my mind in terms of self-definition in relationship to traditional power-holders or decision-makers. We are sort of exotic within the Smithsonian in that we were founded by three women in the 19th century, all of whom were children of enormous private privilege. They had a conscious intention to help meet a need for the education of men and women through the Cooper Union—this was a free tuition institution—who needed to support themselves in an honorable fashion with careers in what were then called the applied arts, the mechanical arts.

So, we have been founded by women and the interests of women, those particular women, were dominant in our organization up until the time that the museum became associated with the Institution.

Our former director, now much beloved Director Emeritus, Lisa Taylor, obviously is a woman of importance in the history of the Institution and, I think, in American visual culture. One of our three senior curators is a woman. Six of eight curatorial staff in total are women. Our administrator, our museum store manager, both of our conservators, our senior educational program specialist, our editor, our registrar, our special events functions—all of those positions are filled presently by women.

We run a two-year masters degree program in graduate studies in history of western European decorative arts, and it was an early effort on Mrs. Taylor's part to obtain scholarship funding from the Ford Foundation for a minority population scholarship candidate for that program, and that in fact took place.

Our subject matter reflects western European material culture since the Renaissance principally because that is what the collections lead us to, what confronts us in the way of our immediate responsibilities. The design professions themselves are relatively modern, and the demographics within them might well reflect larger patterns of relationship between dominant majority and minority groups. Frankly, to explore those realities now, to continue the sort of process that is happening here with reference to the Institution as a whole within the design arts fields, frankly we are just going to have to deal with contemporary design issues more aggressively and more consistently than we have been able to do within our existing resource base.

That is why we are slugging it out amongst ourselves at the museum, and I may not show bruises, but I've got a few from staff members who want to know about this word "reprogramming." "What do you mean if my secretary is leaving that I may not be able to replace the secretary with a full-time secretary?" And the answer has had to come back from my side of the desk, "Well, you may not because there are positions for which I want to take the opportunity to use that slot and try and assemble resources, particularly on the Federal side where the base will be stable, so that we can put a position in place without waiting for another three or four or five years for additional Federal resources. In this manner we may tackle impact subjects a little more aggressively than we could if we simply replaced your secretary and encumbered the slot that way."

That is a discussion that comes from a tradition of doing business on a shoestring budget in the Institution, and people will come around to it, but it takes a lot of vigorous give and take before you assemble anything like a consensus, as I'm sure you can imagine. But in fact, we are doing that right now. It's important to us to begin to recruit very soon for an adjunct curator who may well have as a position of specialization, contemporary design issues that could, in fact, inform us more than we could otherwise hope to inform ourselves about the status of minority group members within the design professions in our own country and elsewhere in the world. That is just one of the opportunities available depending on what sort of interesting candidates surface in response to a three-year opportunity to work in New York at a national museum of design with the support of the Smithsonian Institution. But to do it, somebody is going to have to give up a full-time secretary or another position inside. At least that is the way it looks at the moment.

BUDGET NEEDS

Mr. YATES. Do you have a wish list?

Mr. PFISTER. Yes, sir. You have a good and I hope fairly informative and persuasive set of explanations with respect to the increases we were allowed to request this year. The budget histories will indicate that we continue to have a problem I guess getting to reality with the basic facilities maintenance expenses. We started a couple of years ago talking about \$100,000 as a cash base building block for other objects costs of basic facilities maintenance. You went forward into conference with the Senate very generously last year with a \$50,000 request, but we still haven't seen that base enhanced the way it is going to need to be enhanced.

We have taken some measures there. We are using contract service for a certain basic range of household maintenance that has stimulated improved productivity with our own in-house staff. We have not filled some of the positions that have become vacant in that organization. The fact of the matter is we can't control the cost of carting garbage on the Island of Manhattan. Other powers control that cost. And we have to live with that.

Mr. YATES. And they don't either.

Mr. PFISTER. Well, perhaps not directly. It's a negotiated proposition.

So, that basic facilities maintenance expense line of \$100,000 which surfaced a few years ago is still in my mind, and you'll probably be hearing about it. Anyone will be hearing about that when we talk about needs.

An assistant curator for decorative arts was part of the two curatorial position package that we sent forward. We had to make a choice, and the drawings and prints department, which has a larger count numerically of objects, won out with the request. But the assistant curator for decorative arts is an essential proposition, and we need to meet it.

Mr. YATES. Thank you.

We have a problem. We have to vote. We will recess and come back at 3 o'clock.

Mr. MURTHA. Could I ask one question?

Mr. YATES. Sure. Sorry about that.

NASM RESTAURANT

Mr. MURTHA. I didn't see any golden arches down there at the new lunch room. And I just wondered where that is? Is that coming along?

Mr. ADAMS. That is coming along on schedule. I believe the building will be finished in May. Am I right? And we expect to open it in July.

Mr. MURTHA. Who is handling that? Are you doing it yourself?

Mr. ADAMS. We are acting as the—what is the term?

Mr. ANDERSON. We are managing the construction contract. The concessionaire for the south side of the Mall is Guest Services, Incorporated. They will be the purveyors of the food.

Mr. MURTHA. Okay. Will it be one where people have access to it and get served quickly and so forth at a reasonable rate?

Mr. ANDERSON. Absolutely. I guarantee it.

[Recess.]

TROPICAL RESEARCH INSTITUTE

Mr. YATES. How goes your tropical research station?

Mr. RUBINOFF. Well, it's warmer than usual there at the moment.

Mr. YATES. Oh, yes, it is. Is that why you are here?

Mr. RUBINOFF. I'm on sabbatical this year. My deputy acting director, Jim Karr, is sitting in the hot seat at the moment.

Our activities are proceeding nearly normally. The construction is proceeding on the Tupper Center. I have a photograph of that, taken earlier this month. Well, we are beginning to lose a day here and there to the general strike, delivery of cement and things of that sort. But I think we will be more or less on time.

Mr. YATES. It looks pretty nice. Is there an apartment there for you?

Mr. RUBINOFF. No, I don't think so.

Mr. YATES. Well, you have heard the questions that I have addressed to other of your colleagues.

Mr. RUBINOFF. Well, I can do some quick calculations.

Mr. YATES. You don't have any women who want to go down there, do you?

Mr. RUBINOFF. We have five women on the scientific staff out of 26 or 27.

Mr. YATES. Have you? Five out of 26. That's pretty good.

Mr. RUBINOFF. One just joined them.

Mr. YATES. And they are on the staff. What does that mean?

Mr. RUBINOFF. They are scientists at the senior level.

Mr. YATES. I see.

Mr. RUBINOFF. And, of course, most of our 120 or so employees have Latin surnames. [Laughter.]

Mr. YATES. You mean like Rubinoff?

Mr. RUBINOFF. Like Rubinoff. [Laughter.]

We also have a few other nationalities by virtue of the law which allows us as a former Canal Zone agency to employ without limit of

nationality. We have Greeks and British and Australians. So, it is international in that sense.

I don't foresee any problems in the long run. I think what is happening is that if it persists for a long time, it may affect our ability to recruit and retain first-rate people, but in the short run, it is not affecting our operation.

BUDGET NEEDS

Mr. YATES. Is the budget adequate for your purposes?

Mr. RUBINOFF. I think that one of the things we would like to address is the role of man in the changes that we are seeing occurring in the tropics. And I think that we had requested funds to increase our positions in anthropology and archaeology to find out what paleo-human interactions with the environment were. That request was removed by OMB, and I think it is something that is very important.

Mr. YATES. How much money is involved?

Mr. RUBINOFF. About \$158,000, something like that.

Mr. YATES. Who would do it?

Mr. RUBINOFF. We would have to employ two or three new scientists for that.

In last Sunday's New York Times, the first page pointed out that our climate may be changing in rather precipitous ways and the anthropogenic component of those changes—

Mr. YATES. You are a long way from Antarctica though, aren't you?

Mr. RUBINOFF. Well, the problem is it's all one system, and we don't understand how the relative components interact with one another. I think we need to begin to get that kind of primary data. We should be employing more people working on that sort of thing I believe.

Mr. YATES. I'll keep that in mind.

Thank you very much. Is there anything else you want to tell us?

Mr. RUBINOFF. Nothing specifically.

Mr. YATES. Thank you.

Mr. RUBINOFF. Thank you.

NATIONAL MUSEUM OF NATURAL HISTORY

Mr. YATES. Mr. Tyler, the National Museum of Natural History and the Museum of Man. When did you add that?

Mr. TYLER. It has been there forever I believe.

Mr. YATES. Has it? The Museum of Man. Why did Dillon Ripley want to create a museum for man?

Mr. TYLER. I think forever is about 1970 or thereabouts. [Laughter.]

Mr. TYLER. Before my time. I beg your pardon, Mr. Chairman. Our anthropologists, of course, would like to see a museum of mankind at that one remaining spot.

Mr. YATES. What about the Institute of Man?

Mr. TYLER. Center for the Study of Man.

Mr. YATES. Center for the Study of Man, and he wanted to put it on that last remaining place on which the Smithsonian thinks it has a lien. Right?

Mr. ANDERSON. Congress has appropriated the site, sir. "Reserved" it. Thank you. I'm corrected. I beg your pardon.

Mr. YATES. That was an earlier Congress, wasn't it?

Mr. ANDERSON. Yes.

Mr. TYLER. I have brought an object from the collection to show you. And perhaps because of the lateness of the afternoon—

AMMONITE FOSSIL

Mr. YATES. Oh, no. Show us your object. This Committee believes in objectivity. [Laughter.]

Mr. TYLER. Please let me show you a recently acquired object that will soon go on display in our Life in the Ancient Seas portion of the Dinosaur Hall complex. The completion of the Dinosaur Hall complex with this Life in the Ancient Seas will allow us to go on to new major renovations, with our highest priority being that of the North American Indians.

What I would like to show you is a 68 million year old specimen of a fossil ammonite, which is a type of cephalopod mollusk with a head and about 90 arms sticking out of this broad end.

Mr. YATES. Really. How do you know that?

Mr. TYLER. They are very easily dated by the sediments in which they lay. The sediments embedded here are dated by the method of the disintegration of potassium into argon gas. And that gives you a very precise determination of the age of the sediments in which the fossil is embedded.

Mr. YATES. Yes, but how do you know it had 1,000 arms?

Mr. TYLER. Oh. Sometimes the soft parts are preserved as impressions. But most of our knowledge of this ammonite, which if I show you more closely, I think you will appreciate the elegant beauty of the sutures of the shell, is based on the fact that, even though these ammonites became extinct 65 million years ago at the end of the Cretaceous era, at the same time that dinosaurs became extinct, in the great extinctions 65 million years ago, is based on a much simplified version of the ammonite, the pearly or chambered nautilus, which survived today with five species living in the Pacific. It is one genus. So, our knowledge of the ammonite is based on what the chambered or pearly mollusk looks like.

And we will make a cross-reference to the fact that this extinct 65 million year old specimen has a living fossil relative today of which six specimens are beautifully shown at the wonderful, new invertebrate exhibit at the zoo that Mike Robinson has. You can see six of these alive today at the zoo. And we will ask our people to go there and Mike will ask his people to come to see us.

So, this ammonite—may I show it to you please?

Mr. YATES. Sure.

Mr. TYLER. The elaborate sutures gave strength to the shell, which is relatively thin, and it is supposed that that strength gave the animal the ability to live in deep water. Those deep waters were at the point of greatest incursion of the ocean into the mid-west and all the way up to the Great Lakes and the Hudson Bay. This specimen is from the Black Hills of South Dakota in fact.

Mr. YATES. Beautiful.

Mr. TYLER. I show it to you as an example of the type of studies we are doing.

Mr. YATES. Have you shown the director of the Cooper-Hewitt this design? [Laughter.]

Mr. TYLER. I will pass it right over.

But isn't it a lovely interdigitation of those sutures? It truly is a work of art.

But it gave strength to that shell so it could live in deep waters, and the animal could also secrete gas into the chambers back through here which would regulate its buoyancy. So, I'm saying we think that it had 90 tentacles because its living fossil relative, the nautilus, has 90 tentacles. And there are sometimes faint impressions of the soft parts preserved along with that shell.

Mr. YATES. Maybe it had only three and it grew the rest because it needed them.

Mr. TYLER. Because it needed them. [Laughter.]

I couldn't quite go along with that.

Mr. YATES. Okay. [Laughter.]

Mr. TYLER. We have reason to believe it had 90 tentacles. But one difference between this nautilus and that ammonite is that this had no ink sack and that one did have an ink sack. This is a slow-moving animal, nocturnal, and it tends to bump into things because of a very primitive eye, unlike the octopus and squid that it is related to, whereas we believe the ammonites had poorer sight. And look at the shape of that shell. It probably cut through the water very, very rapidly.

Mr. YATES. Streamlined.

Mr. TYLER. It is quite streamlined.

Mr. YATES. Did that evolve over another 60 million years?

Mr. TYLER. It goes back to the Devonian time 400 million years ago. So, the course of the life of that particular order of cephalopods is from about 400 million to 65 million years ago. Then it became extinct. And it is this type of fluctuation in the expansion and contraction and extinction of organisms that our biologists are trying to study, and particularly with your help, with the studies of the evolution, their history, of terrestrial, marine and island ecosystems.

Mr. YATES. Where does the Bible come into this?

Mr. TYLER. The Bible does, in fact, in a way come into it. [Laughter.]

Ammonites are mentioned in the Bible, and from a very interesting point of view. The first mention of ammonites was by Pliny, who was a Roman historian at the time of Christ. And he mentioned them as holy stones because they were considered so unusual when they were found. They were first found around the temple of the Greek and—no, the Egyptian god Ammon, and his temple was called Ammonium, outside of what used to be the ancient city of Memphis. So, the stones were called Ammon stones because the symbol of Ammon was the ram's head with the curled horns. These are coiled and therefore these are Ammon stones. They were considered holy.

It is also intriguing that, entirely independent of that, North American Indians picked up ammonites from the Dakotas and considered them holy stones also. And medicine men carried them.

Mr. YATES. That's fascinating. The reason I brought up the Bible is—you may or may not know that I guess it must be six or seven years ago when our appropriations bill was on the floor, an amendment was offered because the Smithsonian had on display the course of evolution. And one of the members offered an amendment to require the Smithsonian to show the progress of man as depicted by the Bible as well. We successfully defended against the amendment. He said it was entitled to equal space.

And I said how would you show the Bible as contrasted to this. And I think I remember saying would you have the picture of the ceiling of the Sistine Chapel of God giving life to man with a hand. I don't think he was willing to accept that. But he didn't know what to accept really as being a proper rendition, and we were able to defeat the amendment.

I don't know. I guess that was derived from the Scopes' trial somewhere along the line. I haven't figured that out yet.

Mr. TYLER. Ammonites are mentioned in the Bible and by Pliny.

Mr. YATES. I will tell him.

Mr. TYLER. The term "ammonium" comes from the same place. Ammonium was first discovered around the tomb.

Mr. YATES. Ammonia?

Mr. TYLER. Ammonium as in sal ammoniac.

Mr. YATES. Not as in ammonia.

Mr. TYLER. Yes.

Mr. YATES. I mean the liquid.

Mr. TYLER. Well, the liquid is an ammonium compound. I am saying that ammonium chloride, sal ammoniac, which is used in dry cell batteries and is an expectorant, was first mined around the temple of Ammon in Egypt outside of what used to be Memphis. So, both ammonium—

Mr. YATES. That was discovered by the director of the Smithsonian Museum in one of his digs. [Laughter.]

Mr. TYLER. And first recorded by Pliny at the time of Christ.

As long as we're on ancient history, at 500 years before Christ, Herodotus was the first person to mention the occurrence of sea shells far inland in Egypt, and he used that as proof that the Mediterranean must have been a much larger body of water at one time, just as we use the occurrence of marine organisms well inland in the midwest as the proof that there was a large inundation of the sea 65 to 280 million years ago, the Tethys Sea.

Mr. YATES. Well, we find that a very impressive depiction. A very handsome object, too.

Mr. TYLER. There will be many of those in our exhibit. That completes the Dinosaur Hall complex with five halls. And now we will go on, as I say, to the North American Indian halls and try to do justice there, which I think is of interest to you.

Mr. YATES. Thank you very much.

If I can return to more terrestrial questions—that's not the proper word, is it?

Mr. ADAMS. Mundane.

Mr. YATES. Mundane. It's also questionable. Mundane means worldly, doesn't it?

Mr. ADAMS. Commonplace.

Mr. YATES. No. I wouldn't denigrate it that much.

Do we have any grammarians here? What is the proper word? Return to our customary questioning.

Mr. ADAMS. Less esoteric.

MINORITY REPRESENTATION

Mr. YATES. Less esoteric. Okay, I'll accept that.

Tell us about the status of minority representation in the Museum of Natural History.

Mr. TYLER. In the last 10 years, I think we have made significant strides in the line of female representation with professional staff, whereas formerly there were very few female curators. We now have about 10 curators out of the 120 curators at the Natural History Museum who are female. There are three females at the highest level of the administration of the museum: the chief administrative officer and two of the assistant directors, all of whom are here today. Our newest hire for the high level position of development officer is female. There is a female director of our American Indian program, Jo Allyn Archambault. There is a black female who is the head of our registration office. So, for females we are doing quite well in the last 10 years.

We are not doing well enough with blacks and Hispanics, and are trying to overcome that deficiency. We have submitted documents to the Secretary and Dean Anderson identifying potential candidates that we would hire under their new program. And we think we will make real progress this year in doing that.

I am also proud that the Natural History Museum, two and a half years ago, took a very firm step in affirmative action when we identified a bright young black undergraduate student in the Washington, D.C. area who was a volunteer in our anthropology department. We saw great promise in him for graduate school to obtain a Ph.D. We, in conjunction with the Office of Fellowships and Grants, have made it possible to pick up the entire cost of his tuition in graduate school and put him on at a \$12,000 a year stipend so that he can go to graduate school. He comes from a poor Washington, D.C. black family.

He is a bright person who I am sure is going to get a Ph.D., and he will then become one of the members of that pool of blacks in a field of natural history that attracts very, very few blacks, Mr. Yates. Very few blacks go into the study of the systematic biology of organisms, the classification, the study of their evolution. We are taking steps to try to improve the number of people in that pool.

So, I think I'm proud of the fact that we have a goodly number of females, and we are making efforts to get more minorities of black and Hispanic derivation.

MINORITY EXHIBITS

Mr. YATES. How about your exhibits? I don't know how you would qualify women's exhibits unless they are designers or natural history innovators of some kind.

Mr. TYLER. Yes, it is true that our exhibits tend to be of natural history objects. And I should not be facetious and say that half of the objects on display are male and half are female. That doesn't answer your question. [Laughter.]

I did make a few notes during the morning about the kind of exhibits that were predominantly done by females. And the first one I would mention is the most recent exhibit, Plains Indian Art by Jo Allyn Archambault, our director of the Native American Indian program. There are at least six others though in the last few years that readily come to mind: Lunda Gill, the Faces of China; Jo Allyn Archambault's Plains Indian Art; Carolyn Gast's Scientific Illustrations, a Lifetime Perspective; Biruta Akerbergs Hansen's Butterflies and Flowers, her paintings. Adrienne Kaeppler was deeply involved in our wonderful exhibit on Magnificent Voyagers, the first U.S. exploring expedition. And now Susan Rowley is deeply involved in our Crossroads of the Continents exhibit that is coming up later this year.

So, we have a strong involvement of female curators and exhibit specialists in our exhibits just in the last couple of years alone. And I presume that goes back indefinitely. I don't think we are very sexist in our exhibits.

BUDGET NEEDS

Mr. YATES. Do you have a wish list?

Mr. TYLER. Yes, I do, although I think that we have been treated very fairly both by the Castle and by this Committee, sir. I have no outstanding items to offer.

I would say that I wish we had received more funding permission to ask from the Castle to OMB to you for our program on the evolutionary history of ecosystems of which I have shown you this fossil example, because at the level that was allowed, two work years and \$100,000, we can only limit it to terrestrial aspects. And yet, the same geological occurrence—that is, what is the impact of a meteorite on the earth that vastly changed the atmosphere and caused either a warming or a cooling effect, depending on what theory you might espouse. The same types of geological phenomena that affected the terrestrial environment affected the marine and the island. And with four work years and \$200,000, we could have truly had a more integrated, multi-disciplinary approach on that. That was just one item that was underfunded.

A few items I would mention—

Mr. YATES. How much money is involved?

Mr. TYLER. An extra two work years and \$100,000 in addition to the two work years and \$100,000 that was allocated. That would strengthen that program and truly make it multi-disciplinary, terrestrial and marine.

A few items were zeroed out, and I'm sure we will come back to the Castle for permission next year. And I must admit some of the things that the Castle zeroed out are ones that are a little bit lower on our own priority list. So, I'm just saying that we got a fair hearing, but just let me tell you what we might be asking for next year.

We would like to have some money for the study of human origins and ecological history of early man, of which we have some very bright, creative curators who need to be brought together in a multi-disciplinary approach. That was zeroed out at the Castle level for quite good reasons. They can't supply all of our needs.

We also would have liked to have had a substantial number of workers in collection management, particularly to document our physical anthropology collections so we could make more expeditious and proper handling of the numerous requests we are getting from American Indians and other ethnic groups about our holdings. Right now it is very difficult for us to handle those kinds of requests, Mr. Yates, because it is extraordinarily time consuming to go through that collection data base even with our new collection information system that we are trying to put in place. It makes a lot of work and a lot of manpower.

INDIAN BONES

Mr. YATES. What are you doing about the Indian bones you have? Are you going to give them back to the Indians?

Mr. TYLER. I think we are making very substantial progress along that line. In 1985 we sent out over 100 letters to representatives of every North American Indian tribe. From that mailing in 1985 we have received, either from the tribe or from people who have heard about it from the tribe, 16 requests for information about our collections. We have responded to every one of those. Some of those communications are ongoing.

One example of something that has come to fruition in the last few months is that the Blackfeet nation in Montana has come to the museum, after much correspondence, to meet with our physical anthropologists and with our people in the American Indian program. We have agreed to return 16 skeletons of Blackfoot Indians which were obtained under less than really proper circumstances by an Army surgeon for the Army Medical Museum. And, of course, we inherited the Army Medical Museum collections, including these items that were obtained under less than proper circumstances, grave-robbing, if you will. In this case an Army surgeon going out to a burial ground of the Blackfeet nation in Montana, and taking 16 skeletons. We have agreed to return those.

It is a very harmonious relationship we have with the Blackfeet Indians. We are now in the process of casting, making casts, of each of those 16 skeletons at a cost to us of \$1,000 each, I believe the Secretary is giving us some of that money. We will then arrange to have those skeletons returned with the delegation of Blackfeet who are coming to the museum later this year.

We also have laboriously gone through our catalog collection of physical anthropology to try to identify what might be named individuals of particular tribes. That laborious process resulted in 42 entries that looked like we might be able to identify individuals to a particular tribe. Further investigation—and now we are talking about elaborate research for which we need these research assistants—turned up 14 individuals which did look, indeed, as though they were named individuals of named tribes. We have just recently sent out letters to the tribal representatives of each of those 14 catalog entries, if you will, the named individuals that we know from the tribe, to ask them to help us find the descendants of these named individuals, and we will then make every effort to return those skeletal remains. So, we are doing the best we possibly can.

MUMMIES

We have taken off display in our exhibit galleries some of the most offensive items to the Indian community including three Indian mummies in a very popular mummy exhibit. It still has three mummies in it: an ancient prehistoric Peruvian, a prehistoric Egyptian, and a more recent Philadelphian of German extraction. But we have taken down the three Indian mummies.

We have also taken off display a certain number, 156, Peruvian skeletons that were simply being used as markers to show population explosion in the Americas as Indians came in through the Bering Strait. That was offensive to a lot of people. It was insensitive to say the least as we look at it now. It might not have been considered so 30 years ago when that display went up. Those have been taken down. So, I think we are being responsive.

The Secretary recently has personally returned two Zuni war gods to a tribe. So, we are trying to be forthcoming and honest in our dealing with their legitimate concerns.

MUSEUM OF AFRICAN ART

Mr. YATES. Thank you very much.

Sylvia Williams? Sylvia, where are you? There you are.

Tell us about your glamour palace.

Ms. WILLIAMS. I'm very grateful to you, Mr. Chairman, that we are in our glamour palace. It is going very well. The attendance is very good.

Mr. YATES. Beautiful exhibits. How many of those objects did you have to give back?

Ms. WILLIAMS. Well, the 88 that were from international collections, the packing started Monday. They are going out this week.

Mr. YATES. A beautiful show.

Ms. WILLIAMS. They're going home.

Mr. YATES. What are you going to replace them with? Do you have enough?

Ms. WILLIAMS. We are bringing in another show for that gallery, a textile show, and our own textile show, which had to come down because they had been up long enough, will be replaced by a photographic show. It's an historical show, an art historical show, on a kingdom in Cameroon. So, we have two shows going up opening June 14.

MINORITIES

Mr. YATES. Well, what about your hiring of minorities?

Ms. WILLIAMS. Well, I think we are doing fairly well. We can always do better. At our curatorial level, we are split exactly in half, two men, two blacks, two whites, four women. We have a chief curator——

Mr. YATES. Women tend to hire women, don't they, more than men do?

Ms. WILLIAMS. I'd like to think I'm not partial. As a matter of fact, when I first came, we did have an abundance of women.

Mr. YATES. We had testimony yesterday from IMS. Three women came and testified. The director had two assistants.

Ms. WILLIAMS. In terms of department heads and senior staff, we are five women and five men. And I include myself in that count, and the assistant director who is a female. In terms of heads of departments, there are nine departments. Two heads are black. So, on the whole, I think we are doing fairly well in trying to keep the balance.

Mr. YATES. What do they qualify as? Art historians?

Ms. WILLIAMS. Art historians, although my chief curator is an anthropologist. As a matter of fact, the woman who is doing the exhibition I just described to you on Cameroon is a cultural anthropologist. So, we try to keep disciplinary crossing and cooperation going on.

You have an interest in women artists and exhibitions. And it is quite true. It is a little different for non-western cultures. In a great many areas, south of the Sahara, the potters are women. If you remember when you come into the building, the first thing you see are two large clay vessels. Both were made by women. We have a female curator working on an exhibition on African pottery, and the bulk of that—

Mr. YATES. How do you know they were made by women?

Ms. WILLIAMS. Because the cultures are still there, and we know who is making it now, and we've known who has made it for generations. It is not that men don't make pottery, but in a great many of the areas women do.

The textile show I just described to you that is coming in the big gallery, the men do the weaving, the women do the embroidery. So, you have cooperation on that level.

And then we are still working toward a show on nomadic art and architecture. And the moment you step into that terrain, you are dealing predominantly with women.

So, although we are concerned with non-western cultures, we certainly have a concern about women in those cultures and what they are doing.

The contemporary African scene is, of course, quite different—contemporary artists.

Mr. YATES. Do you have their show?

Ms. WILLIAMS. As a half of a show coming in—it's a show in two parts—one half will be a contemporary female Nigerian artist that we are dealing with. But that's a segment of—it's a two-part show. So, we are addressing that issue I think.

BLACK AMERICAN ARTISTS

Mr. YATES. What about black American artists?

Ms. WILLIAMS. The museum does not collect, nor is Afro-American art a part of its mission.

Mr. YATES. No. I'm not talking about—well, the Afro-American Museum—what I am trying to get at is how does the American part of that fit in?

Ms. WILLIAMS. It would fit in in the sense of a cooperative venture with another museum, but it is not the purview of the National Museum of African Art. The National Museum of African Art is concerned with the visual traditions in Africa south of the Sahara. Now, that does not mean that if the Smithsonian or another insti-

tution had an exhibition concerned with the heritage of black America, that our museum would not lend the appropriate material that was asked for, I'm certain. Our curatorial staff was not trained in that area.

Mr. YATES. What about black American weavers?

Ms. WILLIAMS. The quilt makers are the ones you usually think of.

Mr. YATES. Yes. Well, even weaving. Suppose they are derived from an African base.

Ms. WILLIAMS. With the quilt makers there is a link.

Mr. YATES. There is a link.

Ms. WILLIAMS. Yes.

Mr. YATES. Not in the weavings?

Ms. WILLIAMS. Yes, off the Carolinas there is. Basket weaving—

Mr. YATES. Would they qualify for a show?

Ms. WILLIAMS. Yes, but when you are dealing with Afro-American traditions, you are dealing with a specialization in American traditions, American art. The curatorial staff in our museum has been professionally trained in African art and may not be able to make all the links. So, it would have to be a cooperative venture.

Mr. YATES. In other words, the women we are talking about in the Carolinas would have to go to the Hirshhorn?

Ms. WILLIAMS. No. I don't know who might do the show. But we would cooperate if we could, and if we had examples in which connections had been made. And you have got to establish those connections. They can't just be on a visual level of it looks like. Art historians always look for the documentation for that kind of thing. And it can be done. It is being done. It is being worked on. So, I would not sit here and say there could not be collaboration. But we recognize—

Mr. YATES. No initiation.

BUDGET NEEDS

Ms. WILLIAMS. It might come up from us. Yes.

Mr. YATES. Tell me about your wish list. Do you have one?

Ms. WILLIAMS. The wish list this year is pretty straightforward, delineated in the book. It concerns two aspects of the museum's program, conservation and its photographic archives, both of which are very important elements in this request this year in terms of moving forward in a new building, a new facility. We now have a conservation laboratory and space. We still need some equipment and one position.

Mr. YATES. How good is your museum for working in? Has the shakedown period passed? Do you know that you have to change it at all?

Ms. WILLIAMS. The shakedown takes longer than we have been in for a completed shakedown. But it is ideal to work in. The storage space is excellent. The laboratory space—conservation, for example, is very good. As a matter of fact, that laboratory—all the specifications in it and all that we did our conservator detailed and worked out. The gallery space is, as you know, ample. And the office space is ample. The photographic archives now has an excel-

lent home. The issue before us is working with that archive now being sure that it is accessible to scholars in the finest possible way. So, that's good.

NATIONAL MUSEUM OF AMERICAN HISTORY

Mr. YATES. Thank you very much.

All right. Mr. Kennedy, you have a show and tell?

Mr. KENNEDY. We could. If you have other things on the agenda that—

Mr. YATES. Well, we have important things on the agenda, but we always like to see whatever you have. What do you have? Do you have a couple of birds in here?

Mr. KENNEDY. Thanks to John Kinard and to you and to a lot of other folks, this is a reasonably recent acquisition—

GIRL SCOUTS' COSTUME

Mr. YATES. Oh, it's a beauty.

Mr. KENNEDY [continuing]. 1919 Girl Scouts' costume. It is more interesting than it looks. There are two reasons why it is more interesting than it looks. It represents that same continuity I mentioned a little earlier between the Progressive Era and the New Deal Era, when women found themselves undertaking social change in those areas in which they were permitted to work in effectively. And the Girl Scouts were not a passive, quiet ladies' sorority. They actually effected a lot of change in American life. One of the ways in which they did it was to go outside and undertake physical activity that ladies didn't do in 1919.

DUKE ELLINGTON COLLECTION

This is a part of the original score of Mood Indigo, which I will not now sing for you, unless you are ready to do the rest, Mr. Chairman.

Mr. YATES. I didn't bring our music.

Mr. KENNEDY. This represents those aspects of the Ellington collection, which you all paid for, which are identifiable though decomposing rapidly. There are about 3,000 Ellington compositions that have not been published that are in this archive. We know what this piece is, but because of the condition of this collection when we got it, there are sheets and bits of sheets of significant Ellington material that we cannot yet identify. That is, they simply fell apart in all kinds of little pieces. So, one of the things we have got to do is not only pull that together in the physical—that is, two dimensional form—but we are going to have to play them in order to be a little serious about the point of singing it. We are going to have to have musicians come and work this archive over so that it becomes a living one, accessible to people, and widen substantially the range of what we know about Ellington—

Mr. YATES. Does that stay in your museum, or when Mr. Kinard gets his museum, does it move over to his?

Mr. KENNEDY. I would bet that Mr. Kinard and I are going to cooperate a lot, including a show which may have two pieces or one piece, which we haven't worked out yet, in which the Ellington ma-

terial appears in both sets of places. There are several sets of audiences here.

This is Duke's 1930-1931 scrapbook, which I want to go easy on. This is about the only way we know—this happens to include his first appearances in the Soviet Union—what the audiences were, the images they chose to depict of themselves, who were these people, who were they perceived as being, and who listened to them in the depths of the depression. This is what the Duke chose to sustain, but it also represents just about the only place we could go for documentation of reviews, of modes of presentation and performance, who was there, audience sizes, and all that sort of stuff. This is in a sense a kind of archaeology because there isn't any scholarship that serves to tell us this, currently in place.

This is the Duke in the Soviet Union. There are a batch of these materials that tell us a lot more than just the images, and that they were there. The choice of images is significant. How did you pick what you were going to say you were doing? What are the cultural relations that are implied in this? There are hundreds. There are thousands, in fact.

Mr. YATES. What is the year for that?

Mr. KENNEDY. It's 1971, much later than the 1931 stuff.

Now, just sampling the range of things, shall we do Dr. Jarvik?

JARVIK HEART

Mr. YATES. Original heart?

Mr. KENNEDY. Yes. This was not a resounding success, but it was like the Salk vaccine, an intermediate stage to something that was more successful. I recall that only one of the two patients into which this was planted survived. The other used this as a way station to a human transplant. It's a part of—it's too ghastly to pull it apart—it is in velcro. And if you do that, you can see how they were inserted.

SOUSA'S BATON

Finally, this is John Philip Sousa's baton used both by him and by one of his grandsons, as I recall.

Mr. YATES. It's awfully heavy.

Mr. KENNEDY. This came in this year. It is, of course, an association item in the traditional sense. That is, it is associated with a distinguished person.

Mr. YATES. I can't help but believe that he must have had more than one baton.

Mr. KENNEDY. This is the silver one. I suspect that that was brought out and used for ceremonial occasions. I suspect he probably used more workaday ones when he was out on the road, so to speak.

This is just a representative of the range of stuff we do without laying too heavy a message of what their implications may be.

This artifact will have a great deal more content associated with it. What kinds of attire was appropriate within what definition of what a women is at what kinds of time. Bloomers are a very, very interesting social document.

Mr. YATES. Well, we know what Gershwin said. A woman is a sometimes lady. [Laughter.]

Mr. KENNEDY. Mrs. Gershwin probably had her own view. [Laughter.]

Mr. YATES. Right.

Well, now let's turn to the next layer of bureaucracy, the assistant secretaries. Well, we have Mr. Anderson, the Under Secretary. Shall we start with the under boss first? Did you want to say something, or have you said it?

Mr. ANDERSON. I have seen myself for these purposes today, Mr. Chairman, as kind of the utility infielder. I have no specific role other than to try to field questions you might have.

MUSEUMS BUDGET NEEDS

Mr. YATES. Okay. I think we already fielded some questions.

Ms. Gurian for museums. You have heard all the museum directors, Ms. Gurian. Do you have any comments you want to make?

Ms. GURIAN. No. I, like Mr. Anderson, am at your disposal. I think we attempted to look at the areas of emphasis as the Secretary had promulgated them and as we looked at the Bureau requests, attempted to deal with the most significant items that were presented to us. And I think we feel with some regret that we couldn't deal with all the items that were given to us by all the bureaus, and hopefully have presented to you a budget that deals with our most immediate needs first.

Mr. YATES. I shouldn't ask you for your views on Mr. Kinard's museum because you are the Acting Assistant Secretary for Museums. I am tempted to do that. In the absence of Mr. Freudenheim, you would speak for him. But I think that on that important matter—unless you have an opinion—I think probably you would want your boss to speak.

Ms. GURIAN. Well, I think that he and I would both speak simultaneously not about John Kinard's museum, but about the larger issue of Afro-American and minority programming within the institution, that we think that that thrust needs to be further amplified and needs to go forward with a lot of prodding out of our office, and we intend to do that.

Mr. YATES. Well, I think with respect to the museum the prodding will come from Mr. Anderson's office. I take it you are chairman of that committee.

Mr. ANDERSON. It has not been the case until this very moment. [Laughter.]

RESEARCH BUDGET NEEDS

Mr. YATES. Thank you, Ms. Gurian.

Mr. Hoffmann? Hi, Mr. Hoffmann. And you are the Assistant Secretary for Research, a very important job.

Is the budget adequate for your purposes?

Mr. HOFFMANN. We can keep our scholars working, yes. In the case of research and museums generally, there are always important things that we would like to do that we do not have sufficient money at the moment to do.

For example, Jim Tyler just mentioned to you his wish that there might have been more funds to pursue on a broader basis the new research program in the evolution of ecosystems in natural history. We have been able—

Mr. YATES. And you agree with that.

Mr. HOFFMANN. I agree. That is a program which deserves to have broader and deeper support.

Mr. YATES. How long will that program take?

Mr. HOFFMANN. A program of that sort is indefinite in duration because, as is the case in many areas of research, as you begin to study a topic, often more questions arise than are answered. So, it is a kind of an infinitely expanding process. This is not to say that it will go on forever. Projects of this sort tend to be pushed by the interests of particular groups of scientists and scholars. And as they satisfy themselves in one particular area, they may then wish to turn to something else. But a program of this sort I would confidently expect to last a minimum of 10 or 15 years. The questions are that large and that important.

Mr. YATES. I would agree with the importance of the question. Is the length of that program determined on the amount of appropriations? Could it be speeded up?

Mr. HOFFMANN. It could be speeded up. There is such a thing as having—

Mr. YATES. Or would you rather spend that time because you learn more as you go along?

Mr. HOFFMANN. There is a balance between efficiency and power output, so to speak.

Mr. YATES. It's an important program. Do you want it to take 12 or 15 years?

Mr. HOFFMANN. In some respects, it will have to take that long.

Mr. YATES. All right. So then the amount of money that you ask for is predicated upon a 10 to 15 year program.

Mr. HOFFMANN. In part and also on the relative priorities and needs throughout the Institution.

Mr. YATES. What does that mean? Does that mean if the Committee were to give you the money, Mr. Adams could take it away from you?

Mr. HOFFMANN. No. It means that if the Committee decided to follow Mr. Tyler's suggestion and increase the program by another \$100,000 and two additional work years, then we could expand that particular program. That would broaden the program. It could include marine ecosystems and island ecosystems as well as terrestrial ecosystems. And the work would engage the attention of more of the scientists in natural history. The work would not go on any faster, but it would go on on a broader front.

Mr. YATES. All right. That's one program. Are there others in other programs?

Mr. HOFFMANN. There are. They have been alluded to by the bureau directors, for example, the desire at STRI for developing a program in tropical anthropology and archaeology. In each of these cases, I would refer you to the bureau directors concerned, sir. They are the persons closest to those issues. But I support their desires. Unfortunately, it is not always possible for the Institution to

find the resources to support all of the programs simultaneously. We do have to make decisions.

Mr. YATES. Do you have any decisions to make with respect to the programs of research other than budgetary ones?

Mr. HOFFMANN. Yes. I have a series of responsibilities. Not only do I allocate through my office the trust funds that support research, I also assist the bureaus in employing modern approaches and technologies in research. This also may well involve finding new funds.

For example, in the astrophysical observatory, you referred to their new computers. Well, this is the sort of thing where my office is involved in trying to assist the bureaus in those ways. In SAO, there are two major initiatives currently being pursued, the sub-millimeter telescope array, and the conversion of the multiple mirror telescope out in Arizona. My office tries to assist SAO and other bureaus in pursuing these initiatives.

A new initiative in molecular genetics and systematic evolution involves three different bureaus, STRI, the Zoo and Natural History. Here too my office tries to foster these things. I have to analyze the nature and level of research support both in terms of funding and staffing, and try to identify areas where we need to try to find more funds and more staff.

Finally, I am concerned with various cooperative kinds of research programs, either within the institution itself or externally. We have a number of programs that operate in conjunction with universities. I've already mentioned SAO. Obviously, this is a cooperative program with Harvard, but we simultaneously cooperate with the University of Arizona. And there are other examples.

Mr. YATES. Thank you very much.

Mr. HOFFMANN. I would like to say just one other thing.

Mr. YATES. You may, indeed.

Mr. HOFFMANN. Since I have taken over from David Challinor as of the first of the year, the Assistant Secretary for Museums and I have adopted a new approach to working with the museums. Those museums have both museum programs and research programs. So, we have initiated a series of planning meetings that have been held over the last several months. We have been meeting together to discuss with the museums their needs both in research on the one hand, and museum programs on the other. And the reason I mention this is that you asked earlier in the morning how we were trying to wed various kinds of programs across the spectrum of Smithsonian activities. This I think is a start on that.

SITES

Mr. YATES. I think you used a more appropriate word than I. I said "weld" and you said "wed."

Do you know what I forgot to ask about? I forgot to ask about SITES. Don't you have an acting director for SITES?

Mr. YATES. Hello. Have we met before?

Ms. ROSE. No, we haven't.

Mr. YATES. You're Miss Rose.

Ms. ROSE. Yes.

Mr. YATES. And you have been at SITES for some time?

Ms. ROSE. For 23 years.

Mr. YATES. For 23 years. You saw it grow from a small program to a large one.

Ms. ROSE. Yes.

Mr. YATES. Is it as large now as it was last year or larger?

Ms. ROSE. Slightly larger.

Mr. YATES. And it should be, shouldn't it?

Ms. ROSE. Yes.

Mr. YATES. Are you getting a lot of rentals?

Ms. ROSE. Yes, we are.

Mr. YATES. In other words, your program is very popular.

Ms. ROSE. Very popular.

Mr. YATES. Do you cover all costs with your rentals?

Ms. ROSE. No, we don't.

Mr. YATES. How much do you lose?

Ms. ROSE. We don't like to think of it as losing. We have a Federal subsidy, a Smithsonian allotment, our participation fee income, and then we are fairly successful with grants, and we have some Government contracts, a small amount.

Mr. YATES. When you say a Federal subsidy, is that what we give you?

Ms. ROSE. Yes.

Mr. YATES. Any complaints about your program?

Ms. ROSE. No. We are always looking for greater subsidies so that we can reduce participation fees that we charge museums because they keep getting higher, and the museum's budgets don't get higher as fast.

Mr. YATES. So, what do you do? Do you then reduce your fees?

Ms. ROSE. We would reduce our fees if we were able to, if we had additional subsidies that would allow us to. Right now our only possibility is raising more funds.

Mr. YATES. And have communities in the country lost your exhibits because they couldn't afford you?

Ms. ROSE. Certain ones have.

Mr. YATES. How many are there?

Ms. ROSE. That I can't answer. I do know that certain ones have cut down a bit. We still offer a whole range of exhibitions with fees of \$200 on up to \$70,000. So, we still do have possible exhibitions.

Mr. YATES. Do you use any foreign artifacts?

Ms. ROSE. Yes, we do.

Mr. YATES. Do you use the indemnity program?

Ms. ROSE. Yes, we do.

Mr. YATES. So, it's a useful purpose.

Ms. ROSE. Very useful for us. We have used it ever since it began.

Mr. YATES. And do you also find that insurance costs are a substantial part of your expenditures?

Ms. ROSE. Not so much as other costs because the Smithsonian has a Smithsonian-wide policy which is very favorable to us. When we have exhibitions of tremendous value, then we use the indemnity program.

Mr. YATES. But that's not applicable to domestic artifacts.

Ms. ROSE. On exhibitions from abroad coming in, it is.

Mr. YATES. That's right.

Ms. ROSE. Yes.

Mr. YATES. But I mean for——

Ms. ROSE. For ones going abroad, it is.

Mr. YATES. No.

Ms. ROSE. Domestic exhibitions.

Mr. YATES. I'm talking about domestic.

Do you not use objects, artifacts, that are quite expensive?

Ms. ROSE. Yes, we do, but the Smithsonian does have very good rates. And our premium is fairly small.

MINORITIES

Mr. YATES. Do you deal with minority questions at all?

Ms. ROSE. Yes; we have 42 out of 48 staff members who are women.

Mr. YATES. Say it again.

Ms. ROSE. I said 42 out of 48 are women. We have three blacks, one Hispanic and one Native American. We always have exhibitions aimed at minority audiences—always. We expect to have more aimed at an Hispanic audience when the quincentenary takes on more power. But we always have exhibitions dealing with women and blacks, Hispanics, everything.

Mr. YATES. Do you have a wish list?

Ms. ROSE. Only a greater subsidy so that we can reduce our participation fees.

Mr. YATES. Well, all right. How much of a subsidy would you require to reduce your fees?

Ms. ROSE. We figure that probably with about another \$300,000, we could do a great many more exhibitions from Smithsonian collections and exhibitions aimed at minority audiences.

EXHIBITIONS

Mr. YATES. Where do your exhibitions go? Do they go all over the country?

Ms. ROSE. They go everywhere. Mostly in the United States and Canada. We do have some abroad, not that many. But we have about 7,000 institutions on our mailing list. Yes, it's there. They don't go to North and South Dakotas.

Mr. YATES. They do not go to North Dakota or South Dakota.

Ms. ROSE. Well, they do. This past year they didn't, but they can.

Mr. YATES. I see that Montana didn't want any of your exhibits and Delaware didn't.

Ms. ROSE. And Vermont.

Mr. YATES. Maine and Vermont? Just Vermont.

It's a lot of them, isn't it?

Ms. ROSE. Yes.

Mr. YATES. Texas, 25; California, 24; Pennsylvania, 21; Florida, 22; Illinois, 12.

OK. Thank you very much.

Ms. ROSE. Thank you.

Mr. YATES. I should ask, before you go, where in the States do you go? Do you go to the big cities or small communities?

Ms. ROSE. We go everywhere.

Mr. YATES. But I'm trying to get a sense for the record.

Ms. ROSE. For example, in Logan, Kansas, the local museum there takes our exhibitions quite often. And there is a billboard, as

you enter the town, saying Smithsonian exhibitions are shown in Logan, Kansas. [Laughter.]

Mr. YATES. How big is Logan, Kansas?

Ms. ROSE. I think it is very small. I don't know. I've never been there.

ADMINISTRATIVE SERVICES

Mr. YATES. Thank you very much.

Now, we have Mr. Jameson. Did you want to say something, Mr. Jameson?

Mr. JAMESON. Does your time permit?

Mr. YATES. Well, it depends on how much you say. [Laughter.]

Mr. JAMESON. I think the budget process has been very supportive of recognizing not only program requirements of the Institution, but what I will generally call the infrastructure. There are several important categories of activity represented in the budget for you. A rather large item is the staff in a variety of offices to support the current and proposed enlarged R&R program, including the \$5 million that you gave us in the base and some additional monies that OMB has added to that. It also includes essentially the last increment to make sure that our safety and environmental office and its program is staffed and effective.

PCB PROBLEM

Mr. YATES. Are you all through with your PCB problem?

Mr. JAMESON. The contract has been awarded, and PCBs will be a thing of the past in the spring of 1989.

There are small amounts in the budget to make sure that key central administrative offices, like the accounting office and the personnel office and the supply office, are doing the right thing in a timely way. There are funds to make sure that when the Post Office Building is officially turned over to us by the General Services Administration that we can maintain an adequate level of housekeeping activity there. We have no immediate plans to develop it. But we need a few guards and a few mechanical people to make sure that the building stays secure.

Mr. YATES. Okay. You don't need more guards.

Mr. JAMESON. There is also an increment of money in the 1989 budget to go with Quad positions that are already authorized to us on a catch-up basis, about \$300,000. There is also a maintenance request for our Office of Plant Services.

Mr. YATES. What about theft this year?

Mr. JAMESON. We always have a little bit of theft. As I recall, we have no significant losses from the collection. Can I call upon Bob Burke, our head of security, to fill you in on the details?

OFFICE OF PROTECTION SERVICES

Mr. YATES. Sure. Bob Burke, wherever you are.

Mr. BURKE. Hi.

THEFTS

Mr. YATES. Hi, Bob Burke. Tell us. Did you have any thefts?

Mr. BURKE. We have had very little. Most of it has been associated with new construction and contractors and—

Mr. YATES. Oh, but not any objects?

Mr. BURKE. Four objects this year.

Mr. YATES. What four objects? George Washington's sword?

Mr. BURKE. Eight mineral specimens are missing from the natural center in the Natural History building, a plaque was taken from the Andrew Jackson Downing vase. Somebody swiped a plaque off of it, a shark's tooth was missing from the discovery room. That is where the kids go in and play with things.

Mr. YATES. I wonder what lawyer took that. [Laughter.]

Mr. BURKE. And the picture entitled Melo Park Gang was missing from the exhibit hall in American History. That's it.

Mr. YATES. Say that again.

Mr. BURKE. A picture titled the Milo Park Gang. Now, maybe Roger can explain what that picture is. It was taken from the electric hall in American History.

Mr. YATES. I take it none of those were of great value.

Mr. BURKE. Not of significant value.

Mr. YATES. Do you have enough guards?

Mr. BURKE. No.

GUARD STAFFING

Mr. YATES. How many guards are you lacking?

Mr. BURKE. I'm playing catch-up over at the Quadrangle. We started off with about 20 guards short, and 10 are being asked for this year, 10 next year. And I'm still about 70 short of what I need to fill in. Now, we have been asking for that 70 in increments of about 15 a year. I'm always playing catch-up.

Mr. YATES. Do you have trouble getting guards?

Mr. BURKE. No.

Mr. YATES. Do you have a big turnover?

Mr. BURKE. I have a lot of trouble keeping them.

Mr. YATES. Yes. Why do you have trouble keeping them? Because it's a boring job, isn't it?

Mr. BURKE. It's also a first-step job. A lot of kids coming out of school take guard jobs. A lot of veterans take guard jobs and hold these jobs until they can move ahead. At the end of the school year, I'll get a lot of school teachers that are waiting to be called to come in who will take over guard jobs. So, it is a first-step job all the way across the Federal sector. I lose many to the Air Force and to the Bureau of Engraving. So, that's a step up. So, yes, I do have quite a turnover.

And also quality—we have to get rid of quite a few who come in and don't come to work.

VANDALISM

Mr. YATES. Do you have any vandalism?

Mr. BURKE. Yes.

Mr. YATES. What did you have?

Mr. BURKE. We had a bad employee over at Hirshhorn. And we ran about 10 or 15 cases of vandalism over there, little pencil scratches, little flakes. And we managed to begin to isolate the incident and find out what time it was taking place, on what floor of the museum it was taking place, and we began to make some switches of employees. And we made two switches and it stopped.

We haven't been able to get a confession, but it started again in another museum with one of the employees. And we persuaded the employee maybe he needed to work someplace else.

Mr. YATES. Thank you very much.

Mr. BURKE. You're welcome.

Mr. JAMESON. Thank you.

Mr. YATES. Thank you, Mr. Jameson.

Mr. Lovejoy?

Mr. ADAMS. I'm afraid he is not here.

EXTERNAL AFFAIRS

Mr. YATES. He's not here.

What are external affairs?

Mr. ADAMS. The intention of that newly created position is that he will take a comprehensive look that may center on development, but that includes a great many of our outreach functions as well with regard to the public and how the Smithsonian communicates itself to the public. And we'll sort of see development whole rather than see it as a specialized——

Mr. YATES. How does that differ from Mr. Rinzler, who is next, in public service?

Mr. ADAMS. Well, public service is I think outreach of a much more directly service related character, service to the public, whereas the function of Mr. Lovejoy is really concerned with how we may extract from the public additional support in the broadest sense. There is a difference. It's not so subtle perhaps.

Mr. YATES. Well, that's quite a job today, isn't it? In other words, you mean he is your secretary for gifts.

Mr. ADAMS. I think to define it in that way would——

Mr. YATES. Be crass?

Mr. ADAMS [continuing]. Make it less effective than to take advantage of the fact that he is himself a scientist with——

Mr. YATES. Well, I can understand that as a qualification for the Smithsonian. How successful has he been?

Mr. ADAMS. He has just come aboard.

Mr. YATES. Oh, this is a new job?

Mr. ADAMS. It's a new position.

Mr. YATES. All right.

Mr. ADAMS. We have an understanding with the Regents that presently the Smithsonian will be engaging in a major capital fund drive. And this is part of positioning ourselves for that drive.

TRUST FUNDS

Mr. YATES. And where would those funds go? To your trust funds?

Mr. ADAMS. Those will go to trust funds.

Mr. YATES. How big is that collection now?

Mr. ADAMS. How big is the collection now?

Mr. YATES. Yes. How much money do you have in your trust funds?

Mr. ADAMS. We have Ann Leven here who can answer that one.

Ms. LEVEN. It depends on how you define it. If you would like to know how much is in our endowment—

Mr. YATES. How much is in your endowment?

Ms. LEVEN. As of this point, \$205 million, but about 46 percent of that is unrestricted, and 54 percent restricted, restricted meaning that the donors have strongly suggested that we use the money or the income generated for specific purposes.

Mr. YATES. So, you have unrestricted about \$94 million?

Ms. LEVEN. Oh, about \$94 million.

Mr. YATES. And you still need more money?

Ms. LEVEN. Well, when you calculate the income that might be drawn off of \$94 million, it is roughly \$5 million. You get down to smaller numbers.

Mr. YATES. But don't you have other sources of income?

Ms. LEVEN. We do, indeed, sir.

Mr. YATES. And how much are those?

Ms. LEVEN. Let me go through my little list.

Mr. YATES. Well, we would love to have you do that.

How much do your stores make?

Ms. LEVEN. The combined business activities will generate for the forthcoming year about \$10 million.

Mr. YATES. Net.

Ms. LEVEN. Net.

Mr. YATES. That's pretty good, isn't it?

Ms. LEVEN. That includes our—

Mr. YATES. On an investment of how much?

Ms. LEVEN. Well, effectively if you look at our numbers from last year, you figure that we net roughly 20 percent of gross sales; in other words that excludes the cost of inventory and merchandise, and then the costs of sales clerks salaries, renovating the shops, providing heat, light and electricity, all of which we pay, and rent.

Mr. YATES. And how much do you pay in taxes?

Ms. LEVEN. We don't pay anything in taxes. That's a benefit of being a 501(c)(3). Thank you, Government and IRS.

Mr. YATES. Now, what percentage on your investment is that? About 20 percent?

Ms. LEVEN. It's 20 percent.

Mr. YATES. It's a pretty good business.

Ms. LEVEN. It's a very good business.

Mr. YATES. Why do you have to have a minister for external affairs?

Ms. LEVEN. The problem is that—

Mr. YATES. I would say you are pretty greedy, wouldn't you?

Ms. LEVEN. Well, not necessarily because if you look at the number of trust fund employees that we have and if you calculate that for many—

TRUST FUND STAFF

Mr. YATES. How many do you have?

Ms. LEVEN. We have approximately 1,600.

Mr. YATES. Trust fund employees.

Ms. LEVEN. Yes.

Mr. YATES. Really.

Ms. LEVEN. I would say about two-thirds of those work in our retail activities or on the magazine or in the membership programs. But the remaining—

Mr. YATES. But you make 20 percent on what they do.

Ms. LEVEN. That's right. But assuming the rest of the group, which would be roughly—if you say one half, it makes it easier—800 people are spread throughout the Institution in academic positions and include a number of the people here at this table whose salaries are paid on trust funds, including myself and the Secretary and the Under Secretary . . . and you begin to figure out how much each of us requires in endowment income just to keep us going, then we have—

Mr. YATES. That's not so much, is it?

Ms. LEVEN. Well, figure out 5 percent times \$1 million is \$50,000 per year.

Mr. YATES. How much do you make? Is it \$10 million net?

Ms. LEVEN. It's \$10 million net. The significant thing about what we do with our trust funds—I think I need to remind all of us—they go into special exhibitions. Last year we put \$3 million of trust funds into special exhibitions.

SPECIAL EXHIBITION FUND

Mr. YATES. Give us an example of that.

Ms. LEVEN. I'm trying to think of the most obvious. Elaine, what would you cite as your best?

Ms. GURIAN. Well, the special exhibition funds is an internally generated, competitive granting program in which exhibitions come to us that are not really fundable elsewhere where we can make an impact about minority issues and—

Mr. YATES. Give me an example of what you did.

Ms. GURIAN. Roger cited the two examples that he had on the docket.

Mr. KENNEDY. Yes, for next year. Men and Women, but probably more conspicuously the Women in the Progressive Era.

Mr. YATES. I thought we gave you money for your exhibition.

Mr. KENNEDY. You do. As I said it a little earlier, generally speaking, we have four sources of money for exhibition purposes.

Mr. YATES. Gifting is one.

Mr. KENNEDY. Money that outside people give us, foundations, individuals, corporations.

Mr. YATES. Appropriations is two.

Mr. KENNEDY. Appropriations is two. Three is the money that comes from the shops and stores and magazine business, which Ann I think is now talking about, which goes into a discretionary pot that each bureau has generally related to the income generated out of the facilities in that bureau. That is a relatively small sum of money, used either in those instances where you haven't got enough to do it right from the other sources or where you don't have any money to do it at all from the other sources. As Elaine has suggested, there are exhibitions or other programs that you want to do that are hard to sell to corporate America and which are interminable to extricate from philanthropic America.

But a show like Women in the Progressive Era we have tried to raise money for three or four years. We have in the meantime raised a lot of money for other programs, but that one just doesn't grab corporate America much. It grabbed the imagination of the Smithsonian because it lies along the line of inquiry that we want to get research done in, collection done in, and the exhibit mechanism is the device whereby you say, oh, we're going to get after this subject. Then we better collect in it. We have got to understand it better. And it is because of all that clustering of activity that surrounds it that we go to that.

Mr. ADAMS. Mr. Chairman, I would like to say that it is of the very highest priority for this Institution substantially to increase the supply of private funds available to it. Those are the flexible amounts with which we can take new initiatives, with which we can go out and look for people to bring in as interns and fellows, with which we can support research on themes that are still untried. It is only after those have begun—

Mr. YATES. How much do you spend for all of this? She said you spend \$3 million.

Ms. LEVEN. That is for special exhibitions, and a lot of the exhibitions that you are seeing—

Mr. ADAMS. That is just one of many accounts.

Mr. YATES. How much did you spend?

Ms. LEVEN. In 1987 the number was just under \$3 million. I have the audited statements.

Mr. ADAMS. There is also the support of research which would be another fund.

Mr. YATES. That's what I'm asking.

Ms. LEVEN. Oh, I'm sorry. For research, \$2.3 million was spent for scholarly research under Dr. Hoffmann's area prior to Dr. Hoffmann, under Dr. Challinor; \$550,000 of trust funds were spent for educational outreach for bringing school children here and for sending educational materials out across the country. And Ann Bay is here and can talk about her outreach, some of which is funded through this fund.

Mr. KENNEDY. You have samples of that before you.

Mr. YATES. All right. Let's take a five minute break.

[Recess.]

Ms. LEVEN. Mr. Yates, do you want me to continue on the use of funds because the one thing we have—

Mr. YATES. Would you put it all in the record for me?

Ms. LEVEN. Absolutely.

Mr. YATES. All right, to show what you do and that you are not being really very greedy.

[The information follows:]

Financial Report

Ann R. Leven, Treasurer

The year was highlighted by the opening of the Enid A. Haupt Garden and the new museum complex in the Smithsonian's quadrangle. This new museum complex, to be completed at a total project cost of \$73.2 million, houses the National Museum of African Art and the Arthur M. Sackler Gallery, a museum of Asian and Near Eastern Art. Also included in the complex is the S. Dillon Ripley Center, occupied by the Smithsonian Institution Traveling Exhibition Service, International Activities, and the Resident and National Associate Programs.

The complex, begun in June 1983, is funded with a combination of public and private monies. The Federal Government's \$36.6 million has been matched with \$36.6 million in private funds pledged and paid over a five year period. The Institution can proudly boast that its newest capital additions to the Mall are fully paid for with no remaining debt, a rare occurrence among museums today and a tribute to Secretary Ripley's administration which initiated this undertaking.

Operations

The Institution operated on solid ground for the fiscal year. Federal appropriations were sufficient to allow for continuation and enhancement of major programs. Federal dollars are the principal source of core support for the Institution's continuing programs of research, exhibitions, education, and collections management as well as related administrative and support services.

New initiatives funded by federal monies included making the facilities and programs in the Quadrangle fully operational. Important scientific programs in biological diversity and tropical forest biology received support. The purchase of the Duke Ellington Collection for the National Museum of American History stands out among the many notable acquisitions funded with federal funds.

For the fiscal year ending September 30, 1987, federal appropriations initially provided \$183,920,000 to fund ongoing operations. Subsequently, a supplemental appropriation, primarily for pay increases and the cost of the new Federal Employees Retirement System, increased the total to \$188,974,000, an increase of \$19.6 million over fiscal year 1986. A total of \$343,000, less than two tenths of one per cent of the year's appropriations, was returned to the Treasury at year end as uncommitted salaries and expenses for fiscal year 1987.

The Institution also benefited from specific project grants and contracts totalling \$15,873,000 from government agencies and bureaus. These monies continue to constitute an important source of research funding, most notably for the Smithsonian Astrophysical Observatory and the National Museum of Natural History. The grantors gain access to Smithsonian expertise and resources, particularly in astrophysics and biological studies.

Trust funds, that is non-appropriated income from gifts, grants, endowments, current investments, and revenue producing activities,

provided supplemental base support as well as that extra margin for experimentation and bold initiatives. In this context, \$1,205,000 of net trust income was specifically allocated for acquisitions, \$2,700,000 for special exhibitions, \$2,634,000 for fellowships, \$2,300,000 for scholarly research and \$550,000 for educational outreach. These funds are in addition to regularly budgeted trust funds for similar purposes at the bureau level.

Examples of new ventures funded by non-appropriated funds during fiscal year 1987 include the establishment of the Regents' Publication Fund, Symposia on the Bicentennial of the Constitution, opening events for the Quadrangle, development of needed financial systems, and an exhibition celebrating the 50th anniversary of Superman. Expenditures necessary to generate trust revenues, such as those for publishing Smithsonian Magazine, contribute in and of themselves to fulfilling James Smithson's mandate to increase and diffuse knowledge.

Source of Funds	Gross Revenues (\$1,000s)	Net Income (\$1,000s)	Net Income %
Federal			
Appropriation	\$188,974	\$188,974	72%
Gov't Gr. and Contracts	15,873	15,873	6
All Trust Sources	<u>195,080</u>	<u>57,239</u>	<u>22</u>
Total Available for Operations	\$399,927	\$262,086	100%

Trust fund income was sufficient to restore the unrestricted trust fund balance to its previous level of approximately \$5,000,000. The fund balance had dropped to \$2,044,000 in fiscal year 1986 with the Regents' permission as the Institution funded the purchase of two major collections in connection with the anticipated opening of the Quadrangle museums. The unrestricted trust fund balance provides the working capital base for the Institution.

An amount of \$3,000,000 from revenues generated by the Institution's business activities was transferred to endowment in keeping with past practices aimed at strengthening this important asset. In addition, significant reserves were set aside to assure timely completion of two major construction projects now underway: the underground passageway between the Freer Gallery and the Quadrangle; and the new restaurant addition to the National Air and Space Museum. Construction at the National Air and Space Museum is being funded solely with trust funds utilizing an \$11,000,000 loan from The Riggs Bank supplemented by monies made available from auxiliary activity revenues.

Fund-raising Results

Restricted gifts and grants from individuals, foundations and corporations for operations increased by 57% over the previous year, reflecting an increased emphasis placed upon fund-raising activities within the Institution. These monies, as designated by the donors, were used variously to supplement unrestricted trust funds or to fund projects for which institutional support was unavailable. The Smithsonian is

especially grateful to all who contributed. A fuller detailing of contributions may be found in the section "Benefactors of the Smithsonian Institution in 1987". Particular mention is made here of two volunteer groups associated with the Institution, The Women's Committee of the Smithsonian Associates and the Smithson Society for their continuing sponsorship of important initiatives.

The most wide-reaching fund-raising campaign since that for the Quadrangle was undertaken in fiscal year 1987 within the Smithsonian family for monies to renovate the Great Hall of the Castle and to construct a Visitors' Information Center in that space. This center will include a reception area featuring a pan-institutional exhibition, maps and models detailing the location of Smithsonian museums and other popular attractions in the nation's capital, and two orientation theaters. In all, approximately \$3,200,000 has been raised or pledged. More than \$1,000,000 in gifts from the Smithsonian National Associates will be used to match a \$1,000,000 grant from the Pew Foundation and \$500,000 from the Kresge Foundation designated for this project.

Acquisitions and Deaccessioning

The Institution uses multiple sources for the purchase of new collection items - limited federal funds, the above mentioned monies made available from unrestricted trust funds, restricted gifts, and monies generated by the sale of deaccessioned items. During fiscal year 1987, this latter source played an important role in securing for the National Museum of American Art and the Hirshhorn Museum and Sculpture Garden important additions to their collections.

At the National Museum of American Art, the sale of a 17th century Italian painting by Guercino brought proceeds of \$1.45 million. This was the primary source of funds for the purchase of the Hemphill Collection, an important collection of folk art. Similarly, the Hirshhorn's sales enabled the purchase of a sculpture by Jasper Johns, a 1919 Man Ray spray painting, and a more recent work by Lucian Freud.

Construction and Plant Funds

For the most part, Smithsonian buildings are properties of the federal government under the control of the Board of Regents. Each year, the Institution receives in addition to its appropriation for salaries and other operating expenses, appropriations for the restoration and renovation of these facilities and for specific new construction. In fiscal year 1987, \$19,070,000 was appropriated for these purposes. A separate federal appropriation of \$2,500,000 was provided specifically for the National Zoological Park, primarily for the completion of the Olmstead Walkway.

During the course of the year, work commenced on fire detection and suppression systems at several museums, the courtyard renovation project at the Freer Gallery of Art, laboratory and shop additions at the Smithsonian Environmental Research Center, and the major renovation of utility systems. Progress was made on the Earl S. Tupper Research and Conference Center at the Smithsonian Tropical Research Institute, with funds provided jointly from federal appropriations and a gift from the Tupper Family. This project is slated for completion in September 1988.

Endowment

The Smithsonian's endowment fund reached its all-time high of \$234,120,769 on September 30, 1987. Institutional euphoria was tempered on "Black Monday". As of December 31, as indicated in the footnotes of the accompanying audit report from Coopers and Lybrand, the endowment was valued at \$188,400,000. This represents a 18.3% loss from September 30 versus a 25.3% drop in the Dow Jones Industrial Average for the same three month period.

Historically, the Smithsonian's endowment fund has been equity oriented. With the appointment at the end of fiscal year 1986 of Miller, Anderson and Sherrerd to manage a balanced portfolio, the Investment Policy Committee signaled a move toward more portfolio diversification. By December 31, 1987 the portfolio had the following asset mix: 62% equities, 21% fixed income, and 18% cash or cash equivalent.

The Institution's Investment Policy Committee takes an active role in endowment management, continually reassessing the performance and effectiveness of the investment managers. We are grateful to our committee members who have given generously their time and expertise, Regent Barnabas McHenry, who serves as Chair, Regent Carlisle H. Humelsine, Donald Moriarty, Charles H. Mott, William R. Salomon, Thomas J. Watson, and Jane Mack Gould.

The Institution's managers are Miller Anderson and Sherrerd; Fiduciary Trust Company of New York; Batterymarch Financial Management; and Nova Advisors. Managers operate with full discretion within guidelines set by the Committee and in consultation with the Board of Regents.

The Regents at their May 1987 meeting ordered the sale of the Institution's remaining investments in Sullivan signatory companies doing business in South Africa. Divestment began soon thereafter and was substantially completed by September 30 without loss to the portfolio. The last disposition was made on November 5, 1987.

Financial Management Activities

After several years of evaluation and planning, fiscal year 1987 saw significant progress and accomplishment within the Treasurer's Office. As noted in past annual reports, the Treasurer's Office encompasses diverse fiscal responsibilities as well as business management activities. The Office of Accounting and Financial Services, the Office of Financial Management and Planning, and the Office of Risk Management report directly to the Treasurer. These offices are jointly responsible for the systems and for the control, security, and disposition of the funds detailed in the accompanying reports.

As the fiscal year closed, the Institution was poised to implement a new payroll/personnel system utilizing the services of the Department of Agriculture's National Finance Center. The first payroll on this system

was successfully processed on November 5. The Institution's old patchwork system relied heavily for nearly two decades on extensive manual effort. The new system is continuously current and consistent with federal standards, documented and almost entirely automatic, thereby expediting payroll processing and reporting.

The Treasurer wishes to express the Institution's indebtedness to Clyde G. McShan II, Director of the National Finance Center, and his staff for their willingness to adapt an essentially federal system to the Smithsonian's special needs. Readers may be unaware that the Smithsonian has two well integrated but technically distinct staffs. Federal employees number approximately 4,300; there are 1,300 non-federal or trust funded employees.

Equal gratitude goes to over fifty people within the Institution who by their tireless efforts made the conversion possible. Under the guidance of the Treasurer, a special task force headed by Joseph Vasquez, Howard Toy and Shireen Dodson, spearheaded the efforts of staff in the Office of Personnel Administration, Office of Accounting and Financial Services, and the Office of Information Resource Management. They were assisted by Price Waterhouse consultants.

During the course of the year, Financial Management staff reviewed custodial services available from various financial institutions. An agreement was entered into with Manufacturers Hanover Bank and implemented in July 1987. The Institution now has direct, computer-linked access to

its investment portfolio yielding a wealth of comparative statistical data.

Business Management Activities

Under the watchful eye of the Treasurer and the Business Manager, James J. Chmelik, it was a hectic but rewarding year for the Museum Shops, the Mail Order Division, Product Development and Licensing, and Concessions. Museum Shops opened the highly acclaimed shop in the new Museum of Africa Art, an imaginatively refurbished shop at the National Air and Space Museum, and the dynamic first floor shop at the Hirshhorn. The success of these enterprises is a tribute to the unstinting efforts of Museum Shops Director, Samuel J. Greenberg, and his retail specialists.

Changing market conditions and customer preferences affected Mail Order sales. While still a very healthy contributor to unrestricted trust funds, Mail Order did not experience the growth of past years, leading to a re-evaluation of the Institution's marketing and merchandising efforts. The fledgling Product Licensing and Development Division, however, scored notable triumphs timed to coincide with the opening of the Quadrangle. Kravet Fabrics was licensed to reproduce textiles based upon patterns from the Museum of African Art Collection; Century Furniture brought to market reproductions of the garden furniture integral to the Enid A. Haupt Garden.

New food service vendors, Guest Services Incorporated and daka Corporation, began operations at the Smithsonian in November 1986. The transition was accomplished with minimal disruption in service. Net income from Concessions, primarily as a result of the new food service agreements, was up 85% over the prior year. In March 1987, the Institution broke ground for a restaurant addition at the National Air and Space Museum. This facility will greatly expand food services on the Mall beginning in the fall of 1988.

Audit Activities

The Institution's funds, Federal and nonappropriated, are audited annually by the independent public accounting firm of Coopers and Lybrand. Coopers and Lybrand's consulting staff provided assistance to the Institution with respect to allocations for computer cost centers, management of business activity inventories, financial reporting for food services activities, and Quadrangle construction costs. Coopers and Lybrand's unqualified report for fiscal year 1987 is reprinted on the following pages.

The Smithsonian's internal audit staff regularly reviews the Institution's financial activities and fiscal systems, assists the outside auditors, and does special projects as required. Additionally, the Defense Contract Audit Agency conducted audits of grants and contracts received from federal agencies and monitored allocated administrative costs.

The Audit and Review Committee of the Board of Regents, chaired by Regent David C. Acheson, met three times during the fiscal year pursuant to responsibilities under legislation, the legal nature of the Institution, and the bylaws of the Board of Regents. In addition to reviewing the 1986 audit performed by Coopers and Lybrand and their 1987 audit plan, the Committee reviewed reports from the Office of Audits and Investigation and a wide variety of the Institutional programs and activities.

Related Organizations

The Woodrow Wilson International Center for Scholars, the National Gallery of Art, and the John F. Kennedy Center for Performing Arts were established by Congress within the Institution. Each organization is administered by its own board of trustees and reports independently on its financial status. Fiscal, administrative, and other support services in addition to office space are provided by the Smithsonian to the Woodrow Wilson International Center for Scholars on a reimbursement basis. Administrative services are provided by the Institution on a contract basis to Reading Is Fundamental. Office space continues to be provided to Visions Foundation, Inc., a non-profit organization which publishes American Visions magazine. An independent non-profit operation, the Friends of the National Zoo, operates under contract for the benefit of the National Zoological Park.

Ms. LEVEN. The question here though that we did not cover that should go immediately into the record is the question of acquisition funds because last year for the whole Institution we spent \$1.2 million of our trust funds on acquisitions. And we have been precluded from buying very expensive things because we have no acquisition funds per se, and we have to tap the operating budget in order to buy things. So, we are very cautious about what we buy.

Mr. YATES. Also put in the record—and you might want to ask the museum directors for this—a list of the objects that you acquired and the cost.

Ms. LEVEN. Absolutely.

[The information follows:]

Collections Acquisition Program

In fiscal year 1987 the Institution acquired works of art totaling \$7,072,250 from three separate sources of funds. Of the sum, \$5,218,000 of purchases were financed by gifts, grants, proceeds of the sale of deaccessioned items, or otherwise restricted funds. Notable among the group was the purchase by the National Museum of American Art of the Hemphill Collection of Folk Art from the sale proceeds of the Guercino painting. Additionally, \$1,528,000 in Federal funds were used to buy a Kelly sculpture for the Hirshhorn Museum, a Peale portrait for the National Portrait Gallery, an important sculpture for the National Museum of African Art, and several lesser works. Federal funds also provided part of the cost of an Eastman Johnson painting.

Unrestricted Trust Funds generated by the Institution's business activities, the third source, supplied \$1,205,000 to the Collections Acquisitions Program. Four acquisitions were approved from the Collections Acquisition Fund:

<u>Description</u>	<u>Amount</u>	<u>Bureau</u>
Jasper Johns 1954 Construction, Untitled	\$175,000.00	Hirshhorn
William Tucker 1985 Sculpture, Gymnast II	33,750.00	Hirshhorn
Jannis Kounellis 1986 Sculpture, Untitled	27,500.00	Hirshhorn
Tibetan Temple Hanging	<u>90,000.00</u>	Cooper-Hewitt
Total	\$326,250.00	

In addition, \$878,750 was carried forward to be made available in fiscal year 1988 along with that year's trust fund allocation for the Collections Acquisition Program.

The availability of works appropriate to our collections is serendipitous with costs always escalating and total funds limited. Thus the flexibility of carrying forward any unspent balances is necessary. Unfortunately, federal funds provided for acquisitions are constrained by fiscal year limitations; it would be advantageous if they too could be "no year." At the moment the modest amount of unrestricted trust funds provide a limited level of flexibility. For any expensive acquisitions important to the National Collections we must either go without or place a severe strain on the Institution's fund balances as we did in the case of the Vever acquisition.

Special Exhibition Program

In fiscal year 1987 Special Exhibition Program allotments totaling \$2,371,000 were awarded. A list of these funded exhibitions follows. As will be seen some, like John LaFarge, occurred in fiscal year 1987. Crossroads of Continents is scheduled to open in the Natural History Museum in September 1988. King Herod's Dream is on display now. Folk Art in America to showcase the Hemphill Collection is scheduled for 1989.

The remaining balance of \$329,000, along with the balance of \$645,105 from fiscal year 1986, was carried forward to fiscal year 1988. All funds allotted are not necessarily spent in the same fiscal year, but over the time-frame of the project which in many cases is greater than one year. Balances in the Special Exhibition Fund are carried forward to provide needed flexibility to the program.

The Special Exhibition Program most often provides only partial support for a particular exhibition with outside fundraising providing the difference. Additionally, other exhibitions are supported completely by funds raised or by Federal funds.

<u>Exhibition</u>	<u>Amount</u>	<u>Bureau</u>
19th Century Life in America	\$ 20,000	American History
A Series: Hirshhorn Works	59,000	Hirshhorn
A Series: Directions	40,000	Hirshhorn
Francis Bacon Retrospective	92,000	Hirshhorn
Gaudi in Context	155,000	Cooper-Hewitt
The William and Mary Style	125,000	Cooper-Hewitt
The Amory Show	50,000	Archives of American Art
The Peoples and Cultures of Cambodia, Laos, and Vietnam	10,000	Folklife Programs
King Herod's Dream: Caesarea on the Sea	250,000	Traveling Exhibition
Medieval Art From Yugoslavia	10,000	Traveling Exhibition
Crossroads of Continents	450,500	Natural History
Native American Halls	20,000	Natural History
Reconstruction of Fossil Seabird	18,000	Natural History

Beyond the Java Sea: Art of Indonesia's Outer Islands	15,000	Natural History
Human Origins	10,000	Natural History
The New Insect Zoo	25,000	Natural History
Aerospace Computing	100,000	Air & Space
Faces of America: Portraits by Winold Reiss	15,000	Portrait Gallery
Art of Albert Pinkham Ryder	130,000	American Art
Folk Art in America	10,000	American Art
Masterpieces of American Miniature Painting	55,000	American Art
Perpetual Motif: The Art of Man Ray	145,000	American Art
John La Farge	30,000	American Art
House of Timur: Princely Arts in 15th Century Iran	500,000	Asian Art
Music in America	15,000	American History
Science, Power, and Conflict	<u>21,500</u>	American History
Total	\$2,371,000	

Mr. YATES. Thank you very much.

Ms. LEVEN. You're welcome.

PUBLIC SERVICE

Mr. YATES. Now we have Mr. Rinzler.

Mr. RINZLER. Yes.

Mr. YATES. Mr. Rinzler, you used to be the minister for external affairs. Right?

Mr. RINZLER. No, sir.

Mr. YATES. You're the Assistant Secretary for Public Service, and you do a good job.

Tell us about what you are doing about minorities. I know you are doing a lot. But I know you were busy with jazz for a while. Are you still?

Mr. RINZLER. With traditional music of all kinds, Mr. Chairman.

Mr. YATES. Traditional? Is jazz traditional?

Mr. RINZLER. Traditional music of the world. Oh, absolutely.

We have acquired the Folkways collection. That is part of this year's budget record. We are looking for archival support there. And we plan an extensive outreach program not only nationally but internationally eventually. We have hired a senior scholar who has relationships with archives around the world and plans to develop the program. And we are seeking support on Federal funds for the first time in many years in the Folklife Office in support of that outreach effort.

Mr. YATES. Which outreach? Folklife?

Mr. RINZLER. The Folkways collection which we acquired from the estate of Moses Asch is a record collection, elements of which we would like to feed back to world archives of traditional music in different parts of the world, some of which have been funded by the Ford Foundation and others in third world countries primarily.

MINORITIES

Mr. YATES. How do you fare with minorities?

Mr. RINZLER. My office is responsible for coordination of the Cultural Education Committee and the Committee for a Wider Audience. Both of those activities have been instrumental in commenting upon the situation in the Institution, an example of which you raised this morning, and in examining exhibits and staffing patterns and discussing these issues with museum directors. The Committee for a Wider Audience is made up of eight members of the Smithsonian staff and eight members of the public at large who help us analyze the situation and to prepare exhibitions, programs, and staffing critiques.

RECORDINGS

Mr. YATES. You also sell records.

Mr. RINZLER. Yes, sir, through the Smithsonian Press.

Mr. YATES. Through the Press.

Mr. RINZLER. The Smithsonian Press has three programs; one is the Recordings Program.

Mr. YATES. Is that your shop?

Mr. RINZLER. Folkways is part of the Office of Folklife Programs. The Press will be involved in the business management side.

Mr. YATES. I'm thinking of Mozart.

Mr. RINZLER. The chamber music and the jazz series are handled by the Recordings Division of the Smithsonian Press.

Mr. YATES. How are you doing with that?

Mr. RINZLER. That is doing extremely well.

Mr. YATES. Do you make money on that?

Mr. RINZLER. Yes, sir.

Mr. YATES. Should I ask you how much you make?

Ms. LEVEN. It's part of the \$10 million that I quoted.

Mr. YATES. I see.

Ms. LEVEN. And they are sold in the shops.

Mr. RINZLER. And also by direct mail.

Mr. YATES. Do you make any new recordings?

Mr. RINZLER. Yes, sir. We have just come out with one on jazz soloists and we have several in the works, some art music recordings done by our own chamber ensemble, and historical recordings.

Mr. YATES. What is art music?

Mr. RINZLER. Chamber music.

Mr. YATES. Is there a demand for that?

Mr. RINZLER. Less demand than there is for jazz. We generally sell between 15,000 and 20,000 copies of each of those recordings direct mail to our membership.

BUDGET NEEDS

Mr. YATES. Do you have a wish list?

Mr. RINZLER. Well, our wish list is before you. The only thing which is not fully included in the approved budget, I should say, is a high priority for the Institution, the National Science Resources Center, which was co-established by the National Academy of Sciences and the Smithsonian two years ago. And we succeeded in gaining support for one position and \$38,000 for support of the materials development, curriculum development section of that. It's a three-part program which develops science and math education materials, then tests them here at workshops and laboratory sessions, and finally has a dissemination program. The laboratory and the dissemination program are in need of additional support, but did not make it into the final priority support list. That would require an additional \$124,000 worth of support and two Federal positions were we to secure support for those two additional components of the National Science Resources Center.

Mr. Lapp is here to speak to that should you require any further information on it.

NATIONAL SCIENCE RESOURCES CENTER

Mr. YATES. All right, Mr. Lapp?

Mr. LAPP. I won't miss an opportunity, Mr. Chairman, just to say one thing. A primary emphasis of the NSRC's programs and our work with the schools has been to improve the situation in science and mathematics and technology with respect to the under-representation of both women and minorities in careers associated with those fields. We feel that the work on this has to start at a very

early age. It has to start with youngsters in elementary school. So, we have been designing programs at that level to interest children in science through hands-on learning activities. And we have been engaging in a partnership to improve science teaching in a number of urban school systems, such as Milwaukee, Baltimore, the D.C. schools here in Washington, and the New York City schools with some very promising responses from teachers and schools.

TREASURER

Mr. YATES. It sounds good. Thank you very much.

Ms. Leven, did you say everything you wanted to say?

Ms. LEVEN. I would be happy to answer any questions.

BUDGET NEEDS

Mr. YATES. I was just asking whether you had a wish list.

Ms. LEVEN. I just wish somebody would create a computer program that would do all our accounting for us and help us through a conversion without our ever having to know it.

Mr. YATES. I thought Dr. Shapiro did that. He just got some new computers.

Ms. LEVEN. Yes, but unfortunately not for accounting systems. Ours is pretty ramshackle, as everyone in this room knows.

Mr. YATES. Don't tell me it makes mistakes.

Ms. LEVEN. No. We have been fully audited and got an unqualified audit as reported to the Audit and Review Committee last week by Coopers and Lybrand, thanks to the dedication of staff.

FACILITIES SERVICES

Mr. YATES. Mr. Siegle, Director of Facilities Services. Oh, this is going to be a big one, isn't it?

Mr. SIEGLE. Mr. Chairman, about a third of the budget I guess is in this category.

Mr. YATES. You are always repairing. Don't you ever finish? [Laughter.]

Mr. SIEGLE. The S&E parts of the budget have been discussed by Mr. Jameson and Bob Burke. So, I won't revisit that.

In the area of the repair budget this year, we have a request for repair and restorations of the building and code compliance of \$20.835 million. Those are all itemized by building, by project in the budget book. And it covers all of our facilities both in Panama and Arizona and here on the campus.

FREER ROOFS

Mr. YATES. Let me ask you a question. Do your roofs still leak? Freer was one of them. Is Freer satisfied? Who is the museum director for Freer?

Mr. SIEGLE. Milo Beach.

Mr. YATES. Milo.

Mr. SIEGLE. We have a project for—

Mr. YATES. When Mr. Lawton was the director, his roofs leaked. Do yours leak?

Mr. SIEGLE. We have a project that—

Mr. YATES. I want to ask Mr. Beach whether his roof leaks.

Mr. BEACH. There is some leakage, but during the renovation period over the next three years, we have plans to deal with the problem.

Mr. YATES. With pails or what? [Laughter.]

Mr. BEACH. That is the current method. We are supposed to do something more advanced.

Mr. YATES. Are you losing any of your art objects as a result?

Mr. BEACH. No.

Mr. YATES. Go ahead, Mr. Siegle.

Mr. SIEGLE. There is a skylight repair project for the Freer, and also roof repair as part of the overall project. The museum is partially closed down now, and it will close down entirely starting this summer for the major repair work going on.

On roofs in general in the 1989 budget we have seven projects totalling \$1,020,000. That is a part of the overall \$20.835 million R&R budget.

RENWICK WALLS

Mr. YATES. Are you through with the outer walls at the Renwick yet?

Mr. SIEGLE. Yes. The walls of the Renwick are complete. We have a roof repair project that will be in the 1990 program. But that wall repair project was done almost two years ago.

Mr. YATES. Really. It seems every time I went past the Renwick I saw the scaffolding.

Mr. SIEGLE. No, that is down.

CONSTRUCTION

Mr. YATES. Congratulations.

Mr. SIEGLE. And then in the construction account, we have a request for \$10,150,000. The biggest amount, the \$3,200,000, is to complete the Whipple Base Camp. Last year there was a decision made to do the design and part of the construction in 1988 and the rest in 1989. And that is proceeding well.

We have a request for a laboratory on BCI down in Panama to replace the existing facility which was built in the 1920's and made out of wood and is in very bad shape and inadequate.

And then we have some minor construction and alterations and modifications projects in just about all of the museums.

We also have a request for some planning dollars for future construction projects.

So, the total of all that for construction is \$10,150,000. We have been working with your staff and that of the Senate concerning where to show these in the budget, and it is shown in this budget before you based upon the meetings that we had several weeks ago.

That's all I have, Mr. Chairman.

Mr. YATES. I won't ask you for a wish list. [Laughter.]

I should ask you, though, about Dulles. Is that in the budget at all?

Mr. SIEGLE. It is not in the budget, but we have a committee which has been appointed by the Secretary to develop the scope of a planning study for that project. It's a relatively small study, and

that committee has met about five times now. And we will have the scope ready to go in about two weeks.

NATIONAL ZOOLOGICAL PARK

Mr. YATES. Mr. Robinson, at long last, on the park.

Mr. ROBINSON. Yes, sir.

MINORITIES

Mr. YATES. Can you tell us about minority representation?

Mr. ROBINSON. Yes, indeed. Let me start with women on our staff. I am now happy to report that two out of our five assistant directors are women. I introduce to you Gretchen Ellsworth in a new guise as an assistant director out at the Zoo from her former incarnation when you met her in the past. Our research staff consists of two women out of five also. But in terms of minorities, we are badly under-represented. And I think I have to say that this can give a false impression because I think it represents the population in the disciplines that we encompass rather than the effect of adverse hiring policies, although I have only been at the Zoo for four years and have not hired a professional member of the curatorial staff in that time.

In that report from the Committee for Cultural Equity there is some mention that we have three veterinarians, and they are all white males. When they were hired more than 10 years ago, the whole field of zoo veterinary medicine started at the National Zoo with those three white males, and they have trained large numbers of veterinarians who have gone all over the country and are now our family running the veterinary departments. And there are females, American Indian females amongst them. I think you could get a totally wrong impression about where things lie on the basis of some kinds of statistics.

And one interesting thing is that over the years the keeper staff has changed from being black male to being white female as you saw today. And we are now nearly 70 percent white female.

Mr. YATES. Which do Arthur and Bullet prefer?

Mr. ROBINSON. I have no means of judging preferences of birds. That is something for the birds.

BUDGET NEEDS

Mr. YATES. Do you have a wish list?

Mr. ROBINSON. I do, indeed. And you have our construction requests, and that would enable us to finally start on Ted Reed's dream that was funded for design nearly 10 years ago and was never realized, to create what I think is going to be the most innovative new exhibit in any zoo anywhere, which will be an aquatic exhibit devoted to Amazonia. And if I could toot our flute slightly at this stage, this new exhibit will be a new holistic approach to zoo exhibitry which I think will combine the arts and the sciences together in one exhibit; a new approach to the whole thing. And I think we are pioneering there. And I think it would be a marvelous experience with great educational value. And also it will push the points of conservation.

I am pleased to report, as Jim said, that we are beginning to cross-reference the biological parts in the Smithsonian in such a way that they interlink. One of the things we are acquiring soon—thanks to the new director of the Air and Space Museum—is the model of the pterodactyl that flew. We are going to exhibit it at the National Zoo as an example of flight before the birds that we exhibited to you this morning. So, we are making linkages all over.

Mr. YATES. Thank you very much.

Ms. SUTTENFIELD? Do you have anything to tell us?

Ms. SUTTENFIELD. No, sir. I'm happy to defer to my colleagues who know their program needs best.

Mr. YATES. You don't have a wish list.

Ms. SUTTENFIELD. no.

Mr. YATES. Not relating to the Smithsonian.

Ms. SUTTENFIELD. I have no personal wish list.

Mr. YATES. I didn't ask you for your wish list when you were up here, Dr. Shapiro. Do you have one?

Mr. SHAPIRO. I think that our requirements are appropriately represented in the budget that was submitted.

Mr. YATES. All right. Let me just go through the list of those I haven't called on. Ms. Bay, is there anything you want to add?

Ms. BAY. No, sir.

Mr. YATES. How about Mr. Billingsley?

Mr. SIEGLE. No.

Mr. YATES. Mr. Buckler, the Office of Horticulture. Is he in charge of growing the orchids?

Mr. ANDERSON. That's right.

ENVIRONMENTAL RESEARCH CENTER

Mr. YATES. Apparently he does a good job.

Mr. Burke we have heard from.

Mr. CORRELL, did you want to tell us something?

Mr. CORRELL. I would like to make one request, if I may.

SECURITY

Mr. YATES. Well, speak up so we can hear you. Come forward.

Mr. CORRELL. In the line of wish lists, we are concerned about security at the Environmental Research Center. We only have one security guard presently who has to guard 2,600 acres, 15 miles of shorefront edge, and many miles of roads with many access routes.

Mr. YATES. It sounds like the Fish and Wildlife Service.

Mr. CORRELL. In our original request, we did ask for more security guards.

Mr. YATES. How many do you need?

Mr. CORRELL. We were trying to be modest. We only asked a doubling of the force by hiring one more security guard.

Mr. YATES. Are you threatened at all?

Mr. CORRELL. Well, we have problems with vandalism and poaching.

Mr. YATES. Do you?

Mr. CORRELL. Those kinds of things. We do feel it is a fairly important issue.

Mr. YATES. How many guards do you need?

Mr. CORRELL. Well, ultimately we would need probably about four or five, but we only asked for one increase for 1989 so that we could at least double the force and have a little bit more control of the property.

Mr. YATES. It sounds reasonable.

Thank you.

Mr. CORRELL. You're welcome.

ARCHIVES OF AMERICAN ART

Mr. YATES. Mr. Dillon, anything to say? If not, I'll pass on.

Mr. FLECKNER. Oh, I remember now. Archives of American Art.

Mr. FLECKNER. Yes. I just wanted to say that what is a real wish is an adequate facility, a home at last for the Archives of American Art.

Mr. YATES. Where are you now?

Mr. FLECKNER. We are sharing the upper balcony of the library at the National Portrait Gallery.

Mr. YATES. Is it too small?

Mr. FLECKNER. It is too small, and it is not adequately configured for an archives operation. It has been a temporary home since the early 1970's, I believe.

Mr. YATES. Have you asked Mr. Adams for other space?

Mr. FLECKNER. Yes. It is part of the planning for the Old General Post Office. The Archives has been included in that, and there is money in the long-range planning for that building. We are a small part of the Institution, but that is a critical need for us to have ample space.

Mr. YATES. Your title indicates that you have archives. How big of a collection do you have?

Mr. FLECKNER. The Archives of American Art has about 3,000 collections of papers and records—

Mr. YATES. Where do you keep them now?

Mr. FLECKNER. Many of them are kept in the 1111 North Capitol Street building. Many of them exist on microfilm. We have borrowed the originals simply to be copied on the microfilm and we are moving our master microfilm into an offsite underground storage facility.

OFFICE OF MUSEUM PROGRAMS

Mr. YATES. Thank you.

Mr. GLASER, Office of Museum Programs. Jane Glaser. I thought it said James. Sorry.

Ms. GLASER. I hope sometime that there will be time to hear the wish lists of many of us who aren't attached to certain bureaus of the Institution.

Mr. YATES. Are you an independent?

Ms. GLASER. There are about 20 or 21 units, members of the Council of Information and Education Directors. All of us I'm sure would have wish lists. Maybe some day there will be time at a hearing to hear some of our wish lists.

Mr. YATES. Do you want to put it in writing? We would be glad to receive it for the record. I don't know what your response to my statement was. I said if you want to put it in the record—

Ms. GLASER. We would like to. Thank you, sir.

Mr. YATES. Sure. We'll get around your bureaucracy yet.

[The information follows:]

FUNDING NEEDS OF INFORMATION AND EDUCATION BUREAUS

The Council of Information and Education Directors was established in November 1985 to give offices engaged in major information, education, and outreach activities "a regular and systematic forum for exchanging pertinent information and discussing areas of joint interest and potential collaboration, . . . to bring these offices into the mainstream of Smithsonian planning and to provide for better and regular communication and coordination" among such activities. The funding needs of the bureaus that make up the Council are presented in the following table:

MARCH 8, 1988

FY 1989 Budget Request History

BUREAU REQUEST TO SI REQUEST TO OMB SI REQUEST TO CONGRESS \$(000)B \$(000)B \$(000)B

Activity, Unit/Item

Office of Museum Programs	412	412	412
FY 1988 Base			
Increase:			
Intern Program	57	25	0
New & Replacement Programs	50	0	0
Workshops - Cost Sharing	15	0	0
Co-op Program Other Organizations	10	0	0
SI Facilitators Training	5	0	0
SUBTOTAL, FY 1989 Request	549	437	412

Conservation Analytical Laboratory

FY 1988 Base	2,456	2,456	2,456
Increase:			
Isotope analyst	67	0	0
Petrographer	63	0	0
Strengthen Conservn Info Service	10	0	0
SUBTOTAL, FY 1989 Request	2,596	2,456	2,456

Smithsonian Inst. Traveling Exhibition Service

FY 1988 Base	637	637	637
Increase:			
QUINCENTENARY EXHIBITIONS/RESEARCH	60	30	30
DEVELOP SMALL/MEDIUM SIZED EXHIBITIONS	50	0	0
COMPUTER TECHNICIAN POSITION	35	0	0
CONFERENCES/WORKSHOPS WITH MUSEUM EDUCATORS	10	0	0
EXHIBITION PROGRAMMATIC INCREASES	20	0	0
SUBTOTAL, FY 1989 Request	812	667	667

FY 1989 Budget Request History Activity, Unit/Item	BUREAU		MARCH 8, 1988	
	REQUEST TO SI \$(000)'s	REQUEST TO OMB \$(000)'s	SI REQUEST TO CONGRESS \$(000)'s	SI REQUEST TO CONGRESS \$(000)'s
Ofc. Interdisciplinary Studies				
FY 1988 Base	103	103	103	103
Increase:				
Expanded Support for On-going Seminar Series	35	35	15	15
Research on Contemporary Cultures & Civilizations	87	0	0	0
SUBTOTAL, FY 1989 Request	205	138	118	118
Elementary and Secondary Education				
FY 1988 Base	358	358	358	358
Increase:				
Regional Workshop program	15	15	0	0
Quincenary materials	38	38	38	38
SUBTOTAL, FY 1989 Request	411	411	396	396
National Science Resources Center				
FY 1988 Base	193	193	193	193
Increase:				
DEVELOP RESOURCE MATERIALS FOR SCIENCE TEACHERS	38	35	0	0
ESTABLISH RESOURCE CENTER & ED TECH LAB	60	63	35	35
PROGRAM OF OUTREACH ACTIVITIES	64	0	0	0
SUBTOTAL, FY 1989 Request	355	291	228	228
Information Resource Management				
FY 1988 Base	2,637	2,637	2,637	2,637
Increase:				
Increase systems software capability	43	68	88	88
Payroll/Personnel System	0	200	100	100
SUBTOTAL, FY 1989 Request	2,680	2,905	2,805	2,805

MARCH 8, 1988

FY 1989 Budget Request History Activity, Unit/Item	BUREAU		SI	
	REQUEST TO OMB \$(000)s	REQUEST TO OMB \$(000)s	REQUEST TO CONGRESS \$(000)s	REQUEST TO CONGRESS \$(000)s
Telecommunications				
FY 1988 Base	236	236		236
Increase:				
SUBTOTAL, FY 1989 Request	236	236		236
Visitors Info. + Assoc. Reception Ctr.				
FY 1988 Base	179	179		179
Increase:				
VIARC - Automation and related support	275	0		0
	454	179		179
SUBTOTAL, FY 1989 Request				
Public Affairs				
FY 1988 Base	638	638		638
Increase:				
SUBTOTAL, FY 1989 Request	638	638		638
Smithsonian Institution Press				
FY 1988 Base	1,226	1,226		1,226
Increase:				
SUBTOTAL, FY 1989 Request	1,226	1,226		1,226
Folklife Program				
FY 1988 Base	701	701		701
Increase:				
Folkways Archives	54	54		54
Longsight Building	300	0		0
Quintenary	200	65		50
Native American	75	0		0
SUBTOTAL, FY 1989 Request	1,330	820		805

SMITHSONIAN LIBRARIES

Mr. YATES. Mr. Karr isn't here. Ms. Karklins. How extensive are your libraries?

Ms. KARKLINS. We have a system of library—

Mr. YATES. How many books do you have?

Ms. KARKLINS. About a million volumes.

Mr. YATES. Do you?

Ms. KARKLINS. We have 14 branch libraries and 34 library locations.

CONDITION OF BOOKS

Mr. YATES. And how many of your books are falling to pieces?

Ms. KARKLINS. It's 30 percent.

Mr. YATES. Because they are on acid paper?

Ms. KARKLINS. Yes, that's right. About a third of them are on acid paper. We did a study. We did a preservation planning study, and our study confirmed that our situation is no better than that in other libraries in the country.

Mr. YATES. How important are the books?

Ms. KARKLINS. Very.

Mr. YATES. Well, who determines that? Do you determine that, or is there somebody else who determines that? The reason for my question—I don't mean to be insulting—is are you qualified to look at a book on astrophysics, for example, to determine how important it is?

Ms. KARKLINS. I personally am not, but we have branch librarians—

Mr. YATES. Do you take it up with Dr. Shapiro or with—

Ms. KARKLINS. Or his staff, yes.

Mr. YATES. And they tell you whether it is important.

Ms. KARKLINS. Yes. We act always in conjunction.

Mr. YATES. Well, now if you have a million volumes, how do you estimate—obviously, you didn't go through a million volumes. How did you decide that you had a third that were in jeopardy?

Ms. KARKLINS. We developed a sample, and we did spot-checking in all of our collections.

Mr. YATES. And that was verified then through the spot-checking.

Ms. KARKLINS. That was verified, yes. And it confirmed what other libraries in the country have found.

Mr. YATES. Well, now what is the Smithsonian doing about preserving your books?

Ms. KARKLINS. Well, we have started on a path. We have developed an overall plan. We diverted a position this year and appointed a preservation officer. She just started about a month ago. She is going to develop a plan for how to identify the books, how to make sure that we preserve the right books, and what is the correct method of preservation. In other words, should we do a preservation microfilming—

Mr. YATES. She is going through a million books?

Ms. KARKLINS. No, no. First she is just going to develop a plan for how to go about this. And this plan will include working with the scientists, with the researchers.

And next year we are going to come to the Institution and request funds for implementing this plan.

Mr. YATES. How many books will you lose in the year?

Ms. KARKLINS. Well, we hope we don't lose any. That is why we want to preserve them. We are presently wrapping them in acid free envelopes and that sort of thing.

Mr. YATES. We will have to find some way of helping you.

Ms. KARKLINS. I hope so.

MINORITIES

Mr. YATES. Do you have any statements on minorities?

Ms. KARKLINS. Well, we are doing very well with women. All of our top administration are women. Middle management—we have one man and the rest of them are women. We are not doing so well with minorities, but we always have had at least one or two professional librarians. We do have right now—largely what we have done in the past is to develop some promising library technicians to the point where they can take the professional librarian's equivalency test with the OPM. As a matter of fact, one of our minority technicians has done that, and she is a professional now. And two of our minority technicians are on the verge of taking that examination. And our track record for finding positions for the technicians that have gotten to be professionals through this route has been pretty good.

FOLKLIFE PROGRAM

Mr. YATES. Thank you very much.

Mr. Kurin, the Office of Folklife?

Mr. KURIN. Yes.

Mr. YATES. Did you want to tell us anything?

Mr. KURIN. Well, I think our budget needs are represented.

In terms of minority representation, I think our bureau has almost been a model for the representation of minority cultures at the Smithsonian. We have had over 15,000 people from every region of the United States, ethnic communities, and various occupational groups on the mall. We have done a great deal of programming in Native American cultures and, black American cultures.

In terms of our advisory board—we have an advisory council appointed by the Secretary—that has 6 out of 14 members who are from minority communities.

On our curatorial staff we presently have, out of 10 curatorial level staff, 5 women, 2 of whom are minorities.

OFFICE OF PLANT SERVICES

Mr. YATES. Thank you.

Mr. League, Plant Services?

Mr. LEAGUE. Yes, sir.

Mr. YATES. Would you like to say something or has everything been said?

Mr. LEAGUE. The budget request you have in front of you I think accurately reflects our greatest need and that is additional person-

nel to begin to tackle the backlog of essential maintenance. Right now it exceeds \$200 million.

Mr. YATES. The backlog of maintenance is over \$200 million?

Mr. LEAGUE. Yes, sir.

Mr. YATES. Are you adding to that this year?

Mr. LEAGUE. As a matter of fact, with the 1988 appropriation that came in, we are actually beginning to reduce it. We are now at I think \$197 million as of this February.

BUDGET NEEDS

Mr. YATES. Well, that's something, isn't it? Thank you.

Mr. MOSS?

Mr. MOSS. Our needs are adequately represented in the budget before you, sir.

Mr. YATES. Thank you.

Mr. REISS?

Mr. REISS. I'll echo Mr. Moss.

Mr. YATES. Okay. Reiss and Moss. Sounds like a good law firm. [Laughter.]

Mr. Rothenberg?

Mr. ROTHENBERG. I have nothing to add to the budget.

Mr. YATES. Thank you.

Mr. Seeger? Is there something Mr. Seeger wants to contribute?

Mr. ANDERSON. He is not here, Mr. Chairman.

Mr. YATES. Van Zelst?

Mr. VAN ZELST. I have nothing to add, Mr. Chairman.

Mr. YATES. Mr. Washburn?

Mr. WASHBURN. I have nothing to add, Mr. Chairman.

Mr. YATES. Thank you, Mr. Washburn.

All right. Have we heard adequately from the Director?

Mr. ADAMS. Yes.

Mr. YATES. Have we heard adequately from the Under Secretary? I should have said the Secretary instead of the Director.

We have a number of questions that we want you to answer for the record.

I haven't asked you whether you had a wish list, Mr. Adams. If you want to put it in the record, we'll be glad to put it in the record.

Mr. ADAMS. I would like to put a wish list in the record.

Mr. YATES. All right.

[The information follows:]

ADDITIONAL STATEMENT BY THE SECRETARY

My wish involves process rather than substance, or the way in which the appropriated part of the Smithsonian's budget is considered and handled rather than its gross amount. As I already had occasion to mention earlier today, our net annual non-appropriated funds amount to only a small fraction (a fifth or sixth) of our Federal budget. But these are the funds with which the Institution can most effectively keep abreast of new opportunities of many kinds. There are new research opportunities, for example, that typically present themselves unexpectedly and can only be explored with a certain element of risk. Or there are opportunities to make acquisitions for our collections, almost always requiring that we move quickly and with considerable uncertainty at the outset about the eventual total cost. Or as today's hearing has illustrated, there are important shifts to be made to improve the representativeness of our staff and its effectiveness in meeting new challenges, or opportunities to attract new, creative curators, scholars and scientists.

For the long-term health of the Institution, it is imperative that the Smithsonian have a substantial level of private funding to meet such opportunities, a substantially larger level than we have at present. It is also vital that to a considerable extent these funds be reserved for new opportunities like those I have mentioned, rather than being permanently committed in support of personnel or ongoing activities.

My wish is fairly simple, Mr. Chairman. It is that the crucial advantages of flexibility inherent in private funding be recognized as our Federal budget is considered by the Congress. The combination of Federal with private funding has permitted the Smithsonian to assume the special place that it has in our cultural life, but the two kinds of funding are not identical. Federal funding is most appropriate for fixed commitments. It would seriously weaken our capacity for a positive, creative response to changing future conditions for such commitments to be shifted from our more ample Federal budget to our relatively scarce private funds. On the other hand, movements in the reverse direction may often be justified. New initiatives, once they have proven successful and can be demonstrated to be worth long-term continuation through hearings like this one, may well deserve to be transferred to the Federal budget to once again open opportunities for further initiatives.

While I know the Chairman is familiar with these complementaries that extend beyond the formal review of the Federal part of our budget that is our business here, I welcome the opportunity to make a brief presentation of them part of the record.

Mr. YATES. I guess your statement has a wish list of its own, but you need to have one too.

As I say, we'll have questions for the record, and thank you very much.

Mr. ADAMS. Thank you, sir.

[Questions and answers for the record follow.]

Smithsonian Institution

Additional Committee Questions

Museum of the American Indian

Question: In the 1988 appropriation, the Smithsonian was authorized to use \$200,000 to carry out the feasibility study on the Museum of the American Indian. What is the status of this study? Has a contractor been selected yet?

Answer: A scope of work for the feasibility study relating to the Museum of the American Indian has been developed in concert with the Museum's director. However, because of legislative action in the Senate on a related measure it has been decided to postpone the study for the present.

Question: When do you expect the study will be completed?

Answer: As currently structured, the scope of work calls for completion of the study within 22 weeks from the contractor's receipt of notice to proceed.

Federal Employees Retirement System

Question: Included within the increase are \$3.5 million of uncontrollable increases. How much is included in the 1989 request for the Federal Employees Retirement System? How does this compare to 1988?

Answer: Included in the FY 1989 request is an amount of \$6,181,000 for the increased costs associated with the Federal Employees Retirement System. This request reflects no increase over the amount contained in the FY 1988 appropriation for this purpose.

Question: What is your current estimate of need for FERS in 1988 and 1989? If it is less than the estimated funds available, how do you intend to use the excess?

Answer: Based upon the most recent assumptions and guidance provided by the Office of Management and Budget, the Institution's FY 1988 requirement for the increased costs of FERS is \$3,117,000. The Institution will seek permission to reprogram excess FERS funds to cover the unfunded FY 1988 cost of the January 1988 legislated pay raise, to defray the increased costs to the Institution of health benefits, and also to provide sufficient funds for SAO's computer equipment base.

January 1988 Pay Raise

Question: What is the estimated cost of the January 1988 pay raise in FY 1988? How are these costs being covered?

Answer: The Institution's FY 1988 cost of the January 1988 legislated pay raise is \$2,025,000. As stated in the previous answer, it is anticipated that these costs can be covered by the excess funds appropriated for FERS. A request for this reprogramming will be forwarded to the Congress shortly.

Personnel Payroll System Costs

Question: What is the reason for the increase in annual operating costs for the personnel payroll system (estimated at \$630,000 last year, and now at \$780,000)?

Answer: The increase in operating costs of the personnel payroll system is as a result of two factors. First, the National Finance Center has increased its charge per employee from \$90 to \$101.68. The increase is also to cover actual Telenet (telephone usage/computer communications) charges billed to the National Finance Center.

Question: Why has the cost per employee risen by \$11 (from \$90 to over \$101)?

Answer: The new system with the Department of Agriculture's National Finance Center (NFC) became operational in October 1987. The FY 1988 charge from NFC was \$101.68 per employee--\$11 higher than the amount the Institution estimated one year ago. NFC will reevaluate this charge on May 1st of each year.

Question: What is the amount of "base savings" identified last year as providing one-third of the cost of the new system? Are these funds still available for this purpose?

Answer: Funds available from previous processing costs on the Institution's computer and the Trust share of the cost for employees cover about one-third of the total cost of the new personnel payroll system.

Question: If so, what is the basis for the increase of \$122,000 requested in FY 1989?

Answer: The FY 1989 cost for the personnel/payroll system is estimated at \$780,000 based upon the estimated number of employees (regardless of duration on the payroll) and estimated communications costs incurred by the NFC during the year. The requested increase of \$122,000 is the Federal share of cost of processing the payroll and personnel data and of communication services.

Utilities

Question: P. 28. An increase of \$400,000 is requested for utilities, telephone and postage. Have you budgeted for the costs of water in the District, since those funds have not been included in the D.C. appropriations request as in previous years? How much would be involved?

Answer: The FY 1989 requested utilities increase does not include the cost of water and sewer in the District. The Smithsonian did not receive any information from OMB or the District indicating that these costs should be included in the Institution's appropriations request. The Smithsonian assumed the cost of water in the District would continue to be included in the D.C. appropriations request. The Smithsonian estimates that the cost for water and sewer in the District for FY 1989 to be approximately \$3.2 million for all our facilities.

Question: Why did electricity use exceed your estimates in 1987 by 10%? Why have you assumed a further increase of almost 8% in 1988?

Answer: The increase in electricity consumption in FY 1987 by 10% over our estimate can be attributed to the fact that the summer months in FY 1987 were much warmer than the similar months in FY 1986, as seen by the fact that the number of cooling degree days increased by 22%. While our original estimates for FY 1987 took into account that we expected an increase in consumption from 1986 to 1987 due to a return to more normal weather conditions, this estimate did not project an abnormally hot summer requiring more use of electricity for air conditioning. The projected 8% increase in consumption for FY 1988 is attributed solely to the Quadrangle to take into account the expected increases associated with the facility being opened to the public for the full fiscal year.

Question: The 1988 utilities request was reduced by \$800,000 in the appropriations act. Why are you showing a reduction of \$1,100,000?

Answer: The Institution's FY 1988 request for the Federal utilities account was for an increase of \$529,000 over the FY 1987 base of \$17,227,000, for a total of \$17,756,000. This amount was to be applied toward anticipated costs totalling \$18,056,000. The balance of the need would be met by an anticipated reimbursement of \$300,000. The Congressional reduction of \$1,000,000 to the request of \$17,756,000 resulted in an appropriation of \$16,756,000 -- short of the anticipated costs of \$18,056,000 by \$1,300,000. This reduced amount is reflected in the FY 1989 budget book in the "base level" of each component of the Utilities Account. The reductions were: \$100,000 to the Telephone account; \$100,000 to the Postage account; and \$1,100,000 to the Electricity account (\$800,000 attributable to

the Congressional reduction and \$300,000 related to anticipated reimbursements in FY 1988).

Question: Why are you assuming a 9% increase in steam use in 1988, especially when the 1987 actual use was 3% below your estimate?

Answer: The projected 9% increase in steam consumption for FY 1988 over FY 1987 reflects the estimated additional steam usage associated with the Quadrangle facility being opened to the public for the full fiscal year.

Question: What was the reason for the increase in gas usage (almost 40% over your estimate in 1987)?

Answer: The increase in gas consumption for FY 1987 over our previous estimate is attributed to higher than estimated usage at (1) the Anacostia Museum for the new Museum addition which opened to the public in May 1987, and (2) the Museum Support Center where we did not switch to our alternate fuel (oil) as often as had been planned.

Space Rental Costs

Question: P. 30. The increase for rent is \$337,000, or 21%. This includes an increase of \$403,000 for L'Enfant Plaza, or 30%. Please explain the basis for this increase in the Federal share of rent at L'Enfant Plaza. Why is the rental expense allocation based on the ratio of Federal and Trustee salaries? How does this compare to actual usage ratios?

Answer: During the periodic review of cost allocation methods and systems, the current picture of all rental space utilization, and the algorithm for administrative rental expense distribution, was reviewed. Resulting from this review, the Institution determined that it was appropriate to develop an alternative method of allocating the shared expenses based on programmatic salary costs for administrative functions. The new method is consistent with the approved allocation of indirect costs (including rent) to government grants and contracts by the Defense Contract Audit Agency/Office of Naval Research (DCAA/ONR), yields a more valid calculation of administrative activity and costs and results in a more equitable distribution of related costs between Federal and Trust support.

Heretofore, the method of cost sharing between Federal and Trust funds for the rental account has been based on the approximate proportional operating program expenditures, including non-personnel costs, of the Institution as a whole, less the equivalent rent charged the business activities occupying administrative space in non-rented Smithsonian buildings. Such an approach reflects all expenditures, personnel and other objects of expense, incurred for a program rather than the staff or space necessary to administer the program. The new allocation method, which allocates the shared expenses based on programmatic salary costs, is a better means of

isolating the administrative costs. The auxiliary activities (Associates Programs and the Smithsonian magazine continue to be charged for the administrative office space that they occupy in non-rented Institution buildings according to the number of square-feet occupied times the equivalent rental costs per square foot of space at L'Enfant Plaza.

The space allocation procedures are the same for both Trust and Federal employees who support administrative functions, share office space and work cooperatively as the specific programmatic needs demand. However, use of space is dynamic, and actual use ratios for Trust and Federal employees are difficult to compile and maintain. Salary costs are a gross indicator of personnel, and consequently, of space.

Smithsonian Astrophysical Observatory

Question: P. 38. The request for the Smithsonian Astrophysical Observatory is \$10,416,000, an increase of \$432,000. Included is \$199,000 and 3 workyears for the development of a submillimeter telescope array. Last year's request included \$157,000 for outfitting the laboratory, and \$153,000 for supplies and machine shop work related to this project. How much of these funds will be needed in 1989, and for what purposes?

Answer: The same level of funding will be needed in FY 1989 as in FY 1988. For continuing the outfitting of the laboratory in FY 1989, we will need \$150,000 primarily for frequency sources, optical components, and waveguide components. We will have an increased need for machine-shop work and supplies, budgeted at \$160,000 for FY 1989, for construction of the first submillimeter-wavelength receiver to be used on existing telescopes by SAO scientists.

Question: How much of the \$199,000 increase is related to the workyears, and what is the balance, if any, to be used for?

Answer: All of the \$199,000 will be used for salaries and benefits.

Question: Have the receiver leader and technician included in last year's request been hired yet?

Answer: No. As soon as the budget for FY 1988 was approved, in late December 1987, SAO advertised widely for candidates for the position of receiver leader. The three top candidates are visiting the SAO this month, and we expect to hire one by May 1988. The receiver leader will then be involved in hiring the technician who would work with him.

New Workyears Requested for FY 1989

Question: For this, and for all requests which involve additional workyears, provide a table showing the position, related workyear, lapse rate applied (if applicable), and workyears and funding required in future years (if applicable). Show similar information for requests related to workyears partially funded in prior years.

Answer: The requested information is provided in Tables A and B. Table A presents information on all new positions requested for FY 1989. Table B presents similar information on the new positions approved in FY 1988, for which annualization of the partial-year funding is required in FY 1989.

TABLE A

April 1988

SMITHSONIAN INSTITUTION
NEW POSITIONS REQUESTED IN THE FY 1989 BUDGET

BUREAU/ POSITION TITLE	# of		MIRE DATE	LAPSE RATE (If appl.)	FUNDING REQUESTED IN THE	
	FTP Pos.	FTE			FULL YEAR COST \$ (000s)	FY 1989 BUDGET FTE \$ (000s)
ASTROPHYSICAL OBSERVATORY						
SUBMILLIMETER WAVELENGTH TELESCOPE ARRAY						
Receiver Leader	1	1.00	70	10/1/88	1.00	70
Digital Leader	1	1.00	70	10/1/88	1.00	70
Software Leader	1	1.00	59	10/1/88	1.00	59
TOTAL, SAO	3	3.00	199		3.00	199
TROPICAL RESEARCH INSTITUTE						
STAFFING FOR ADMIN. SUPPORT						
Accounting Technician	1	1.00	19	10/1/88	1.00	19
Secretary (Admin. Asst.)	1	1.00	21	10/1/88	1.00	21
TOTAL, STRI	2	2.00	40		2.00	40
NATIONAL ZOOLOGICAL PARK						
SUPPORT OF EXISTING PROGRAMS						
Curator (Animal Dept.)	1	1.00	42	10/1/88	1.00	42
Animal Keepers (3 pos.)	3	3.00	81	10/1/88	3.00	81
Medical Technician	1	1.00	29	10/1/88	1.00	29
Trades and Craft Specialist	1	1.00	32	10/1/88	1.00	32
Police Officer	1	1.00	24	10/1/88	1.00	24
General Maintenance	1	1.00	19	10/1/88	1.00	19
Subtotal	8	8.00	227		8.00	227
MOLECULAR SYSTEMATICS & EVOLUTION PROGRAM						
Laboratory Supervisor	1	1.00	59	10/1/88	1.00	59
Laboratory Technician	1	1.00	29	10/1/88	1.00	29
Subtotal	2	2.00	88		2.00	88
TOTAL, NATIONAL ZOO	10	10.00	315		10.00	315
SMITHSONIAN INSTITUTION LIBRARIES						
EXPANDED SUPPORT FOR INTERLIBRARY LOAN SYS.						
Library Technician	1	1.00	19	10/1/88	1.00	19

TABLE A

April 1988

 SMITHSONIAN INSTITUTION
 NEW POSITIONS REQUESTED IN THE FY 1989 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		LAPSE RATE (if appl.)	FUNDING REQUESTED IN THE FY 1989 BUDGET	
		FTE	\$ (000s)		FTE	\$ (000s)
NATIONAL MUSEUM OF NATURAL HISTORY						
BIOLOGICAL DIVERSITY PROGRAM						
Research Entomologist	1	1.00	35	10/1/88	1.00	35
Research Assistant	1	1.00	24	10/1/88	1.00	24
Field Manager	1	1.00	29	10/1/88	1.00	29
Museum Technician	1	1.00	24	10/1/88	1.00	24
Subtotal	4	4.00	112		4.00	112
MOLECULAR SYSTEMATICS LABORATORY						
Scientists (2 pos.)	2	2.00	84	10/1/88	2.00	84
Technicians (3 pos.)	3	3.00	72	10/1/88	3.00	72
Subtotal	5	5.00	156		5.00	156
EVOLUTION OF TERRESTRIAL ECOSYSTEMS						
Research Assistant	1	1.00	29	10/1/88	1.00	29
Data Entry/Administrative Technician	1	1.00	24	10/1/88	1.00	24
Subtotal	2	2.00	53		2.00	53
COLLECTIONS MANAGEMENT SUPPORT						
Museum Information Specialist	1	1.00	50	10/1/88	1.00	50
Museum Information Specialist	2	2.00	70	10/1/88	2.00	70
Museum Information Specialist	1	1.00	29	10/1/88	1.00	29
Museum Information Specialist	2	2.00	38	10/1/88	2.00	38
Subtotal	6	6.00	187		6.00	187
RENOVATION OF PERMANENT EXHIBIT HALLS						
Senior Designer	1	1.00	24	10/1/88	1.00	24
Cabinet Maker	1	1.00	24	10/1/88	1.00	24
Exhibits Technician	1	1.00	24	10/1/88	1.00	24
Exhibits Technician	1	1.00	19	10/1/88	1.00	19
Subtotal	4	4.00	91		4.00	91
TOTAL, NMNH	21	21.00	599		21.00	599
NATIONAL AIR AND SPACE MUSEUM						
HISTORICAL RESEARCH - AERONAUTICS						
Senior Curator/Historian	1	1.00	50	10/1/88	1.00	50
Senior Curator	1	1.00	50	10/1/88	1.00	50
Subtotal	2	2.00	100		2.00	100
COLLECTIONS MANAGEMENT						
Museum Technician	1	1.00	29	10/1/88	1.00	29
Museum Technician	1	1.00	19	10/1/88	1.00	19
Subtotal	2	2.00	48		2.00	48
TOTAL, NASM	4	4.00	148	10/1/88	4.00	148

TABLE A
SMITHSONIAN INSTITUTION
NEW POSITIONS REQUESTED IN THE FY 1989 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		HIRE DATE	LAPSE RATE (if appl.)	FUNDING REQUESTED IN THE FY 1989 BUDGET	
		FTE \$ (000s)				FTE \$ (000s)	
NATIONAL MUSEUM OF AMERICAN HISTORY							
COLLECTIONS INFORMATION SYSTEM							
Museum Registration Technicians (2 pos.)	2	2.00	38	10/1/88		2.00	38
Analyst/Programmer	1	1.00	35	10/1/88		1.00	35
Subtotal	3	3.00	73			3.00	73
COLUMBUS QUINCENTENARY PROGRAMS							
Hispanic Programs Coordinator	1	1.00	24	10/1/88		1.00	24
CONSERVATOR							
Objects Conservator	1	1.00	35	10/1/88		1.00	35
NATIVE AMERICAN INDIAN PROGRAM							
Program Assistant	1	1.00	24	10/1/88		1.00	24
TOTAL, NMAH	6	6.00	156			6.00	156
NATIONAL MUSEUM OF AMERICAN ART							
COLLECTIONS MANAGEMENT							
Object Conservator	1	1.00	35	10/1/88		1.00	35
NATIONAL PORTRAIT GALLERY							
COMPUTER SPECIALIST							
Computer Systems Manager	1	1.00	35	10/1/88		1.00	35
ARCHIVES OF AMERICAN ART							
COLLECTIONS MANAGEMENT STAFF & SUPPORT							
Archivist (Registration)	1	1.00	29	10/1/88		1.00	29
COOPER-HEVITT MUSEUM							
ASSISTANT CURATOR OF DRAWINGS AND PRINTS							
Assistant Curator of Drawings & Prints	1	1.00	35	10/1/88		1.00	35
NATIONAL MUSEUM OF AFRICAN ART							
CONSERVATION							
Assistant Conservator	1	1.00	29	10/1/88		1.00	29
PHOTOGRAPHIC ARCHIVES							
Archivist	1	1.00	35	10/1/88		1.00	35
TOTAL, NMAFA	2	2.00	64			2.00	64

TABLE A

April 1988

 SMITHSONIAN INSTITUTION
 NEW POSITIONS REQUESTED IN THE FY 1989 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		HIRE DATE	LAPSE RATE (if appl.)	FUNDING REQUESTED IN THE FY 1989 BUDGET	
		FTE	\$ (000s)			FTE	\$ (000s)
ANACOSTIA MUSEUM							
REGISTRAR AND LIBRARIAN							
Museum Registrar	1	1.00	29	10/1/88		1.00	29
Librarian	1	1.00	24	10/1/88		1.00	24
TOTAL, ANACOSTIA	2	2.00	53			2.00	53
OFFICE OF FOLK LIFE PROGRAMS							
FOLK LIFE ARCHIVES							
Archivist	1	1.00	24	10/1/88		1.00	24
Archives Technician	1	1.00	19	10/1/88		1.00	19
TOTAL, OFF	2	2.00	43			2.00	43
NATIONAL SCIENCE RESOURCES CENTER							
ESTABLISH NSRC TEACHING RESOURCE COLLECTION							
Data Base Specialist/Resource Center Librarian	1	1.00	35	10/1/88		1.00	35
MUSEUM SUPPORT CENTER							
EVALUATION OF ASBESTOS CONTAMINATION							
Safety Specialist (temp pos.)	0	1.00	28	10/1/88		1.00	28
Safety Specialist (temp pos.)	0	1.00	19	10/1/88		1.00	19
Museum Technicians (4 pos.)	0	4.00	67	10/1/88		4.00	67
TOTAL, NSC	0	6.00	114			6.00	114
ADMINISTRATION							
DIR. OF FACILITIES SERVICES							
Computer System Administrator	1	1.00	50	10/1/88		1.00	50
OFFICE OF AUDITS & INVESTIGATIONS							
B&R SUPPORT							
Auditor	1	1.00	42	10/1/88		1.00	42
OFFICE OF ARCHITECTURAL HISTORIAN							
Architectural Historian	1	1.00	29	10/1/88		1.00	29
OFFICE OF FINANCIAL MANAGEMENT AND PLANNING							
Deputy Director - OP&P	1	1.00	70	10/1/88		1.00	70

TABLE A

April 1988

SMITHSONIAN INSTITUTION
NEW POSITIONS REQUESTED IN THE FY 1989 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		HIRE DATE	LAPSE RATE (if appl.)	FUNDING REQUESTED IN THE FY 1989 BUDGET	
		FTE	\$ (000s)			FTE	\$ (000s)
OFFICE OF ACCOUNTING AND FINANCIAL SERVICES							
Accounting Technician	1	1.00	19	10/1/88		1.00	19
File Clerk	1	1.00	16	10/1/88		1.00	16
Data Transcriber	1	1.00	19	10/1/88		1.00	19
Accountants (2 pos.)	2	2.00	38	10/1/88		2.00	38
R&R SUPPORT							
Accounting Technician	1	1.00	19	10/1/88		1.00	19
TOTAL, ACCOUNTING	6	6.00	111			6.00	111
OFFICE OF INFORMATION RESOURCE MANAGEMENT							
System Software Specialist	1	1.00	35	10/1/88		1.00	35
System Software Specialist	1	1.00	25	10/1/88		1.00	25
TOTAL, OIRM	2	2.00	60			2.00	60
OFFICE OF PERSONNEL ADMINISTRATION							
Personnel Management Specialist	1	1.00	42	10/1/88		1.00	42
Senior Computer Specialist	1	1.00	42	10/1/88		1.00	42
Personnel Clerks (2 pos.)	2	2.00	38	10/1/88		2.00	38
R&R SUPPORT							
Personnel Specialist	1	1.00	42	10/1/88		1.00	42
TOTAL, OPERSA	5	5.00	164			5.00	164
OFFICE OF PROCUREMENT AND PROPERTY MANAGEMENT							
Contract Specialist	1	1.00	59	10/1/88		1.00	59
ADP Contract Specialist	1	1.00	35	10/1/88		1.00	35
R&R SUPPORT							
Contract Specialists (4 pos.)	4	4.00	200	10/1/88		4.00	200
Computer Specialist	1	1.00	29	10/1/88		1.00	29
Administrative Clerk	1	1.00	29	10/1/88		1.00	29
Administrative Clerk	1	1.00	19	10/1/88		1.00	19
Administrative Clerk	1	1.00	17	10/1/88		1.00	17
TOTAL, OPPM	10	10.00	388	10/1/88		10.00	388
OFFICE OF ENVIRONMENTAL MANAGEMENT AND SAFETY							
Supervisory Environmental Engineer	1	1.00	59	10/1/88		1.00	59
Safety Specialist	1	1.00	42	10/1/88		1.00	42
Health Physicist	1	1.00	42	10/1/88		1.00	42
Environmental Specialist	1	1.00	35	10/1/88		1.00	35
Fire Protection Engineer	1	1.00	42	10/1/88		1.00	42
Training Specialist	1	1.00	42	10/1/88		1.00	42
R&R SUPPORT							
Fire Protection Engineer	1	1.00	42	10/1/88		1.00	42
Environmental/Safety Specialist	1	1.00	42	10/1/88		1.00	42
TOTAL, OEMS	8	8.00	346			8.00	346

TABLE A

April 1988

 SMITHSONIAN INSTITUTION
 NEW POSITIONS REQUESTED IN THE FY 1989 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		HIRE DATE	LAPSE RATE (if appl.)	FUNDING REQUESTED IN THE FY 1989 BUDGET	
		FTE	\$ (000s)			FTE	\$ (000s)
OFFICE OF DESIGN & CONSTRUCTION							
R&R SUPPORT							
Supervisory Engineer	1	1.00	59	10/1/88		1.00	59
Senior Engineer	1	1.00	50	10/1/88		1.00	50
Facilities Planners (2 pos.)	2	2.00	100	10/1/88		2.00	100
Construction Cost Estimator	1	1.00	42	10/1/88		1.00	42
Mechanical Engineer	1	1.00	42	10/1/88		1.00	42
Electrical Engineer	1	1.00	42	10/1/88		1.00	42
Computer Technician	1	1.00	24	10/1/88		1.00	24
Engineering Technician	1	1.00	24	10/1/88		1.00	24
Cost Estimator Technician	1	1.00	24	10/1/88		1.00	24
Secretary	1	1.00	21	10/1/88		1.00	21
Clerk-Typists (2 pos.)	2	2.00	34	10/1/88		2.00	34
	13	13.00	462			13.00	462
OFFICE OF PROTECTION SERVICES							
QUADRANGLE STAFFING							
Museum Protection Officers (3 pos.)	3	3.00	57	10/1/88		3.00	57
Gallery Guards (7 pos.)	7	7.00	119	10/1/88		7.00	119
Premium Pay Allowance			15				15
Subtotal	10	10.00	191			10.00	191
GENERAL POST OFFICE BLDG.							
Sergeants (2 pos.)	2	2.00	48	10/1/88		2.00	48
Museum Protection Officers (10 pos.)	10	10.00	190	10/1/88		10.00	190
Premium Pay Allowance			18				18
Subtotal	12	12.00	256			12.00	256
TOTAL, OPS	22	22.00	447			22.00	447
OFFICE OF PLANT SERVICES							
FACILITIES MAINTENANCE PROGRAM							
Maintenance Mechanics (11 pos.)	11	11.00	330	10/1/88		11.00	330
GENERAL POST OFFICE BLDG.							
Maintenance Mechanics (2 pos.)	2	2.00	60	10/1/88		2.00	60
TOTAL, OPLANTS	13	13.00	390			13.00	390
TOTAL SMITHSONIAN	114	120.00	3,564			120.00	3,564

SMITHSONIAN INSTITUTION
 NEW FEDERAL POSITIONS APPROVED IN THE FY 1988 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		LAPSE RATE	FUNDING PROVIDED IN FY 1988 BUDGET		ADDITIONAL FUNDS REQUIRED TO FULLY-FUND FY 1988 POS. IN FY 1989	
		FTE \$ (000e)			FTE \$ (000e)	BUDGET	FTE \$ (000e)	
ASTROPHYSICAL OBSERVATORY								
Lead Physicist	1	1.00	61	25%	0.75	46	0.25	15
Technician	1	1.00	31	25%	0.75	23	0.25	8
Subtotal	2	2.00	92	25%	1.50	69	0.50	23
TROPICAL RESEARCH INSTITUTE								
MOLECULAR BIOLOGY								
Scientists	3	3.00	107	25%	2.25	80	0.75	27
Technicians	3	3.00	75	25%	2.25	56	0.75	19
TUPPER CENTER								
Maintenance Mechanics	2	2.00	34	50%	1.00	17	1.00	17
Custodial Workers	2	2.00	18	60%	0.80	5	1.20	13
Electronics Mechanic	1	1.00	13	50%	0.50	7	0.50	6
Air Conditioning Equipment Mechanic	1	1.00	13	50%	0.50	6	0.50	7
Food Services Worker	1	1.00	10	60%	0.40	3	0.60	7
Biological Technician (Herbarium)	1	1.00	21	60%	0.40	7	0.60	14
Animal/Plant Keeper	1	1.00	11	60%	0.40	3	0.60	8
Editorial Assistant	1	1.00	19	60%	0.40	6	0.60	13
Management Services Assistant	1	1.00	21	60%	0.40	7	0.60	14
Supply Clerk	1	1.00	15	60%	0.40	5	0.60	10
Procurement Clerk	1	1.00	15	60%	0.40	5	0.60	10
Receptionist/Clerk typist	1	1.00	12	60%	0.40	3	0.60	9
Secretary	1	1.00	17	60%	0.40	5	0.60	12
Messenger	1	1.00	12	60%	0.40	3	0.60	9
BCI/CARBOA FACILITIES								
Food Service Workers	2	2.00	18	50%	1.00	9	1.00	9
Secretary	1	1.00	15	50%	0.50	7	0.50	8
Custodial Workers	3	3.00	27	50%	1.50	14	1.50	13
Subtotal	28	28.00	473		14.30	248	13.70	225
NATIONAL ZOOLOGICAL PARK								
GENETIC RESEARCH								
Senior Researcher	1	1.00	51	25%	0.75	38	0.25	13
Technician	1	1.00	25	25%	0.75	19	0.25	6
SUPPORT FOR CURRENT PROGRAMS								
Animal Keepers (Baptista)	2	2.00	40	25%	1.50	30	0.50	10
Animal Keepers (existing facilities)	2	2.00	40	25%	1.50	30	0.50	10
Animal Keepers (Conservation Research Ctr)	3	3.00	60	25%	2.25	45	0.75	15
Water Quality Specialists	2	2.00	58	25%	1.50	43	0.50	15
Subtotal	11	11.00	274		8.25	205	2.75	69

TABLE B

April 1988

 SMITHSONIAN INSTITUTION
 NEW FEDERAL POSITIONS APPROVED IN THE FY 1988 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		LAPSE RATE	FUNDING PROVIDED IN FY 1988 BUDGET		ADDITIONAL FUNDS REQUIRED TO FULLY-FUND FY 1988 POS. IN FY 1989		
		FTE	\$ (000s)		FTE	\$ (000s)	FTE	\$ (000s)	
SI LIBRARIES									
Library Technicians	2	2.00	32	25%	1.50	24	0.50	8	
NATIONAL MUSEUM OF NATURAL HISTORY									
MOLECULAR SYSTEMATICS LAB									
Scientist/Lab Supervisor	1	1.00	44	25%	0.75	33	0.25	11	
Scientist	1	1.00	37	25%	0.75	28	0.25	9	
Technicians	2	2.00	50	25%	1.50	37	0.50	13	
ARCTIC ARCHEOLOGY, ANTHROPOLOGY, & BIOLOGY									
Scientist	1	1.00	31	25%	0.75	23	0.25	8	
Technician	1	1.00	25	25%	0.75	19	0.25	6	
Administrative Assistant	1	1.00	21	25%	0.75	16	0.25	5	
COLLECTIONS MANAGEMENT									
Museum Technicians	6	6.00	121	25%	4.50	91	1.50	30	
COLUMBUS QUINCENTENARY PROGRAMS									
Program Manager	1	1.00	39	25%	0.75	30	0.25	9	
AMERICAN INDIAN EXHIBITION HALLS									
Visual Information Specialist	1	1.00	37	25%	0.75	28	0.25	9	
Exhibit Specialists	3	3.00	75	25%	2.25	56	0.75	19	
Exhibit Specialists	2	2.00	42	25%	1.50	32	0.50	10	
Exhibit Specialists	2	2.00	34	25%	1.50	26	0.50	8	
Supply Clerk	1	1.00	17	25%	0.75	13	0.25	4	
NATIVE AMERICAN OUTREACH PROGRAM									
Native American Curator	1	1.00	37	25%	0.75	28	0.25	9	
Museum Technician	1	1.00	17	25%	0.75	13	0.25	4	
Subtotal	25	25.00	627		18.75	473	6.25	154	
NATIONAL AIR AND SPACE MUSEUM									
COLUMBUS QUINCENTENARY PROGRAMS									
Project Coordinator	1	1.00	25	25%	0.75	19	0.25	6	

TABLE 8

April 1988

 SMITHSONIAN INSTITUTION
 NEW FEDERAL POSITIONS APPROVED IN THE FY 1988 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		LAPSE RATE	FUNDING PROVIDED IN FY 1988 BUDGET		ADDITIONAL FUNDS REQUIRED TO FULLY-FUND FY 1988 POS. IN FY 1989	
		FTE	\$ (000s)		FTE	\$ (000s)	FTE	\$ (000s)
NATIONAL MUSEUM OF AMERICAN HISTORY								
IMPLEMENTATION OF NMAH MASTER PLAN								
Museum Technicians	6	6.00	102	25%	4.50	77	1.50	25
COLLECTIONS INVENTORY SUPPORT								
Museum Technicians	2	2.00	42	25%	1.50	31	0.50	11
Museum Technicians	3	3.00	51	25%	2.25	38	0.75	13
COLUMBUS QUINCENTENARY PROGRAMS								
Historian	1	1.00	37	25%	0.75	28	0.25	9
CENTER FOR THE STUDY OF AMERICAN HISTORY								
Director (Study Center)	1	1.00	44	25%	0.75	33	0.25	11
Secretary	1	1.00	17	25%	0.75	13	0.25	4
Subtotal	14	14.00	293		10.50	220	3.50	73
NATIONAL PORTRAIT GALLERY								
CONSERVATION								
Conservator	1	1.00	25	25%	0.75	19	0.25	6
CONSTITUTION BICENTENNIAL								
Conservator (temp. pos.)	0	1.00	25	25%	0.75	19	0.25	6
Registrar Technician (temp. pos.)	0	1.00	17	25%	0.75	13	0.25	4
Subtotal	1	3.00	67		2.25	51	0.75	16
HIRSHHORN MUSEUM AND SCULPTURE GARDEN								
COLUMBUS QUINCENTENARY PROGRAMS								
Exhibition Asst. (temp. pt.time position)	0	0.50	10	25%	0.38	7	0.12	3
CENTER FOR ASIAN ART - SACKLER GALLERY								
Assistant Curator (Research)	1	1.00	31	25%	0.75	23	0.25	8
Curatorial Secretary	1	1.00	19	25%	0.75	14	0.25	5
Public Affairs Asst.	1	1.00	19	25%	0.75	14	0.25	5
Editorial Asst.	1	1.00	19	25%	0.75	14	0.25	5
Silk-Screen Specialist	1	1.00	25	25%	0.75	19	0.25	6
Subtotal	5	5.00	113		3.75	84	1.25	29
NATIONAL MUSEUM OF AFRICAN ART								
Asst. Curator	1	1.00	25	25%	0.75	19	0.25	6
Computer Specialist	1	1.00	25	25%	0.75	19	0.25	6
Subtotal	2	2.00	50		1.50	38	0.50	12

TABLE B

April 1968

 SMITHSONIAN INSTITUTION
 NEW FEDERAL POSITIONS APPROVED IN THE FY 1968 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		LAPSE RATE	FUNDING PROVIDED IN FY 1968 BUDGET		ADDITIONAL FUNDS REQUIRED TO FULLY-FUND FY 1968 POS. IN FY 1969	
		FTE	\$ (000s)		FTE	\$ (000s)	FTE	\$ (000s)
OFFICE OF EXHIBITS CENTRAL								
Exhibits Specialist	1	1.00	25	25%	0.75	19	0.25	6
TRAVELING EXHIBITION SERVICE								
Secretary/Receptionist	1	1.00	17	25%	0.75	13	0.25	4
NATIONAL SCIENCE RESOURCES CENTER								
Administrative Assistant	1	1.00	25	25%	0.75	19	0.25	6
ADMINISTRATION								
* OFFICE OF ACCOUNTING & FIN. SVCS.								
Accounting Technician (Quad ASC)	1	1.00	15	25%	0.75	11	0.25	4
* OFFICE OF PERSONNEL ADMINISTRATION								
Personnel Management Specialist	1	1.00	37	25%	0.75	28	0.25	9
Personnel Clerk	1	1.00	19	25%	0.75	14	0.25	5
* DIR. OF FACILITIES SERVICES								
Facilities Planner	1	1.00	61	25%	0.75	46	0.25	15
Secretary	1	1.00	17	25%	0.75	13	0.25	4
* OFFICE OF ENVIRONMENTAL MGMT & SAFETY								
Safety Specialist	1	1.00	31	25%	0.75	23	0.25	8
Industrial Hygienist	1	1.00	37	25%	0.75	28	0.25	9
Technician	1	1.00	17	25%	0.75	13	0.25	4
Fire Protection Engineer	1	1.00	37	25%	0.75	28	0.25	9
Safety Specialist/Industrial Hygienist	1	1.00	37	25%	0.75	28	0.25	9
Administrative Officer	1	1.00	37	25%	0.75	28	0.25	9
* OFFICE OF PROCUREMENT & PROPERTY MGMT.								
Manager, Contracts & Procurement	1	1.00	51	25%	0.75	38	0.25	13
Subtotal	12	12.00	396		9.00	298	3.00	98

TABLE 6

April 1968

 SMITHSONIAN INSTITUTION
 NEW FEDERAL POSITIONS APPROVED IN THE FY 1968 BUDGET

BUREAU/ POSITION TITLE	# of FTP Pos.	FULL YEAR COST		LAPSE RATE	FUNDING PROVIDED IN FY 1968 BUDGET		ADDITIONAL FUNDS REQUIRED TO FULLY-FUND FY 1968 POS. IN FY 1969		
		FTE	\$ (000s)		FTE	\$ (000s)	FTE	\$ (000s)	
OFFICE OF PROTECTION SERVICES									
Gallery Guards	11	11.00	165	25%	8.25	124	2.75	41	
OFFICE OF HORTICULTURE									
Gardener	1	1.00	23	25%	0.75	17	0.25	6	
TOTAL NEW POSITIONS APPROVED FOR FY 1968	118	120.50	2,707		83.68	1,928	36.82	779	

Major Scientific Instrumentation

Question: There is also a request of \$681,000 under the new line item, "Major Scientific Instrumentation", including \$611,000 for design study of the array. Estimated costs for this project through 1993 are \$20 million, with another \$10 million after that. Is there any possibility of this funding being jointly shared, perhaps on an international basis (since the justification notes that other countries, such as the UK, are beginning to plan such instruments)?

Answer: There is no strong possibility of sharing significant direct funding with other countries. However, groups in other countries that have been involved in constructing single submillimeter wavelength telescopes have volunteered to share the relevant results of their efforts with us; the consequent savings in design were factored into our budget.

Question: Will any other groups, i.e., universities, other Federal agencies, contribute to the cost of this effort? If so, how much is expected in FY 1988 and 1989?

Answer: No other group is likely to contribute substantial direct funding to this effort. However, other groups are interested in contributing their expertise. With one group, at the University of Massachusetts, Amherst, we are discussing the possibilities for extensive collaboration on this project, although it now appears doubtful that the University will be able to contribute substantial direct funding.

Question: When will you know the site for the array? Shouldn't the site be known before the design studies proceed?

Answer: The choice between Mauna Kea, Hawaii and Mt. Graham, Arizona will most likely be made near the end of the design study. The site need not be chosen before the design study is undertaken as only a very minor portion of the design work is site-dependent.

Question: How long will the array be able to be used, without significant modification, once built?

Answer: The array would be used, and would continue to be a scientifically important instrument, at least through the first decade of the twenty-first century. After that time, it might be superseded by space-borne instruments with better resolving power at submillimeter wavelengths. However, the experience gained from the SAO array would be invaluable in planning any (improved) space-based instrument, which would likely cost at least fifty-fold more than the SAO ground-based array.

Question: What was the recommendation or request of the Smithsonian Council with regard to outside review of this project?

What review has taken place to date, and what additional reviews are planned as the project proceeds?

Answer: The Smithsonian Council, only in Executive Session, discussed the possibility of an external review of the project. They did not seem to be aware, at that time, of the review that had already taken place. This peer review, based on SAO's 145-page study of the proposed array, occurred in 1984-85 and was the most extensive external review ever made of a proposed Smithsonian project. Over two dozen, signed, solicited reviews of the SAO study were received. These reviews came from astronomers and physicists in the United States and abroad, with expertise in submillimeter and millimeter astronomy, and in millimeter wavelength interferometry. Copies of all of these reviews were sent to the Subcommittee in early April of 1987. The consensus conclusion of the reviewers was that a submillimeter wavelength telescope array has very high scientific potential, is technically feasible, and is of an appropriate scale for undertaking by SAO.

The Smithsonian Council's written report to Secretary Adams did not suggest additional reviews. However, the Secretary in his response to the Council noted that he had asked Prof. W. J. Welch of the University of California, Berkeley, to serve as chairman of an external scientific and technical advisory committee for the array, a committee proposed originally by SAO when the concept for the array was first developed. Professor Welch has accepted the chairmanship, and the committee is now in the process of formation. This committee is expected to meet regularly to review critically the plans for, and progress on, the array as it develops.

Question: The Instrumentation account also includes \$70,000 for conversion of the Multiple Mirror Telescope, estimated to cost \$10 million in total. Does this estimate assume all Federal funding, or are there possibilities some portions might come from other sources?

Answer: The estimated cost, at this time, to the Smithsonian for the conversion of the Multiple Mirror Telescope (MMT) is \$10 million in total. Some \$300,000 in SI trust funds have already been allocated to this project towards purchase of the glass and refractories for the primary, 6.5-meter-diameter, mirror. The University of Arizona, Smithsonian's partner in the MMT, has already invested very heavily, about \$7 million, with support from the State of Arizona and from the National Science Foundation, in the development of a mirror laboratory which would make possible the casting and polishing of the mirrors for the converted MMT and for other mirrors. The University is also now seeking additional funding from the State of Arizona, the National Science Foundation, and other sources to support further the casting and polishing of the mirror needed for the conversion of the MMT, and for other mirrors for other telescopes. If the University were successful in this new effort, the portion to be funded by the Smithsonian would decrease; it is not now possible to give a reliable quantitative estimate of this amount.

Question: Will you be able to complete the support for the mirror with the total of \$595,000 that will be available with this requested increase?

Answer: No. Design and fabrication of the mirror support is a multi-stage, multi-year task estimated to cost \$2.6 million and to be completed in FY 1991. At the completion of the first stage, however, now expected in FY 1990, the support will be ready for use during the grinding of the mirror to the desired shape.

Question: How much is the design expected to cost in total, and how much of it will be funded from the 1989 funds?

Answer: The design is expected to cost about \$765,000 in total. Nearly 80% of this total is expected to be funded by the end of FY 1989.

SAO Space Rental Increase

Question: There is a request under SAO of \$120,000 for a rent increase. What are the total costs of the renovation of the Harvard College Observatory buildings, and how was SAO's share of these costs computed?

Answer: The total estimated cost of the renovations (only some of which have already been completed) is nearly \$1 million. SAO's share is reflected in the rent that SAO pays HCO. This rent is equal to the fraction occupied by SAO of the total square footage of the HCO buildings, multiplied by the total cost to HCO of operating and maintaining these buildings. In calculating this latter cost, HCO distributes renovation costs equally over the years, usually five, needed to pay back funds borrowed for support of those renovations. The SAO federal budget contributes that fraction of the total SAO rent attributable to federal projects, the remainder being paid with SAO trust funds.

Question: Why were the Optical and Infrared Astronomy Division's laboratories moved from the HCO buildings?

Answer: The Optical and Infrared Astronomy Division's laboratories were moved because of: (a) the overall lack of suitable laboratory space at the HCO buildings; (b) the need to make more room there for a joint HCO-SAO laboratory project; and (c) the availability of suitable space for SAO's Optical and Infrared Astronomy Division's laboratories at the 160 Concord Avenue SAO building.

Question: What was the total cost of the shelter constructed for the recently recruited radio astronomer's telescope? How was

SAO's share computed? What is the source of funds for the astronomer's salary?

Answer: The total cost for the telescope shelter and the associated control building is about \$320,000 inclusive of the costs for borrowing the funds needed for this construction. Payments will be made in equal amounts each year over a period of five years until the total costs are repaid. SAO's share of these costs is based on a split between SAO (80%) and HCO (20%). SAO's share, in turn, is split between Federal and Trust as explained in the response to the first question on SAO space rental. HCO agreed to pay 20 percent since the facility is expected to be used a small fraction of the time by Harvard students. The radio astronomer's salary is paid with Federal funds.

Smithsonian Tropical Research Institute

Question: P. 49. The request for the Tropical Research Institute is \$5,816,000, an increase of \$534,000. A five year, \$3 million contract has recently been signed with MMS to study the impact of the oil spill, which happened almost 2 years ago. What other payments were made as a result of damage to STRI facilities or research from the oil spill?

Answer: Within a few weeks of the oil spill, STRI was contacted by the Mineral Management Services of the U.S. Department of the Interior about the possibility of a long-term study of the impact of the oil spill on the Galeta area. MMS provided two short-term grants for a total of about \$220,000 as a bridge so that we did not miss the early post-spill period during the development of a plan of study for the larger 5-year contract. In addition, we received an insurance payment from the oil company and have established an endowment to support long-term research programs at STRI.

Question: How will such payments be used?

Answer: This newly established endowment is the first step in a major effort to establish a semi-unrestricted endowment in support of research programs at STRI. Each year a proportion of the earnings is returned to ensure growth in principal and a proportion is designated to support the continuation of high-quality marine and other research programs at STRI, particularly to take advantage of unique opportunities that arise as a result of natural or man-made changes in the environment that occur outside of normal federal budget cycles (e.g., oil spill, El Nino ocean warming, marine epidemics or outbreaks of defoliating insects).

Question: An increase of \$400,000 is requested for the molecular evolution and plant physiology program. Provide a breakdown of how the \$400,000 provided in 1988 is being used, and how this proposed increase would be allocated.

Answer: Of the \$800,000 requested in the FY 1988 budget, the actual amount provided in FY 1988 was \$354,000, down from the \$400,000 appropriated because of the across-the-board salary lapse reduction (\$46,000). The full amount of this request originally derived from an effort in the Smithsonian to reprogram funds from the closure of the SERC-Rockville facility to support higher priority biological programs within the Institution. During FY 1988, the majority of the funds available (\$204,000) have been used to equip the laboratories of existing staff members to insure that they could use the most up-to-date technologies in their studies of molecular evolution and plant physiology. Other allocations from this initiative included \$114,000 for supplies, materials, and contract services for operation of the newly equipped laboratories; \$25,000 for travel to research sites and conferences relating to molecular evolution and plant physiology; and \$11,000 for two new appointments. After a careful international search for highly qualified candidates, we hired a molecular evolutionist and a laboratory technician. In addition, we also conducted a search for a plant physiologist. After identifying a world-class candidate, we placed the offer of a position on hold pending action on additional funding in 1989 to support this initiative.

Summary of FY 1988 and 1989 expenditure plans in thousands.

	FY 1988	FY 1989
Salaries	11	239
Supplies and Maintenance	114	242
Equipment	204	184
Travel	25	25
Fellowships (postdoctoral)	0	110
	----	----
TOTALS	354	800

Question: Are there any one-time expenditures involved in 1988, or 1989? If there are in 1988, how are you proposing to use the funds involved in 1989?

Answer: The primary one-time expenditures in this initiative will be the purchase of lab equipment for both new and current staff members in these disciplines. This initiative will provide over a several year phasing in period salaries for three new staff and three new technicians in the area of molecular evolution and plant physiology. Finally, funds will be allocated to the supplies, maintenance and contractual services needed to operate and maintain the new equipment purchased under this initiative. Non-recurring

equipment costs will be high in the first two years, thus forcing us to hire new staff over a two-year period. Funds allocated to support travel will remain stable over time, but it is anticipated that a system of three-year post-docs will be phased in during the second year.

Question: \$114,000 is requested for scientific equipment acquisition and replacement, which will provide a total of \$214,000. What is the basis for doubling the size of this effort?

Answer: Several years ago a detailed study showed that STRI's rate of replacement of research equipment for both laboratory (microscopes, electronic equipment, etc.) and field (boats, motors, 4-wheel drive vehicles, instruments) was inadequate to provide continuing research vitality. Our research equipment was deteriorating and insufficient funds were available to insure timely replacement. Funds for our detailed plan of equipment replacement have not been forthcoming. In addition, major equipment purchases under the recent scientific initiatives and for the Tupper Center will require replacement on established time schedules. This growth in the equipment base is a first step toward the protection of our ability to sustain sophisticated laboratory and field research with modern reliable equipment. Such efforts are of critical importance for an institution which is located outside the U.S. requiring purchase, shipping, and maintenance costs above that found in the U.S.

Question: How much will be available for equipping the Tupper Center in 1989? Provide a breakdown of how these funds will be used in 1988, and in 1989.

Answer: The total budget for furnishing and equipping the Tupper Center is \$736,000 allocated as \$460,000 in FY 1988 and \$216,000 in FY 1989. Three major classes of items are required in this process: furniture for offices, laboratories, and conference areas; a mainframe computer system in support of research programs; and research equipment. We expect to spend the following amounts in each of the two years:

	<u>FY 1988</u>	<u>FY 1989</u>
Furnishings	300	30
Computer	130	90
Equipment	<u>30</u>	<u>156</u>
Total	460	276

National Zoological Park

Question: P. 61. The request for the National Zoological Park is \$13,890,000, an increase of \$747,000. What are your plans with regards to the black-footed ferret breeding program? If you are

going to be involved, what are the costs and how will they be provided?

Answer: The NZP staff continues to consult with the Wyoming authorities on captive breeding of black-footed ferrets. Research also continues at NZP on developing artificial breeding using the domestic ferret as a model. Over 140 domestic ferret offspring have been produced by artificial insemination and recently two litters were produced using frozen semen. In early 1989, black-footed ferrets will be dispersed to a U. S. zoological park to initiate a second site breeding program. On March 30, 1988, the NZP made formal application to the Wyoming Game and Fish Department to be considered as this site. A decision is expected in June and in the event that NZP is chosen as the site, we estimate a one-time cost of \$250,000 to renovate existing facilities. The captive breeding program agreement with the Wyoming Game and Fish Department mandates a five-year commitment by the NZP to develop breeding and holding space for 50 animals. It is still too early to determine precise costs for the entire program and NZP may need to seek additional resources to support this effort in future years.

Question: An increase of 8 workyears and \$327,000 is requested for support of existing facilities. Since two keepers were added last year (at \$40,000), why are a curator (\$42,000) and three more keepers (\$81,000) needed in 1989?

Answer: The curator and two animal keeper positions, requested in FY 1989, will form the core staff for the Zoo's new Amazonian Exhibits. The lead time necessary for building a collection for this new exhibit is 18-24 months and will require us to have a small staff onboard in FY 1989. The third animal keeper will be assigned to the Department of Mammalogy and will be used to expand our animal management demonstrations. All four requested positions are in addition to positions provided in FY 1988.

Question: How many keepers, and positions in total, are now working with the Invertebrate exhibit?

Answer: The staff of the Invertebrate exhibit consists of a curator and two animal keepers.

Question: When will the Amazonian exhibit construction (for which funding is requested in this budget) be completed?

Answer: Construction of the Aquatic Habitats (Phase I - Amazonian Exhibit Structure) will be completed in the Spring of 1990.

Question: How many medical technicians do you have at the hospital currently?

Answer: The veterinary hospital has one technician assigned to the staff.

Question: How much is in the base for equipment, and for supplies, for which an increase of \$100,000 is requested? Is any of this increase on a one-time basis only?

Answer: The NZP animal departments have a base of \$153,700 for supplies, materials and minor equipment purchases. The Zoo will use the additional \$100,000 in the years beyond 1989 to extend the base for equipment purchase and replacement.

Question: How are you planning to use the \$200,000 first provided in FY 1987 for equipment for the new hospital, in FY 1989?

Answer: The funds will be used in FY 1989 (and beyond) for purchase and replacement of technical, research, and medical equipment at the Zoo. To keep pace with advances in this important area will require an increase of a minimum of \$200,000 to be added to the NZP base for new and replacement equipment.

Question: An increase of 2 workyears and \$194,000 is requested for the molecular systematics and evolution program. How exactly is the \$176,000 provided in 1988 for this initiative being used?

Answer: The Zoo is currently recruiting for two positions, a lab supervisor and a technician, for the genetics laboratory and we plan to have both jobs filled soon. The remaining funds (\$100,000) will be used for the purchase of supplies and equipment needed to establish the laboratory and to support an exchange program with other scientists.

Question: How much of the base is for equipment and supplies, for which an increase of \$106,000 is requested?

Answer: The requested increase of \$106,000 is in addition to the base funds (\$100,000) established in FY 1988. The total of \$206,000 will be used in FY 1990 and beyond to provide the supplies and materials for the day-to-day operation of the lab and to establish a purchase and replacement program for the highly sophisticated equipment needed for the genetics lab.

SI Archives

Question: P. 70. The request for the SI Archives is \$644,000, an increase of \$59,000. Why has the rate of growth of archive holdings increased from 500 cubic feet a year in last year's justification to 1,000 this year?

Answer: The 500 c.f. figure was based on past accession; the 1,000 c.f. figure is based on anticipated accessions, from records surveys, as records from the newer Smithsonian bureaus mature and become appropriate for transfer to the archives.

Question: Where will the rental space be, for which \$51,000 is requested? Are all holdings now in one location? If not, provide a listing for the record.

Answer: The rental space is located in Springfield, Virginia. All holdings are now in one location. When space is rented, lesser-used records units will be placed in the Springfield location. We are now discussing which records units those should be and will probably not make a firm decision until mid-summer.

Question: What is the basis for this estimated rental cost?

Answer: The estimate was based on quotations from various commercial brokers. More recent quotations, based on data from the owner of the building, suggest that the figure of \$51,000 is very close to the combined lease plus utilities cost (\pm about 3%). We do not yet have an absolutely firm figure.

SI Libraries

Question: P. 73. The request for the SI Libraries is \$5,079,000, a decrease of \$40,000. What is the status of the rare book cataloging effort? How much is budgeted for this effort in 1989?

Answer: The SIL is in the second year of a contract for cataloging rare books. So far 1100 titles have been finished and entered in the SIL and OCLC database. In 1988 SIL projects another 1100 will be completed. The projection for 1989 is another 1100. In FY 1989, approximately \$59,000 will be devoted to this purpose.

Question: What is the basis for the estimate of \$50,000 to continue the on-line document delivery system? Will this amount be in addition to the \$25,000 used for this purpose in FY 1987, or in lieu of it?

Answer: Based on a 1985 study, SIL determined that \$50,000 will be sufficient for an initial period. However, given the growth of SI staff, and the anticipated demand due to interdisciplinary study, SIL will undertake a study in FY 1988 to project future use and cost. In FY 1989, \$50,000 will be the total devoted to this purpose and the \$25,000 used in previous years for a trial program will be returned to the books and journals fund.

Question: How much is in the base for serial subscription costs, for which an increase of \$55,000 is requested?

Answer: With the increase of \$55,000, the Libraries will have a base of \$525,000 for journals in FY 1989.

National Museum of Natural History

Question: P. 91. The request for the National Museum of Natural History is \$26,209,000, an increase of \$2,156,000. Explain the positions for which 5 FTE's over your 1988 request (550 versus 545) are shown in 1988.

Answer: The Museum of Natural History received add-ons from Congress in FY 1988 of 9 positions for preparation and installation of new American Indian Halls and 2 positions for establishing a Native American Outreach Program. These are offset by a decrease of 6 FTE's associated with the across-the-board reduction in FY 1988 for estimated lapse, for a net increase of 5 FTE's.

Question: An increase of 4 workyears and \$315,000 is requested for the biological diversity program. What positions are currently funded under this program?

Answer: There are currently two positions funded under this program: one full-time GS-7 Administrative Technician to provide fund management and logistical support to the participants for the field research effort; and one part-time GS-5 Museum Technician to process the incoming plant specimens (receives, catalogs, sorts, packages, and mails to specialists).

Question: What type of contracts are involved, for which \$62,000 is requested?

Answer: Contracts for the Flora of the Guianas portion of the Program include:

- Illustrations for publication (\$8,000).
- Increased support for resident Guianas collector (\$12,000).
- Coordinator for Tropical Botany Workshop (\$10,000).
- Increased support for plant mounting and labelling (\$9,000).
- Increased support for preparation of Grass Treatment monograph (\$4,000).

Contracts for the BIOLAT portion of the Program (Biological Diversity in Latin America) include:

- Increased support for establishment of at least one new field site (\$10,000).
- In-country specimen preparation (\$6,000).
- Training projects in national student collecting (\$3,000).

Question: What portion of the funding is for student training, and for the fellowship position?

Answer: The Flora of the Guianas portion of the Program includes \$10,000 for Guyanese students to travel to the U.S., and \$10,000 for one fellowship stipend. Funds for direct support of

BIOLAT student training is provided by UNESCO, AID, and the World Wildlife Fund, while the Museum's federal base supports the SI scientific staff in the field, where one-third of the time is spent in training the Latin American participants.

Question: What is the basis of the requested increase of \$81,000 for travel?

Answer: The increased travel for Flora of the Guianas (\$45,000) provides for the following support:

- U.S. scientists' travel to herbaria that will not loan specimens (\$12,000).
- Six additional U.S. and two Guyanese scientists to collect algae in the Guianas for a total of nine weeks (\$16,000).
- Travel to Board Meeting of International Flora of the Guianas Program (\$1,000).
- Two U.S. and one Venezuelan scientists to Venezuela for one month (\$5,000).
- Two U.S. and one Surinamese scientists to collect plants in Surinam for six weeks (\$5,000).
- Two U.S. and one French scientists to collect plants in French Guiana (\$6,000).

The increased travel support for the BIOLAT program (\$36,000) will provide for opening an additional site in the bioinventory system and 12 scientists to visit that site, in addition to continuing work in sites already under study.

Question: An increase of \$650,000 and 4 workyears is requested for the molecular systematics laboratory. Have you filled the staff positions funded in 1988? If not, what are your plans?

Answer: We are currently interviewing for the two scientific positions and expect to make selections by the first week in May. At that time, we will begin recruiting for the two technicians.

Question: What is the total estimated cost to equip the laboratory? Will any non-Federal funds be used for this purpose?

Answer: The equipment required for the laboratory is estimated to cost approximately \$1 million in total over the next several years. NMNH received some equipment from the closure of the SERC-Rockville facility, and has already ordered an estimated \$75,000 in equipment. As soon as the scientists are selected in May, NMNH will order additional equipment to establish a working laboratory. We do not anticipate that any non-Federal funds will be made available for this purpose.

Question: What is in the NMNH base for equipment? How much of these funds will be used for the laboratory?

Question: We currently have a base of \$928,000 for equipment of which \$500,000 is used for replacement and upgrade of existing research equipment. \$165,000 will be used to buy new and replacement collection storage equipment, and \$100,000 to buy new and replacement computers. The balance of approximately \$160,000 will be applied to the Molecular Systematics Laboratory equipment in FY 1988.

Question: An increase of \$100,000 and 2 workyears is requested for a program on the evolution of terrestrial ecosystems. Will the "temporary support" for this new research program provided from the unrestricted funds continue into 1989? How much is involved?

Answer: The temporary support from unrestricted Institution funds for this research program is not budgeted in FY 1989. The FY 1988 level of support is \$81,000.

Question: In moving into these new research efforts, has the Smithsonian reviewed what lines of research that have been underway for some years might be terminated, and the funds and positions redirected into these newer lines of research?

Answer: The program on the study of the Evolution of Terrestrial Ecosystems (ETE) is heavily dependent on the continued care of, and research on, the systematic collections of plants and animals at the Natural History Museum, for which at least 80% of the entire budget of the Museum is allocated. All of these collections, both of fossils and of organisms alive today, are vital to the study of the history of ecosystems and cannot have their basic support decreased. They are the National collections, of international renown and utilization, and must be maintained in perpetuity. On the other hand, we are constantly making both subtle and more substantial shifts in emphasis in the research on these collections to take advantage of opportunities for especially exciting avenues of investigation, such as the history of the flourishing and extinctions of biological diversity over geological time scales, which is the subject of ETE. All of the systematists working on our collections, the largest such single enterprise in the world, are contributing to this biological diversity data base, and a termination or redirection of any of these systematic activities would have a severe adverse impact on such studies as ETE, which is truly integrated and multidisciplinary. We cannot reprogram within this integrated biodiversity thrust of the Natural History Museum without doing irreparable harm to the long-term future of the breadth and depth of our research activities at this, the largest natural history research organization of the world.

Question: There is a request of 6 workyears and \$430,000 for collections management support. Of this amount, 4 workyears and \$262,000 are related to the Collections Information System. How and when was this system developed? How does it differ from the Collection Reference System discussed in last year's justification?

Answer: In FY 1987 a prototype of one component of the Collections Information System, the Collections Reference System (CRefS), was developed in the Museum of Natural History's Fish Division. Collections Reference System hardware and software were tested during this prototyping and OIRM design and programming staff were trained. The successful completion of the prototype now allows us to move ahead in further development of CRefS, tailoring the system to specific disciplines within the Institution's museums. CRefS is the component of the Collections Information System that provides interactive on-line access to information about our collection objects.

The second component of the Collections Information System, the Collections Management Actions Support System (CMASS), will support the execution of collections management "actions" or procedures such as loaning, acquiring, exhibiting, etc. When completed, both the CRefS component and CMASS component will be integrated into a whole -- the Smithsonian's Collections Information System. This development is a multi-year effort, with continuing upgrading and enhancements.

Question: Since costs related to the CIS show up under a number of museums, provide a crosswalk showing all the costs for the system, by unit, by year; and the related staffing needs.

Answer: CIS costs cannot yet be defined precisely. Conceptually, the CIS directs access to information about the National Collections. CIS includes main-frame applications on the Smithsonian's IBM 4381; small system solutions like the ones developed at the Sackler and Cooper-Hewitt; and image processing applications such as those being developed at NMAA and HMSG. CIS is integrated with local collections management projects such as those of NMAH and NASM. The needs and use of CIS are as complex as the Smithsonian itself.

CIS provides focus for diverse activities with similar information needs. Research, public programs, and collections management have differing requirements to access, produce, and use the same collections data base. Many of these different functions use the same local machines and staff. CIS costs for these activities are imbedded in departmental, bureau, and central budgets.

Data and project administration standards are in place to coordinate CIS projects and technology, and staff resources and expertise are available. While the 1989 budget material mentions new requests for funding for CIS applications, additional funds for on-going development of CIS are applied from bureau base budgets, as well.

This is a large, on-going effort, coordinated at the Smithsonian by the Office of the Registrar and directed by the Assistant Secretary for Museums in conjunction with the Office of Information

Resource Management and the Assistant Secretary for Administration.

Question: Why are additional technicians needed, since 6 were added last year, for processing collections?

Answer: The monumental size of the collections at the National Museum of Natural History/Museum of Man, in addition to the annual growth rate of about 1 million objects and specimens annually, require an increase in technical staff (2 FTE) to keep pace with the broad range of duties associated with the processing of collections and inventory maintenance. In addition, the split of the NMNH/MOM collections between MSC and the Mall, continuing MOVE activities, and the development of the Collections Information System, all are putting increased pressures on our current technical resources.

Question: Why are additional computer work stations needed if this system is replacing an earlier one?

Answer: Our current SELGEM system is an antiquated batch processing system with a Nixdorf minicomputer front end. The Nixdorf terminals -- which can only be used for data entry -- cannot be used to access CIS and will have to be replaced. In addition, the CIS will require more workstations, broadening access to scientists and SI collections staff to use information and efficiently carry out collections management.

Question: How much is in the museum's collections management base? Why can't funding and positions for these needs be redirected, particularly since a new system that will replace older one(s) is involved?

Answer: In addition to \$100,000 annually provided for storage equipment, base resources for the Collections Inventory and Registration Programs provide about \$1.3 million to collections management. However, collections management and research functions are so closely intertwined that total base funding for collections management cannot be separated out in any definitive way.

Collections inventory staff are involved in developing CIS functional specifications and prepare SELGEM data for conversion. The NMNH Operations Manager provides partial support relative to computer communications. One position is being redirected from a work year previously dedicated to MSC computing to support overall CIS technical project management. However, we have no positions to support upper level CIS design, programming, training or implementation. Three positions currently devoted to SELGEM maintenance will eventually be reassigned to support CIS maintenance. Funds for the purchase of some of the needed collections management workstations have come from base funds in the past, but this requires

us to indefinitely delay hiring badly needed inventory technician positions.

Question: An increase of 4 workyears and \$100,000 is requested for renovation of permanent exhibit halls. How exactly are you using the \$295,000 provided by Congress in 1988 for this purpose?

Answer: Of the \$295,000 approved by Congress for FY 1988, a \$50,000 reduction associated with the across-the-board lapse funds was made leaving a balance of \$245,000. This amount already is being directed to the improvement of our Native American exhibit halls, with three separate components scheduled for completion this year.

Component 1, with a budget of \$25,000, is allocated for: the hiring of a short-term design consultant; the construction necessary for the immediate removal or covering of materials or displays that are considered offensive to Native American groups; and the construction of simple exhibits to replace the removed exhibits. This work has already progressed as of this writing, to the closing of four exhibit cases and the beginning of their conversion to other Native American program usage.

Component 2, with a budget of \$135,000, is being used for the design and implementation of innovative and experimental interim exhibits on American Indian culture, the principal components of which include: physical improvements to the exhibit halls (such as the construction of a small theater), contracting of "live" performers and demonstrators to interact with the public (e.g., demonstrations of weaving, basketmaking, totem pole carving, and other living examples of native culture); and testing and evaluation of new presentation continued techniques which may be used in a new permanent hall.

Component 3, with a budget of \$85,000, will be directed to the further planning and conceptual design development of a new, large-scale, permanent exhibit hall, on Native American cultures. Funds will be used by the Planning Committee to travel to other North American museums to review and evaluate exhibit concepts and presentation techniques (\$15,000), and for the hiring of a design consultant to prepare an architectural and exhibit design concept for the new hall (\$70,000).

Question: Which displays will be updated with these funds? What is involved?

Answer: One of our highest priorities is the removal of offensive Native American skeletal materials from our Physical Anthropology exhibit hall. This hall will subsequently be developed into a new permanent exhibit hall on the subject of Human Origins, as one of the next steps in our long-range major exhibit hall renovation plans. For this project, we need to hire a project designer and project manager (a specialist in Human Origins research) who will

coordinate with curators and develop the new exhibit plans which we anticipate installing by 1993. This planning process, already started on limited trust funds, basically involves in-depth research, definition of themes and storyline, selection or acquisition of material objects relating to human origins (cost of castings of early hominoid skeletal materials, etc.), and the preparation of design concepts, final design and engineering details.

In addition, we must hire two exhibit specialists who can devote their time to further progress in the removal of skeletal remains in our Physical Anthropology hall under the direction of curators, developing interim "corrective" displays, as well as to begin preparations for our planned new permanent Native American hall. These immediate interim corrective measures involve the removal of objects and limited demolition of the area planned for the new hall. Through the judicious selection of new hires through positions made available by Congress in FY 1988 and FY 1989, we are directing our efforts to dealing with Native American issues in a comprehensive fashion, on several fronts.

Question: What are your plans for fundraising from the private sector for this purpose?

Answer: The museum has recently selected a Development Officer who will begin work here in early May. In addition, the museum plans to establish a National Board of Advisors who will actively work with the Development Officer and the Museum Director to identify, solicit and acquire funding support from the private sector. Using private funds, we are in the process of developing some preliminary fundraising materials for a new Hall of Human Origins; in addition, we recently submitted a funding proposal to the Smithsonian Special Exhibition Fund for support of the exhibit portion of the Human Origins project (which also involves research). In this instance, we believe the Human Origins Hall and one aspect of Native American issues are interconnected, in that a new Hall of Human Origins would replace the Physical Anthropology hall with its problematic display of Native American skeletal materials.

We recognize the critical need for private support for these and other exhibit projects that we have in the planning and design stages, and we are actively seeking funding for as many projects as we can at present with our limited resources.

Question: Provide a crosscut showing the total amounts and staffing for the Institution provided to date, by unit, and the funding and positions requested in 1989, for this effort.

Answer: The following chart provides the requested information by bureau:

SMITHSONIAN INSTITUTION
FUNDING FOR COLUMBUS QUINCENTENARY PROGRAMS
FY 1987 - FY 1989

	FY 1987	FY 1988		Total	
	Approp.	Approp.		FY 1989	
	\$000s	FTE	\$000s	FTE	\$000s
Museum of Natural History	42	1	80	1	130
Air and Space Museum	12	1	30	1	41
Museum of American History	53	1	80	2	125
Museum of American Art	0		0	0	25
National Portrait Gallery	11		15	0	15
Hirshhorn Museum	4	0.5	20	0.5	20
Cooper-Hewitt Museum	0		0	0	24
SITES	0		25	0	55
SI Press	4		0	0	0
International Activities	33		50	0	50
Folklife Programs	11		40	0	90
Elementary & Secondary Educ.	0		0	0	38
TOTAL	170	3.5	340	4.5	613

National Air and Space Museum

Question: P. 104. The request for the Air and Space Museum is \$9,497,000, an increase of \$379,000. Included is 2 workyears and \$125,000 for collections management. Is none of the museum's computer equipment compatible with the Institution's mainframe computer? If not, what will be done with the equipment, and how much is involved?

Answer: Museum's current computer equipment is compatible with the Institution's mainframe computer. In order to obtain the maximum use of the Museum's equipment it is necessary to augment the present system with additional equipment that has more utilities and greater capabilities to run required software.

Question: What kind of conservation equipment (\$30,000 increase) and supplies and materials (\$12,000) are needed, and why aren't they available through the Conservation Analytical Laboratory?

Answer: NASM's first conservator will be hired during FY 1988 and will be stationed primarily at the Paul E. Garber Facility. Because of the Facility's close proximity to the Museum Support Center, we hope to rely heavily on a cooperative agreement with the Conservation Analytical Laboratory whereby our conservator can use

the Lab's more specialized and expensive equipment and research library on a non-interfering basis. However, we will need to provide this staff member with a basic combined office-laboratory at Garber, to be outfitted according to the conservator's requirements. The \$30,000 for equipment is targeted for such basic items as: microscope, workbench that can accommodate corrosive metal work, special hand tools, scales, balance, circulating baths, meters, bunsen burner, calculator, etc. Additionally, the conservator will require specialized reference materials, encyclopedia, and the like. We anticipate that the conservator will require a computer and data management software. The \$12,000 targeted for supplies and materials would purchase such items as: glassware, office supplies and furnishings, test paper and solutions, etc.

Question: Is any base funding being used for the transfer of film and duplication of newsreel footage? If so, how much?

Answer: The museum has provided \$5,000 in trust funds in FY 1987 and 1988. The \$5,000 allocated for FY 1988 will be used to clean, preserve, catalog, and store approximately 4,800 feet of historical aviation images. Much of the 1919-1927 historical footage is unduplicated anywhere. This 35mm nitrate stock is highly volatile and subject to rapid deterioration. What we don't save today may be gone tomorrow.

National Museum of American History

Question: P. 116. The request for the National Museum of American History is \$14,462,000, an increase of \$786,000. What is the reason for the increase in the estimate of restricted funds available to the Museum in 1988 (\$3,816,000 in this year's justification, up from \$1,183,000 in last year's)?

Answer: Approximately \$1,000,000 of the increase is due to what we know to be an overly optimistic estimate for fund raising income. A more accurate figure for FY 1988 restricted funds is \$2,816,000. The remaining increase is attributable to larger than projected gifts and grants.

Question: How much leased space has been added for the Museum because of storage problems (pg. 118)? Where is the additional space and what is the cost?

Answer: In FY 1987, the Museum began to use 8,000 square feet of space under lease by SI for collection storage at the former location of the SERC facility in Rockville, Maryland. The cost for this space is covered by reimbursement from a sub-lessor.

Question: How do you plan to address the need for additional storage space?

Answer: Because of its critical shortages, affecting virtually every Museum program and compromising safety standards, the Museum conducted a study, "Survey and Analysis of Space Needs at the NMAH," completed in December 1986, which projected needs incrementally from the current year through the next 30 years. That study formed the basis for specific space requests in the short term, and provided the information necessary for the long-range SI Master Plan at Suitland. Further, the report proposed the construction of a "Collections Reference Center," designed to museum-quality standards, which would consolidate leased storage areas, replace the aging Suitland facility, and allow for reasonable future growth of the collections. Prior to a facility being available for a long range solution of the storage problem, the Museum will continue to need leased space for collections storage.

Question: an increase of \$200,000 is requested for major reinstallation and master space plan. You state the annual cost of this effort is \$2,700,000. What is the basis of this estimate? How long will the funds need to be available?

Answer: The Museum is currently opening 2 major exhibitions every 12 months and within the same time period is in some phase of work on the next 4 to 6 shows planned for later years. Thus, each year, support in varying amounts is required for between 6 to 8 major exhibitions. Since each major exhibition costs between 1 to 5 million dollars from design to installation, an average yearly estimate of 2.7 million for the exhibit reinstallation program is realistic. The current plans for the Museum call for the reinstallation program to continue at least another 10 years.

Question: Last year, you anticipated the base amount of \$727,000 would be sufficient to meet needs in the outyears. Why do you now say that \$1,000,000 will be needed from Federal funds?

Answer: As originally developed, the Museum had envisioned a base of \$1,000,000, Federal dollars, to support the reinstallation program. The FY 1988 base level of \$727,000 is sufficient to allow the exhibit reinstallation schedule to proceed in concert with the major building renovation work. The FY 1989 increase will provide for modification of existing electrical systems and incorporation of state-of-the-art computer technology in the exhibit reinstallations.

Question: Why isn't the \$100,000 for modifying electrical systems included under the Repair and Restoration account?

Answer: The electrical work included under the Repair and Restoration account does not cover electrical modifications that are specifically needed to expand systems in order to accommodate the specialized electronic systems now being used for new exhibit installations. R & R funding is used for repair and replacement of

old or unusable electrical systems, or system modifications necessary to meet life safety and health codes.

Question: Do you have specific plans for which exhibits you intend to use the hardware and software, for which \$100,000 is requested? Are these one-time only costs?

Answer: The Museum plans on using computer technology in almost all new permanent exhibit installations under its reinstallation program. This technology was used with great effectiveness in the recently opened major exhibit, "A More Perfect Union." As the program is scheduled for at least another 10 years, these will not be one-time costs. One important use for this funding is the installation of a new interactive computer directory system throughout the building to explain the Museum's exhibitions and aid visitors in finding and utilizing them. This directory system will require programmer updating with each new exhibit addition, as well as maintenance and hardware upgrade. These costs will be ongoing.

Question: An increase of 3 workyears and \$215,000 is requested for the collections information system. What is the cost of the new system, versus the current system? For example, is the \$100,000 requested for computer usage costs for the new system a net cost increase, over the old system's usage costs?

Answer: Yes, it is an increase. This item of expense has been supported by funds generated through salary lapse. We are requesting \$100,000 because that is the projected cost for usage in FY 1989. It represents a \$55,000 increase over the FY 1988 costs and \$45,000 which came in the past from lapsed personnel funds. A sum of \$45,000 is the FY 1988 cost of Honeywell mainframe usage which is anticipated to increase significantly in FY 1989, due to increases in the quantity of data and frequency of use. The new system will permit readily available access to the established data base for support of daily museum activities.

Question: Are there any savings involved with the new system?

Answer: No. In the short term, it is necessary to develop the new system while maintaining the old. After the new system is developed, no cost savings will be realized because the new system will be handling a significantly larger volume of data, which will be used much more intensively, and which will require more service. However, the new system offers vastly enhanced capability, especially broader access to collections and their documentation by the public. It ultimately allows more to be done, more efficiently.

Question: Last year's request included funds for 5 technicians for collections inventory. Why are additional technicians needed this year?

Answer: The additional 5 technicians authorized in FY 1988 provide collections inventory support, including backlog reduction and minimum recordkeeping requirements. These 5 technicians are independent of support required for CIS development and data editing and reconfiguration in preparation for conversion to the new system. The requested 3-workyear increase would provide one analyst/programmer and two museum registration technicians for data editing and reconfiguration of data from the Honeywell to an interactive environment.

Question: Why are training costs so high (\$40,000)?

Answer: Requested funds are to support the training of three technical staff members and over 100 end-users in the use of the new system. Training will be provided both on-site and at vendor facilities. Outyear costs will decrease to approximately \$5,000 per year for ongoing training of end-users, initial training of new staff, and continuing education of technical staff.

Question: There is a request for 1 workyear and \$60,000 for an objects conservator and supplies. How many such conservators do you now have?

Answer: The Conservation Division now has 2 objects conservators, 2 paper conservators, and 1 costume conservator. This staff is responsible for the ongoing immediate conservation needs of 24 museum units, including curatorial and archival divisions, registrarial and exhibits staff. The additional conservator will be responsible for a long-term project to systematically provide safe storage for the millions of objects in substandard conditions, and basic stabilization treatments for the over 400,000 artifacts shown to be in the first priority for conservation treatment. This conservator will plan and direct the work of several interns, volunteers, and contract technicians working in storage areas and our laboratory at the Museum Support Center.

Question: What is the basis of the \$25,000 increase requested for supplies? How will those funds be used in succeeding years?

Answer: Surveys and pilot projects have revealed many older collections jammed into overloaded and outmoded storage shelves and containers. Of the requested increase \$9,000 will be used to purchase acid-free folders, document and object storage boxes, and other supplies needed to hold these collections; \$15,000 will be used to purchase the new cabinetry needed to rehouse the collections treated by a backlog project team; and \$1,000 will be needed for small tools, solvents and other expendable conservation supplies for the workers in this project.

Because of the extent of the backlog and the inherently unstable nature of many materials typical of 19th and 20th century history and technology collections, this project and the need for support in the

amount of \$25,000 per year will continue for the foreseeable future. Although there is an ongoing need for both cabinetry and supplies, the actual amounts spent on cabinetry versus supplies may change from year to year.

National Museum of American Art

Question: P. 125. The request for the National Museum of American Art is \$5,297,000, an increase of \$204,000. Included is \$53,000 for the National Inventory of American Sculpture. What is the total cost of this effort estimated to be? How much do you plan to spend in total in FY 1989, including non-Federal funds?

Answer: Total cost of development of a national inventory of American sculpture, including a comprehensive survey and conservation assessment of outdoor sculptures in this country, is estimated at \$3,260,000. Planned spending for FY 1989 includes: \$64,000 in non-Federal funds remaining from a donation by the Henry Luce Foundation which will be used to cover salaries and benefits for project staff to continue soliciting information from institutions and private collectors; approximately \$18,000 in reprogrammed Federal funds which will continue to cover a portion of project administration; and \$53,000 in Federal funds which will be spent in accordance with the current request. Additional spending is contingent on success of pending fundraising efforts.

Question: What other sources of funds, including from other organizations, Federal and non-Federal, do you expect to contribute to this effort?

Answer: Funding from Federal, foundation, corporate and in-kind donations from volunteers reflects the collaborative nature of this program. Major fundraising on the part of the Smithsonian will include solicitation of the Institution's contributing membership (planned for fall 1988); other major foundations in addition to the Luce Foundation; and corporate sources. In-kind support is expected from the National Park Service, a cooperating partner in this project and custodian of the largest collection of outdoor sculpture in this country, which will survey its own holdings and provide data to the Inventory. Survey work in each state will be guided by trained staff recruited by the American Association of State and Local History or the National Conference of State Historic Preservation Officers who will oversee a network of volunteers, representing a contribution of time and effort of significant but inestimable value. Museums, institutions, and private collectors around the country will contribute information on their holdings. Through the Smithsonian Conservation Analytical Laboratory, practicing conservators will contribute information about the care and treatment of outdoor sculpture.

Question: What kind of equipment will be purchased for this effort, for which \$8,000 is requested?

Answer: Equipment to be purchased is one Wang 20mb personal computer with local communications for wordprocessing and maintaining mailing lists (\$4,000), 2 GEAC terminals for accessing the database on the Institution's mainframe computer (\$3,500), and a 35mm camera and accessories to supplement a photographic record on American sculpture (\$500).

Question: What was the source of funds redirected from the base for the pilot project, and how will those funds be used in the future?

Answer: Funds provided for the pilot project include a significant redirection of staff effort (estimated at \$60,000) to provide administrative, supervisory and curatorial support for the project; and a smaller amount (\$10,000) reprogrammed from other objects funds. Since continuing staff effort will be required to maintain the Inventory of American Sculpture to provide a lasting art reference data base on American sculpture, some of the redirected personnel funds will continue to support administration of the program (\$18,000). The balance will return to the support of related database projects, including the Inventory of American Paintings, which have suffered from inattention during the IAS pilot. Redirected other objects funds will continue to support SIBIS system charges.

Question : P. 133. The request for the National Portrait Gallery is \$4,068,000, a decrease of \$14,000. Included is a request for \$30,000 to upgrade collections storage areas. What exactly is involved in the renovation of the storage facility at North Capitol Street, and why isn't this funded from the Repair and Restoration account?

Answer: This request has not been funded from the Repair and Restoration account because extensive construction and restoration is not the large expense. What the Gallery needs is storage equipment, specifically, shelving, solander boxes, units to hold these boxes and storage bins. All of these should be portable. This would enable us to use them in other facilities should the storage area be relocated in the future.

In 1978, after the donation to the National Portrait Gallery by Time, Inc. of over 800 original works of art commissioned to appear on the cover of TIME magazine, it was evident that the museum must seek space within the Smithsonian's various support buildings for storage of this collection, and space for additional collection items that were then being stored by closing available gallery/display space in the AA/PG Building.

Space was identified and assigned to the NPG at 1111 North Capitol Street. It was believed at the time that space for NPG would

be available at the Museum Support Center, in Silver Hill for storage of these collection items within the following five years. For this reason, the North Capitol Street space was outfitted with temporary storage bins, made of wood. These bins are now 10 years old, and since they were constructed of recycled materials, and were only intended for temporary use, they now need to be replaced by storage units of inert materials.

The initial TIME gift contained primarily framed works. It was therefore appropriate to configure storage to accommodate framed works. Since then, there have been gifts from Time, Inc. in 1980, 1982, and 1984, totalling another 400 or so objects. The practice of framing works has been, for the most part, abandoned by Time, Inc., thus storage needs for this collection have changed. We currently have approximately 500 works to be housed in acid free box units, and as we continue to accomplish preservation and conservation work on the collection, this number grows. Only a handful of these objects are framed, and therefore suitable for storage in the current bin units.

In addition to the storage needs for the TIME collection, NPG has used the space at North Capitol to store objects from the permanent and study collections. Essentially, we moved the storage units and objects we had in place in a closed gallery at the museum in 1978, to the new space at North Capitol. Since 1978 however, our sculpture collection has grown and we have had to move approximately 15% of the sculpture in storage to the North Capitol facility, and place it on temporary shelving.

The following storage items are needed for the North Capitol Street area:

1. Metal, high weight capacity shelving for sculpture. This shelving should be space efficient, and able to be taken apart should NPG's storage be relocated within the North Capitol building or moved to another facility.
2. Acid free solander boxes for storage of unframed works. Approximately 100 are needed.
3. Units to hold the solander boxes, space efficient, and dense in configuration in order to best utilize space. Again, these should be able to be put together and taken apart so that they could be utilized in another facility should the storage area be relocated in the future.
4. Replace the wooden storage bins presently in use with permanent bins configured in a more space efficient manner.

Question: What are your plans for using the General Post Office building for storage? When will this space be available to the Gallery?

Answer: Until such time as the building is repaired and restored, it is not anticipated that any significant use of it will be made for storage or other purposes. Although the International Trade Commission has moved to its new quarters, it is possible that the General Services Administration will continue to use the building while its transfer to the Institution is being arranged and perhaps for a period thereafter under an administrative agreement. The building will not be suitable for storage of collections until completion of the renovation, due to the risks associated with potential damage from fire, theft, widely fluctuating environmental conditions.

Center for Asian Art

Question: P. 146. The request for the Center for Asian Art is \$4,292,000, an increase of \$360,000. Due to the renovation project at the Freer, the Gallery will close by the end of FY 1988, and not reopen until 1991. Last year, it was stated that the Gallery would be closed only during FY 1988 and part of FY 1989. Why has the period of closure been extended?

Answer: Various factors are involved with the timing of the closure of the Freer Gallery. First, the architect earlier had given assurances that the Freer Gallery could remain open throughout most of the renovation period since the exhibition galleries are not part of his project. On further consideration it became apparent that the construction in the building would have an adverse impact on the experience of the visiting public (due to dust and noise) and would pose some safety problems. It was decided that it would be wiser to close the Gallery in its entirety during the construction period.

The second factor on timing relates to closing the building beyond the work of the renovation contractor. When it was realized that the building would have to be closed, it became apparent that this would be the most appropriate time to renovate the exhibition galleries of the Freer since so much noise and dust would be involved. The laylight glass in the ceilings of the galleries is becoming a safety hazard because the 70-year-old caulking has become so dried out. The plastering materials of World War I quality have deteriorated over the years so that the 30-year-old vinyl wallcovering is literally holding the walls together. Construction of the 12th street underpass and then of the quadrangle created cracks in the floors and walls of the Freer that are likely to be exacerbated by the renovation work. The steam radiator system on the gallery level will also be modified in the work after the renovation contractor is finished. Some of the R & R work will begin before the renovation contractor is finished, e.g., the removal of all asbestos

in the building, but this is limited since the collection is stored temporarily in the east half of the gallery level. Finally, a period of time is needed to reinstall the exhibitions after the work on the gallery level is completed.

Question: What effect on costs will the closure have, for example, the decrease in the need for guard coverage during that time, or other services related to public use of the Gallery?

Answer: It is anticipated that all security staff currently assigned to the Freer will be required during the renovation period since so many non-Smithsonian personnel will be near the area of temporary collection storage. Costs related to the public, such as free printed leaflets and brochures, soap, water, towels and toilet paper, will go down for the Freer but the unanticipated increase in attendance at the Sackler is likely to exceed this. That already is the case in recent months.

Question: There is a request of \$150,000 for collections storage equipment for the Freer Gallery. How much of the new equipment for the Gallery is included in the cost estimate for the renovation project?

Answer: Other than fume hoods and sinks, new equipment for the Gallery is not included in the cost estimate for the project.

Question: Why is it necessary to purchase this amount of equipment two years before needed?

Answer: The equipment requires a long lead time to get through the federal procurement process, construction and installation. As a comparison, the storage equipment for the Sackler Gallery was first ordered in early 1986. The final modifications have not been completed at this time. While we hope to take advantage of the learning efforts on the Sackler cabinets, there are different types of equipment to be ordered. One such kind -- racks for storing paintings -- is to be hung from the ceiling of a storage room. That requires the coordination of the architect, structural engineer, construction contractor and the equipment manufacturer long before the installation of the equipment. It should also be pointed out the collection storage equipment will be used in 1990 when the renovation construction is completed, i.e., long before the building opens to the public in 1991.

Question: Last year's justification stated that the total cost for storage equipment and furnishings was \$430,000. How does this relate to the estimate of \$2.76 million in this year's justification?

Answer: The cost estimate for storage equipment and furnishings related to the collection. The estimate of \$2.76 million includes collection storage equipment and furnishings for the rest of the

building, especially the conservation facilities which occupy so much of the renovated building.

Question: There is also a request of \$150,000 for furnishings and equipment for the technical laboratory. Is this a one time only request, or will the base be maintained at \$200,000?

Answer: Given the estimate of \$2.76 million for equipment and furnishings, this is not a one-time only request for collection storage and conservation facilities. In fact, it will need to be increased in FY 1990 when the renovation contractor will be finished. Most of the funds for collections storage equipment and furnishings would then be reprogrammed into conservation equipment and furnishings and into exhibitions. After the bulk of the conservation equipment and furnishings are installed, there would be a reduction, and the remaining program of purchases would be spread over several years.

Question: How often is the specialized equipment which will be purchased with these funds needed? Is such equipment available elsewhere within the Institution, or from other institutions?

Answer: Equipment purchases for the first year are not so highly specialized, but for some equipment, there are no available alternatives. For example, a "clean room" is not available for our conservators to use elsewhere. A clean room must have special equipment installed in the building to remove particulates of a smaller than normal size in the air. The nature of the work at the Technical Laboratory requires working with extremely small samples or on trace elements. The Clean Room replaces the existing very small clean air hood and expands the capabilities of the laboratory. Another example of specialized furniture to be purchased is a painting examination table intended for Asian scroll paintings, which are often too long for standard tables, and often require the use of a light box which is to be built into the examination table.

For some equipment, there are available alternatives within the Institution, but the alternative equipment is so fully utilized as to be practically unavailable. For some equipment, available alternatives may exist but the movement of the object is either impractical or places it at risk from a security viewpoint.

Our conservation staff have used equipment occasionally at the National Gallery of Art and the National Bureau of Standards, and they would prefer, if possible, to allow other agencies to have the responsibility of maintaining the equipment. Our conservation facilities have also purchased equipment that is used so frequently that it would be impractical to go elsewhere for it. Naturally, there are times when such equipment is available to others, e.g., the National Museum of American History, the National Museum of Natural History, and especially the National Gallery of Art, have used our x-ray facilities.

Some equipment, such as photographic equipment and shop equipment, simply replaced items which had been borrowed formerly from facilities now relocated in the Sackler Gallery. The expansion of the conservation facilities implies that such equipment will be used more frequently and cannot be borrowed for long periods. Departments which formerly loaned equipment are using their equipment so much now that they can no longer loan them.

Cooper-Hewitt Museum

Question: P. 159. The request for the Cooper-Hewitt Museum is \$1,193,000, an increase of \$104,000. How much was raised under the capital campaign fundraising before its suspension last year?

Answer: Planning for a capital campaign fundraising was suspended last year. The Campaign had not been publicly announced, and only a few preliminary solicitations have actually been made to date. The amount of funds generated for this purpose was \$3,936,333 as of February 29, 1988. This amount includes the proceeds generated by the auction of the Rolls Royce used by the Beatles musical group, donated by Mr. and Mrs. John Lennon.

Question: An increase of \$30,000 is requested for collections management data entry. Will Cooper-Hewitt be part of the Collections Information System?

Answer: The Collections Information System is an architecture within which the Museum's independent data management efforts will be coordinated. However, the Museum's distance from Washington and the limitations of our base for automated operations force us to develop our own working programs and their most immediate applications independently. Our first goal is to create an effective collection management tool for in-house and on-site use; on-line linkage with compatible Washington systems is a future possibility, pending the identification of necessary resources and determination of cost-effectiveness.

Question: How long is the need for this transfer of data expected to continue?

Answer: The need for transfer of data from existing records to a new data base will persist for a period of several years, according to current projections. After all pre-1988 records are entered, there will be a permanent need for additional data-entry as the records are upgraded as a result of continuing curatorial research and the addition of new objects to the collections every year. The need for data-entry support is on-going and permanent if the hardware and systems now in place (and or in development) are to be usable for collections management purposes.

Question: There is also a request of \$24,000 for the Columbus Quincentenary. What exactly will these funds for "contractual consultation" be used for?

Answer: We will obtain services of one or more qualified free-lance research and subject matter specialists to explore bibliographies, conduct field research in collections in the U.S. and elsewhere, obtain appropriate photographs and advise the curator of decorative arts on the development of the concept and most effective ways of bringing the exhibition and a related publication into being. Outside expertise is essential if we are to proceed and will be required for a 3-year period in order to do a thorough job.

Question. P. 166. The request for the National Museum of African Art is \$3,535,000, an increase of \$124,000. Included is \$44,000 for conservation and scientific testing. Is the specialized equipment included in this request available elsewhere within the Institution, such as the Conservation Analytical Laboratory?

Answer: Of the \$44,000 requested for conservation and scientific testing, \$7,000 is to purchase specialized equipment. This equipment is not available at the Conservation Analytical Laboratory. While a mounting press exists at the Freer, it will be functionally inaccessible during the major renovation project. And more importantly, in order to accomplish this analytical work in the most efficient and scientifically sound manner, it is essential to have the equipment in the Museum's Conservation Laboratory.

The National Museum of African Art has approximately 1,500 metal objects in its collection, including 21 extraordinary Benin bronzes. We are also planning a major Lower Niger Bronze exhibition in cooperation with a leading European museum. It is our plan to work intensively to analyze this material. (During this period, no equipment of the type requested is available for NMAFA's use within the Smithsonian.) Further, we already have the most costly element for this work in place: a reflected polarized light microscope used for all particle analysis and essential for metallographic analysis. The Buehler mounting press completes the system.

Question. An increase of \$40,000 is requested for development of the photographic archives. Does the current archivist not have specialized knowledge in the art history of Africa?

Answer: The current archivist has specialized knowledge of photography and archival preservation techniques, but does not have specialized knowledge of the art history of Africa.

Question: What would be included in the archival supplies and materials?

Answer: Archival supplies and materials include acid-free envelopes, boxes and albums for the storage of prints and negatives and slide storage containers for cold storage to house our rapidly growing collection of original slides and negatives.

Anacostia Museum

Question: p. 174. The request for the Anacostia Museum is \$1,016,000, an increase of \$78,000, which includes a request for a registrar and librarian. Why were the 1987 actual FTE's 14, when last year's base assumed 19?

Answer: Of the 19 workyears authorized in FY 1987, 14 were realized. Vacancies occurred in the research department (1 senior historian and 2 historians), 1 vacancy was in the Director's Office (a secretary), and 1 vacancy was in the exhibits branch (an exhibits specialist).

Question: How many of the Museum's authorized positions are unfilled? If any, when do you expect to fill them?

Answer: At the present time, 3 of the positions are unfilled. Recruitment actions are underway for 2 of the positions (exhibits specialist and art historian). The other historian position will be recruited for this fiscal year as well.

Conservation Analytical Laboratory

Question: P. 180. The request for the Conservation Analytical Laboratory is \$2,456,000, an increase of \$24,000. What were the results of the tests of the central fumigation facility at the Museum Support Center, which were planned for early FY 1987?

Answer: In December 1986, the contractor finished the installation of the ventilation systems for the fumigation facility. Upon testing of the system, deficiencies were found which could be traced to the use of flow damping equipment which did not meet the design specifications. Subsequently it was determined that such equipment was indeed not readily available on the market. A modification of the design was ordered so that the intended goals of the system could be met using readily available passive dampers. After completion of the design modification, the contractor finished final installation in January 1988. Tests of the ventilation system are scheduled for April 1988.

The fumigant delivery system was installed and partially tested. These initial tests were fully satisfactory; further

testing will have to wait till the ventilation system is approved for operational status.

With regard to the monitoring and alarm system, installation of the monitoring system has now been completed. The alarm system design, which originally incorporated a single evacuation klaxon, required modification because the layout of the Museum Support Center necessitated multiple klaxons to be installed all over the building. A method of meeting this requirement without extensive extra wiring has been devised and the design is presently undergoing the necessary modifications. After approval of the design, installation of the evacuation alarms will take place.

Meanwhile, extensive research is performed at CAL on the potential effects of the fumigant sulfuranyl fluoride, for which the facility has been designed, on the various materials in museum objects. The results of this research will allow us to make a better educated judgement of when to use fumigation to treat infested materials and when other eradication techniques are preferable.

Office of Exhibits Central

Question: P. 185. The request for the Office of Exhibits Central is \$1,882,000, an increase of \$29,000. What is the reason for the negative estimates for special unrestricted funds, compared to the original estimates of \$122,000 for 1987 and \$120,000 for 1988?

Answer: The original estimates of \$122,000 and \$120,000 were based on projected income of \$112,000 and \$117,000, with resulting deficits (\$10,000 in FY 1987 and \$3,000 in FY 1988). The revised estimates reflect a net income over expenses.

Office of International Activities

Question: P. 200. The request for the Office of International Activities is \$799,000, an increase of \$5,000. Last year, \$30,000 was provided for developing tropical biology workshops. How will those funds be used in FY 1989?

Answer: In FY 1989, the \$30,000 will be used for additional workshops to focus attention on the cultures and scientific endeavors in tropical countries and to expand professional and scholarly collaboration.

Office of Folklife Programs

Question: P. 204. The request for American Studies and Folklife Programs is \$912,000, an increase of \$111,000. What is the

reason for the increases in the estimates for government grants and contracts in FY 1988 and 1989?

Answer: Government Grants and Contracts of \$530,000 were in support of the Michigan program in the FY 1987 Folklife Festival and a traveling exhibition entitled, "The Grand Generation." The higher amounts in FY 1988 and FY 1989 represent estimates of anticipated funding from states and countries to begin research and produce Festival programs.

(\$000's)	FY 1988	FY 1989
Sweden	\$475	0
Massachusetts	500	0
Arab Gulf States	106	\$106
Missouri/Miss.	106	530
Puerto Rico	100	775
Dist. of Columbia	<u>212</u>	<u>318</u>
	\$1,499	\$1,729

Question: Included in the request is \$54,000 for archives staff and support costs. What funds, and in what amounts, have been available to support these efforts in the past several years? Will any portion of these funds continue to remain available?

Answer: Lapse salary funds and funds from supplies and equipment, for an average of about \$10,000 annually, have been made available for archival purposes. This is inadequate given the doubling of the archives with the folkways acquisition and the enormous backlog of preservation and accessioning projects. These funds vary considerably from year to year but will continue to be used contingent upon availability.

International Environmental Science Program

Question: P. 209. The request for the international environmental science program is \$757,000. What changes are you looking at in the golden lion tamarin program to make the release program more cost effective?

Answer: We are making the golden lion tamarin releases more cost effective by: 1) avoiding the long-term quarantine of animals in Brazil (or the U.S.) before reintroduction; 2) eliminating the labor-intensive and expensive pre-release preparation and training; and 3) concentrating on training animals after reintroduction while controlling their movements by judicious placement of their nest boxes and food. This reduces the expense of maintaining animals in captivity for prolonged periods before reintroduction, and therefore permits us to reintroduce larger numbers of animals at one time. Additionally, we have learned that it is preferable to release animals in groups with certain ages and sexes represented, thus

improving the overall survivorship of the reintroducees. These changes have allowed us to reintroduce more animals that are surviving longer.

Question: What has been the cost of the program to date? What are you estimating for FY 1989?

Answer: The program for the golden lion tamarin reintroduction started in FY 1983. The costs to date have been approximately \$900,000 of which \$199,600 was provided from the International Environmental Science Program (IESP). The remainder was provided by external sources. The estimated costs for FY 1989 are \$160,000. The IESP will provide \$40,000 with the remainder provided by external sources.

Academic and Educational Programs

Question: P. 215. The request for academic and educational programs is \$1,093,000, an increase of \$106,000. What is the reason for the decrease in special unrestricted funds in both FY 1987 and FY 1988, from last year's estimates (1987 is \$1,784,000, down from \$2,149,000; and 1988 is \$2,004,000, down from \$2,394,000)?

Answer: There are several factors contributing to the apparent decrease in funding. First, special unrestricted funds for the Regents' Fellowships Program and the Regents' Publication Program (\$186,000 in FY 1987 and \$185,000 in FY 1988) were inadvertently excluded from this year's figures. The remaining variance for FY 1987 is due to the fact that \$165,000 in Fellowship Awards funding was not expended before the end of the fiscal year. The majority of the remaining decrease for FY 1988 is the result of Fellowship Awards funds increasing by \$100,000, versus the \$250,000 increase projected in last year's estimates.

National Science Resources Center

Question: The request includes an increase of \$35,000 and 1 workyear for the National Science Resources Center. What is the current staffing of the Center?

Answer: The NSRC staff includes and Executive Director and Program Director supported with the Institution's nonappropriated funds. In FY 1988, an Administrative Assistant was approved by Congress and two additional Federal positions (Director of Publications and Administrative Officer) have been permanently transferred to NSRC. The NSRC is in the process of recruiting and filling these positions. In addition, project funds obtained with the assistance of the National Academy of Sciences support three professional and two support staff members.

Question: What other sources of funding, and amounts, are available in FY 1988, and estimated for FY 1989?

Answer: In addition to the Federal appropriation of \$182,000 for the NSRC's core operations in FY 1988, the Smithsonian has allocated \$169,000 in FY 1988 and \$180,000 in FY 1989 from Unrestricted Trust Funds for NSRC core operations. Project funds for NSRC are obtained with the assistance of the National Academy of Sciences and totalled approximately \$460,000 for FY 1988. FY 1989 project support provided through the National Academy of Sciences will equal or exceed that amount.

Question: What plans does the Center have for outreach to schools with large minority populations, and to Native American students?

Answer: A major objective of the NSRC is to improve the teaching of science in schools with large minority populations. Participants in past NSRC activities have included teachers from urban school systems with large minority populations as well as teachers from schools serving Native Americans.

The NSRC is initiating a program to improve the teaching of science at the elementary school level. The field-testing sites for this program include school systems with large minority populations in urban area such as Baltimore, Maryland; Milwaukee, Wisconsin; New York City; Kalamazoo, Michigan; Pasadena, California; Anchorage, Alaska; and the District of Columbia. The NSRC is also working with the Native Americans to participate in field-testing activities. By demonstrating that excellent hands-on science programs can be implemented in these school systems, the NSRC will provide models for other school systems across the country to emulate.

Museum Support Center

Question: P. 225. The request for the Museum Support Center is \$4,659,000, an increase of \$168,000, of which \$150,000 is for 6 workyears for evaluation of asbestos decontamination techniques. Isn't there information available now on the effectiveness of various asbestos cleaning techniques? Why are such evaluations necessary?

Answer: Information is presently available on the effectiveness of a variety of asbestos cleaning techniques as they are applied in industrial settings, such as the removal of asbestos insulation from a building. What is not now available and what we hope to achieve in the proposed project is the validation of a variety of asbestos cleaning techniques as they are applied to a wide range of museum objects. In the project, groups of objects with similar physical characteristics would be tested both before and after cleaning to determine if their normal handling could release harmful asbestos fibers into the air which would be breathed by the persons working

with those objects. By this testing, the effectiveness of the cleaning techniques employed would be evaluated. Because the museum objects of concern vary greatly as to material composition, shape, texture, and sturdiness, a variety of cleaning techniques must be applied, and many combinations of object type and cleaning techniques tested.

Question: If this project is initiated, would it be possible to use equipment available elsewhere within the Institution, or from other organizations, rather than acquiring such equipment?

Answer: The \$36,000 requested for material support for the project would go in great part to fund the laboratory analysis of test samples, for the purchase of testing products, such as sampling media or cassettes, and to buy other supplies, such as protective clothing. Most of the equipment needed to support this project is available within the Institution. An amount of \$6,000 for equipment is included in this request because the project will require the acquisition of some equipment not now on hand.

Question: With the delay caused by GSA's termination of the contractor last summer, how exactly is the \$3.1 million made available for equipment in FY 1988 being used?

Answer: Funds allocated by the Congress in previous fiscal years were transferred to GSA in the appropriate fiscal year, and all funds except those already obligated are available for reprocurement (see answer to the next question). The \$3.1 million made available for equipment in FY 1988 will be used to provide part of the additional funding to GSA that it needs to issue the reprocurement document(s) for the general construction (decks and utilities) and collection storage equipment. The remaining funding needed for this purpose has been requested in the FY 1989 budget.

Question: How much of the funding spent on the contract before termination will be recoverable? Provide a breakdown showing all funds provided under the contract, by year, and how the funds have been used.

Answer: The General Services Administration (GSA) intends to pursue recovery of all excess reprocurement costs and damages, including defective and unusable work performed by the defaulted contractor. Unfortunately, this recovery cannot be attempted until actual costs of the reprocurement contract award(s) for the general construction and cabinets as well as other damages to the Government are known. Lengthy litigation to obtain recovery of these excess reprocurement costs and damages may also be necessary.

A breakdown showing how all equipment funds already obligated by GSA have been used is given below. It is divided into three categories: costs to procure Pod 3, costs obligated for Pods 1, 2

and 4 prior to the termination of the contractor, and costs obligated to date for the reprourement documents for Pods 1, 2 and 4. In addition, estimates of additional costs for reprourement are provided.

POD 3 PROCUREMENT
Funds Obligated FY 1980-FY 1984

An amount of \$1,606,663 was spent almost exclusively on the design and construction of Pod 3 (the storage pod designated for storage of specimens preserved in alcohol) which was completed in 1984. These funds were used to pay the architect/engineer (A/E), GSA and the contractor. The design of the storage equipment for all four pods was originally all part of one project, so a small amount of the \$1,606,663 was paid to the A/E and GSA for the design of the storage equipment in Pods 1, 2 and 4. However, after a short time, the design and construction costs for the storage equipment for Pods 1, 2 and 4 were separated from Phase I (Pod 3) and designated Phase II.

PODS 1, 2 AND 4 OBLIGATIONS PRIOR TO TERMINATION
Funds Obligated FY 1981-FY 1987

The contract for procurement of the storage equipment was awarded in December, 1983, for Pods 1, 2 and 4. By July, 1987, \$187,190 was obligated to the architectural/engineering firm for design (which began in FY 1981) and shop drawing review. By July, 1987, \$164,384 was obligated to GSA for design, shop drawing review and construction management. The contractor was paid \$1,749,531 prior to his termination for default on July 15, 1987. He modified the existing pod floor slabs to properly distribute weight loads of the new system and erected most of the steel columns and decking for level 1 of Pod 1 before he was terminated. GSA has recently had his installed work carefully inspected; most of it is usable, although a small amount of it will have to be repaired. Since it was incomplete, engineering work will largely have to be repeated, in order to maintain the integrity of design responsibility. GSA currently estimates that approximately \$750,000 of his work is reuseable.

REPROCUREMENT COST OBLIGATIONS
Funds Obligated FY 1987-FY 1988

Preparation of designs and documents for reprourement of the storage equipment for Pods 1, 2 and 4 began in September, 1987. Since that time, \$123,000 has been obligated to the architectural/engineering consultants for design and preparation of the reprourement documents. GSA also has obligated \$58,947 through January, 1988, for its own design services on these reprourement documents. (GSA's personnel cost data is available only through January 31.)

ESTIMATED ADDITIONAL REPROCUREMENT COSTS

The estimated additional costs to complete the design reprocurement documents for bidding (\$700,000) and construction management (\$500,000) totals \$1,200,000 for both the A/E and GSA. The design work is well underway. The estimated total required to construct, manufacture and install the decking, utilities, and storage cabinets is \$22,800,000.

Question: To what do you attribute the problems with the contractor, and how will they be avoided in the future?

Answer: On the recommendation of the architectural/engineering team's material handling consultant, GSA and the Institution decided to use a storage system that utilized a number of standard components. The system was to be a self-supporting three-level storage structure capable of holding the various kinds of shelves, drawers and screens needed to keep the collections safe from dust and insects while making them accessible for research, study and exhibition. The specification issued for the three-level structural framework and storage components was primarily a "performance" type specification; the utility systems were a prescriptive (design) type specification.

After intensive efforts by the Institution, GSA, the architectural/engineering firm and the contractor, the Institution was advised by the contractor late in 1984 that he considered the requirements for enclosure (bug-free, airtight) for the self-supporting storage system for Pods 1, 2 and 4 difficult to achieve from a practical construction standpoint and not cost effective. Therefore, it was decided to switch to a more conventional collection storage system, consisting of pre-manufactured storage cabinets on three levels of concrete decks. The contractor proposed this solution and provided documentation that it would have only a minimal cost impact. His proposal included (1) design of the concrete decks by his structural consultant and (2) manufacture of custom-designed storage cabinets by one of his existing subcontractors, a leading manufacturer of museum cabinets. GSA approved the contractor's proposal and gave him notice to proceed on the basis of work and changed price.

By letters dated June 30 and July 15, 1987, GSA terminated the contractor for default. This default was based principally on the contractor's failure to diligently pursue the contract including, but not limited to, satisfactory submissions on the decking and the design, manufacture and installation of all required storage equipment.

In initiating reprocurement GSA has amended the existing architectural/engineering contract to produce the reprocurement documents. The architect and his consultants will complete the designs begun by the defaulted contractor for the structural system,

the general architectural work, and the mechanical, electrical and sprinkler systems, utilizing the former contractor's partially completed designs and the partially installed and stored materials to the maximum extent practicable. These will be "prescriptive" type documents in order to reduce both the shop-drawing preparation and construction time by the new contractor. This contract will be procured by competitive negotiation, without formal advertising, which will reduce the time delay to the government in completing the project, yet still obtain competitive pricing. Additionally, the architectural/engineering firm has engaged a consultant to conduct a market survey of the storage equipment industry, to advise on the best procurement solution and to assist in the production of drawings and specifications of the collection storage equipment. These drawings will be of the "prescriptive" type, taking into account the nature of the steel manufacturing process, in order to reduce the amount of design time by the contractor. The reprourement bid may be split into several packages in order to reduce the delivery time and to obtain the best pricing. The storage equipment bid(s) will probably be procured by competitive negotiation, without advertising, to further reduce the time delay to the government in completing the project. These various measures will enable the reprourement process to proceed as expeditiously as possible and in a manner averting the difficulties encountered in the early stages of this project.

Question: When do you expect a new contract to be awarded? How will this contract be different from the existing one?

Answer: GSA proposes to award the new general construction contract in October, 1988. It proposes to award the reprourement contract(s) for the storage equipment by March, 1989. The results of the collection storage equipment market survey, the number of contracts issued, and the method(s) of procurement may change the March date. Once the market survey is completed, including numbers of storage components that can be manufactured and installed in a given time period, and the proposed method(s) of procurement are recommended by the consultant, a more definitive schedule for the storage equipment procurement can be made.

This contract will differ from the original contract in that a more conventional collection storage system, consisting of pre-manufactured storage cabinets on three levels of concrete decks, will be specified, rather than a self-supporting three-level storage structure modified to provide the necessary enclosure and to hold the requisite number of shelves, drawers and screens.

This contract will differ from the terminated contractor's approved change to the original contract (from the three-level self-supporting structure in the original contract to his proposal for concrete decks and pre-manufactured cabinets) in that he was contractually responsible for the design of the decks and cabinets, whereas the architect/engineers currently engaged by GSA will provide

sufficient design information in the new reprourement documents for the new contractor to complete the general construction and manufacture the cabinets directly from the bid documents and should not have to do any design himself. For additional information on this subject, see the answer to the previous question.

Question: What will be the increase in total costs as a result of these problems? What will be the impact on the schedule?

Answer: The original cost estimate for the storage equipment for the initial move was \$23.3 million. At the present time, GSA projects the total cost increases as a result of these problems to be between \$4.0 and \$5.0 million. These cost increases are the result of inflation, the additional labor required to complete the design work, and the repetitive labor required for a new contractor to set up site work and prepare shop drawings, as well as for the government to review new shop drawings. GSA intends to pursue recovery of all excess reprourement costs and damages. As the bid procurement packages are being prepared, the architect/engineer's cost estimators are preparing more detailed estimates of the total costs of the reprourement. GSA's estimators will then prepare a government estimate just prior to the bid. However, the contractor's final fixed and unit price costs will not be known until the bids have been received, and they can vary depending on the inflation rate and labor rates in effect at the time of the bid for the city of the bidder.

The defaulted contractor was to have completed installation of all decks, utilities, and cabinets by July, 1987. GSA currently projects that general construction can be completed by the end of December, 1989, and that manufacture and installation of storage equipment can be totally completed by September, 1991. Cabinet installation is, however, phased in the contract in order that once a sufficient number of cabinets is installed to assure the security of the museum objects, partial occupancy of a pod can begin, i.e., objects can be relocated from the Mall and into the new cabinets at the Museum Support Center (MSC). In the meantime, the MSC MOVE staff will continue to prepare the collections until sufficient storage equipment is available for their relocation.

Question: The 1989 request also includes \$3.1 million for equipment. Why will these additional funds be needed, since prior years funds have not yet been expended?

Answer: The additional funds of \$3.1 million in FY 1989 will be needed because the estimate by GSA at the time the FY 1989 budget request was prepared for reprourement funds was at least \$1.3 million more than the FY 1988 allocation (in addition to previous years' allocations). An amount of \$1,750,000 is also included in the FY 1989 budget to procure the "high-bay" storage equipment. This equipment will be used to store totem poles, whale skeletons, etc. It is critically needed by both the Museums of Natural History and American History; however, the first priority is to complete the

contract(s) for the initial move "high-density" (three-level) storage equipment. If GSA's projected increases indicated in the answer to the previous question prove accurate at the time of the bid(s), there will not be sufficient funding remaining in the FY 1989 request to procure the "high-bay" equipment in FY 1989. Its procurement will have to be postponed until FY 1990.

Question: Why shouldn't equipment funds be withheld until the actual plans and costs are known?

Answer: Equipment funds should not be withheld until the actual plans and costs are known because the Institution must transfer the estimated project costs to GSA prior to the contract bid date. If the fixed-price bid(s) cannot be negotiated at the government estimate, then GSA cannot award the contract until the Institution has transferred the additional funds to GSA. The contract will provide for unit price costs for drawers and shelves, but if sufficient monies are not in hand to procure them when the contract is awarded, then there will be a delay in their procurement and delivery. As a result, the initial move to MSC will be further delayed. At the present time, the delay in the relocation of museum objects to MSC is having a severe impact, as described below, on other Institutional plans and projects.

It has become increasingly difficult to accept new collections in many of the nine departments of the Museums of Natural History and American History in which these collections are now stored. Proposed new collections have either been turned away for lack of storage room in the Institution or have been placed in extremely overcrowded conditions in current storage locations. These overcrowded conditions will harm the collections. Furthermore, each year the collections scheduled to be moved to MSC remain in their current locations, the more difficult it will be to accept new collections on the Mall. Additionally, those collections scheduled to be moved to MSC will deteriorate further because they have not yet been transferred to the appropriate constant temperature and humidity conditions that MSC offers.

Four exhibit halls at the Museum of Natural History cannot be freed for public use, as promised to the Congress, until the collections designated as initial move are relocated to MSC. A major relocation plan within the Museum of Natural History to achieve the freeing up of two of these halls is stymied by the delay in the move to MSC. The other two exhibit halls are set-up as the staging area for the MSC move itself and will be freed as soon as the entire move is completed.

Last, but not least, of the impacts created by the delay of the move of collections to MSC is potential delay in implementation of a portion of the Major Capital Renewal project, scheduled to begin in the early 1990's. This project will replace mechanical and electrical systems, make modifications to enhance energy

conservation, and remove or encapsulate asbestos insulation located in the attics and on equipment, duct work and piping throughout the Natural History Building. The present schedule for a part of this project is dependent upon the relocation of the initial move collections to the MSC, particularly those located in the attics. If the MSC relocation is delayed, so will parts of the Major Capital Renewal Project.

As can be seen from the above descriptions, any delay in the issuance of the Collection Storage Equipment contract(s) for MSC Pods 1, 2 and 4 will have a significant impact resulting in a domino effect on many other Institution projects.

Question: Under the Facilities account, the need to plan for expansion of collection storage capacity for a number of Smithsonian museums is discussed (p. 285). How will this planning relate to the Museum Support Center? How much of the storage needs of the Institution will be met by the MSC once complete?

Answer: The Support Center when fully configured with decks and storage cases will primarily serve the needs of the Museum of Natural History/Museum of Man with short term availability to the Museum of American History. A consultant's master planning study of present and future Institutional collection and other storage requirements shows a current projected need of 2.3 million additional square feet. The Institution is currently evaluating its long term collection storage needs. It is expected that these requirements would be met with careful phased development of our Suitland site including replacement of 30-year old temporary structures at the Garber Facility and a probable fifth storage pod on the Center building itself. An addition to the Center would not provide more than about 40,000 square feet of that total requirement.

Office of Financial Management and Planning

Question: P. 232. The request for Administration is \$24,312,000, an increase of \$2,379,000. Included is a request for 1 workyear and \$500,000 for the Office of Financial Management and Planning. What is meant by a base deficiency for the director for financial planning? Is this position filled, and if so, what has been the source of funds? If not, how long has it been vacant?

Answer: A base deficiency was created during fiscal year 1986 when an individual was transferred from the Office of Information Resource Management to serve as Deputy Director for financial planning without permanent funding. The position, which supervises the Financial Systems Development Division, and the corresponding salary and benefits costs, has been funded by year-end reprogramming of funds from Institutional lapse savings through fiscal year 1988.

Question: What is the basis of the request of \$100,000 for this position?

Answer: The GM 15 salary and benefits totaling \$85,000 and necessary travel (\$5,000), technical service software support (\$5,000), office and computer supplies, and other miscellaneous support (\$5,000) are the basis of the request for funds.

Question: What is the total cost of the integrated financial management systems, for which \$400,000 is requested?

Answer: Total cost, exclusive of on-board staff costs, of the planned integrated financial management system is estimated at \$1,900,000, of which \$1,500,000 has been allocated from trust fund resources. Prototyping of software began April 1, 1988, with a final decision on systems anticipated at year-end.

Question: What exactly is involved in the request for contractual services? When will the effort be complete?

Answer: Continuing contractual services by a CPA firm and the selected software vendor are providing software testing, modifications, training, system documentation and consultation. All systems will conform to the extent possible to the Joint Financial Management Improvement Program's standardized accounting codaa and the Treasury Department's recommended generic general ledger. The present project plan calls for partial implementation by October 1, 1989.

Office of Information Resource Management

Question: There is a request for 2 workyears and \$68,000 for the Office of Information Resource Management. What kinds of positions were involved in the transfer of 16 positions from Plant Services in 1988?

Answer: The positions were a combination of technical/voice, technical/data, and clerical support personnel. The Plant Services transferees and the Information Resource Management Communications group were merged to form the integrated voice/data communication division within the Office of Information Resource Management.

Question: If additional technical support is needed, what is the justification for 2 additional positions at this time?

Answer: The two additional technical support positions are not communications support personnel but are rather computer systems programmers. The computer systems programmer's responsibility lies in the area of installing and maintaining our operating systems, compilers, database management systems, and vendor and third party supplied dependent components.

Question: In FY 1986, \$200,000 was added for software development. How will those funds be used in 1988 and 1989? What is the total base amount for software development?

Answer: The \$200,000 was used to increase the base amount for the SI Automation account. This account has been and continues to be used for contractor assisted software development and client hardware acquisition.

We have allocated \$210,000 for contractor assistance in assistance in building the Collection Information System in FY 1988. We will allocate at least this amount again for FY 1989.

Personnel Payroll System

Question: There is a request of \$100,000 for the personnel payroll system. What is meant by the "communications connections" for which these funds will be used?

Answer: The Institution has entered into an agreement with the Department of Agriculture's National Finance Center for computer services in support of personnel management, payroll production and attendant records' maintenance and reports' preparation. Since the preponderance of the need for the system is represented by civil service employment, for fiscal year 1989 an amount of \$100,000 is requested to extend the present direct access to and use of the data base, now largely limited to the central personnel and payroll offices, to the museums and other administrative offices. This will give those offices quick access to their data for planning, budgeting and monitoring purposes. Funds requested will be spent on communications connections being planned in the current year. "Communications connections" are hard wiring between central processing units and individual offices and bureaus, plus the cost of telecommunications between the Smithsonian Institution and the National Finance Center.

Office of Personnel Administration

Question: The request for the Office of Personnel Administration is \$126,000 and 4 workyears. What is the current ratio of employees to personnel staff, and the government standard?

Answer: The present ratio is approximately 119 to 1, counting staff who are officially classified in the personnel occupation series. This comparison is picked in order to compare the Smithsonian with other agencies on a replicable and consistent basis. Using March 1988 on board data for the Smithsonian and other data of various dates available at the Office of Personnel Management, the Institution's ratio was highest among a large group of departments and agencies. The ratio ranged from a low of 31 to 1 for another

agency to the Smithsonian's high of 119 to 1. We believe the problem of adequate service is especially acute here because of the large number of organizations to be serviced (about 80) by a single personnel office, the very wide range of jobs in the Institution (well over 200 different job classifications from custodial to scientific) and the high volume of personnel actions (over 12,000 annually) particularly in trade, craft, custodial, and guard jobs.

Question: Last year, 2 workyears were added because of increasing workload. Why are three additional positions needed this year?

Answer: There are three principal reasons for continuing incremental growth of the Personnel Office. First, we need to bring down the large ratio of persons to be serviced in order to be more prompt and responsive to the Institution's needs. A desirable overall ratio would be 65:1. As is noted in the justification, we are trying to help ourselves become more productive through the way we organize to deliver services and by automation. Two of the requested additional four staff will help move us in the direction of improved responsiveness. A third person is requested to assist with the hiring of staff, a particularly important area in view of the Institution's dedication to improved affirmative action and the likelihood that OPM will give us delegated hiring authority in a wide range of key job areas. The final position requested is for a person to manage the office's growing automation efforts including systems and requirements planning and the oversight of highly automated systems now provided by the National Finance Center.

Office of Procurement and Property Management

Question: The Office of Procurement and Property Management is requesting 2 workyears and \$126,000. Within this office, how many managerial positions currently exist, and are filled?

Answer: Three managerial positions exist; two are filled -- the Director and Deputy Director -- and recruitment of the major procurement manager provided in the FY 1988 appropriation is under way.

Question: Are there any in the same areas for which the two additional positions are requested?

Answer: No.

Office of Environmental Management and Safety

Question: There is a request of \$400,000 and 6 workyears for the Office of Environmental Management and Safety. Provide a

breakdown of the components of this office, and staffing levels, for the record.

Answer: The breakdown of the components of the Office of Environmental Management and Safety, including staffing levels, are:

<u>Organizational Component</u>	<u>Staffing</u>
Administration	4
Safety Division	7
Fire Protection Division	6
Environmental Management Division	<u>7</u>
Total	24

Administration - Includes managerial and administrative support of OEMS-wide programs.

Safety Division - Manages comprehensive employee, volunteer, and visitor safety programs. Monitors accident/incident data. Oversees contractor safety programs. Manages safety complaint system for employees.

Fire Protection Division - Manages comprehensive fire/life safety programs. Conducts engineering reviews to assure compliance with applicable fire codes. Conducts training in fire protection and emergency response.

Environmental Management Division - Manages comprehensive environmental programs. Conducts environmental audits. Provides staff supervision during critical environmental abatement work. Trains employees and volunteers in proper protective measures for handling hazardous substances. Manages hazardous waste disposal program.

Question: Why is an additional position needed in the hazard communications program, to carry out the same activities for which a new position was provided last year?

Answer: The position provided in FY 1988 was to implement the first phase of a multi-phase SI Hazard Communication program. This phase includes a facility-by-facility survey by an industrial hygienist to evaluate and monitor the acquisition, storage, use and disposal of hazardous materials within the SI. Potential employee exposure to excessive levels of hazardous materials has been evaluated and changes regarding engineering controls, handling practices and employee personal protective equipment use have been recommended and are being implemented.

The second phase includes full implementation of a comprehensive Hazard Communication Training program. The position requested for FY

1989 will be used to develop specific written programs at each SI facility; to automate the Material Safety Data Sheets (MSDS) and hazardous materials inventory data; and to conduct required training programs to assure employees and volunteers are fully protected.

Question: How will the balance of the funds for this program be used specifically?

Answer: The balance of funds will be used for development of a comprehensive training program and associated training materials; establishing an automated system for tracking the hazardous materials inventory, Material Safety Data Sheets (MSDS) files, and employee exposure records; and for follow-up monitoring/sampling in those SI work places where chemicals are used and where employees/volunteer exposures are the greatest.

Question: How is the environmental compliance activity different from all the specific environmental reviews being done under other programs within this office?

Answer: The Office of Environmental Management and Safety currently conducts specific environmental reviews limited to SI compliance with EPA regulations concerning PCB transformer replacement, asbestos abatement, and hazardous waste disposal. The proposed new position will be used to expand the environmental compliance activity through development and implementation of an environmental auditing program responsive to EPA Auditing Policy Statement published in the Federal Register on July 9, 1986. This action is in line with increased attention on the compliance of Federal facilities with environmental regulations currently being focused on by Congress and the public.

Environmental audits are a relatively new concept being used by Federal Agencies to assure Federal managers that subordinate facilities are in compliance with all applicable rules and regulations. Auditing will include a systematic and objective review of all SI facilities. The scope of the audits will include a review of current practices with respect to applicable Federal and State requirements associated with air, water, waste, radiation and other hazardous substances. The audits will assess current compliance; assess potential for future liabilities which might arise from current practices; identify where future regulatory trends might affect existing and future compliance; and determine what specific actions might be required to bring the facility into compliance.

Question: Why is a second fire protection engineer position necessary, in addition to the one added in FY 1988?

Answer: A second fire protection engineer (in addition to the one added in FY 1988) is necessary to meet the Institution's statutory requirement for full compliance with OSHA regulations pertinent to the protection of Smithsonian staff, volunteers, and

visitors from fire and other disasters. The new fire protection engineer will assist current staff of the Fire Protection Division in the review and approval of all construction (new, renovation, exhibit, etc.) projects to ensure compliance with all building safety and fire codes and regulations and handicapped accessibility requirements. The additional Fire Protection Engineer will allow more frequent fire protection/risk management surveys of all SI facilities required to identify and evaluate potential and existing fire and life safety hazards and provide engineering solutions to remedy each, and will permit the Division to provide more comprehensive fire safety training and educational programs to staff and volunteers, and further the Institution's outreach efforts through the publication of fire safety informational brochures. This position is critical to the successful accomplishment of day-to-day duties in the expanding fire/life safety program.

Office of Protection Services

Question: P. 250. The request for the Office of Protection Services is \$20,717,000, an increase of \$1,097,000. Included is a request for 10 workyears and \$221,000 for Quadrangle security personnel. Last year, when 11 additional positions were added, the justification stated this would complete the requirement for Quadrangle personnel. Please explain this new request.

Answer: The requested increase is a result of the restructuring of the exhibit galleries and the garden in the South Quadrangle. When the FY 1988 budget was prepared, nearly two years ago, the specific design of the layout of the exhibit spaces in the Sackler Gallery and the Museum of African Art had not been completed. Our estimate that the eleven positions requested in FY 1988 would complete the requirement had to be revised last summer as exhibits were constructed and opened to the public. As explained in the budget justification, both museums made some further subdivisions to the exhibit galleries which reduced the sightlines within the spaces, requiring additional guard posts to ensure an adequate level of guard presence. Otherwise the vulnerability of the valuable objects on display to vandalism or theft would have been greatly increased.

In FY 1990, additional funding to hire ten more security personnel will be requested. The posts are needed to provide coverage for the Kiosk, one post on the third relief, three posts are required for the garden, and two supervisory posts. This request will be for ten workyears and \$221,000.

Question: With the \$356,000 approved in FY 1988 for the base deficiency in security personnel, how many positions have actually been filled, and what are your plans for the remainder of this year?

Answer: The approval of \$356,000 provides funding for 13 positions. All 13 positions have now been filled.

General Post Office Building

Question: There is a request of \$282,000 and 12 workyears for the General Post Office Building. Have any security personnel been provided for the building in FY 1988? If so, how many, and from where?

Answer: The Office of Protection Services has not assigned any security personnel to the General Post Office Building. GSA has not yet transferred the building to the Institution.

Question: Is the 1989 request the minimum level for the building, given its planned use in 1989?

Answer: The Office of Protection Services request is for the minimum level of security personnel required to provide for a "caretaker" operation, as it is expected that in 1989 the building will not be used for any Smithsonian activities. When the building is renovated and operations begin, additional security personnel will be required. The number of workyears and funding is not known at this time. Access for the public, exhibit areas, storage areas, etc. will be the determining factors for the amount of increase requested.

Question: When will the plans for the building be known?

Answer: The optimum use of the building is under review and firm planning and cost estimates will be developed utilizing a portion of the planning funds requested in the FY 1989 Construction budget.

Question: Have any exhibition galleries been closed due to the lack of these positions? Has any vandalism or similar problems occurred, due to the lack of guard positions?

Answer: The major museums where galleries have had to be closed due to the shortage of guards have been the Museum of American History and the Hirshhorn Museum and Sculpture Garden. In these museums, a system of rotating the closure of galleries for two hour intervals has made it possible for visitors to return to a closed area later in the day. We have been able to limit the times this has happened to about twenty in both museums, because of a decision made early this year to reduce coverage in other areas. The south door of the Freer Gallery of Art was closed to the public permanently, and entrance doors of other museums have had to be closed intermittently, so that the guards normally posted there could be reassigned to patrol exhibit galleries. Nighttime coverage has also been reduced to the barest minimum in order to have guards available to cover the exhibit areas during the day so that they may remain open to the public. During some periods of acute shortages (due to illness, etc.) extensive overtime has been required to keep galleries open, which has cost approximately \$60,000 so far in FY 1988. The additional cost, however, has reduced the funding available to

replace worn out security devices in Smithsonian museums, which is a vital component of an effective security program. The actions taken have increased the risk to the collections and we would not want this situation to continue.

We have had a number of incidents of vandalism every year. Part of the investigation of the incident is to try to determine when the vandalism took place. It is very difficult in most cases to determine when it took place but it would appear that the vandalisms normally occur during open hours. If we had sufficient guard coverage which would allow us to have a guard in each gallery of the museums, we believe the risk of vandalism would be greatly reduced because of the presence of a uniformed guard.

Question: How is the continuing critical guard shortage of 75 determined?

Answer: Surveys are done for all facilities and areas within and around each facility to determine the number of guard posts that are required to provide adequate security coverage. Security coverage is based on these surveys using the concept of posts -- the areas for which security officers are responsible. A post may be one point (e.g., a museum entrance) or an area whose boundaries are determined by such factors as its use; crowd conditions; the value of objects on display; the vulnerability of those objects to accidental damage, vandalism, or theft; the effective field of vision of the assigned protection personnel; and the ability to use electronic devices. The number of guards required to staff one post may vary from one (for a post staffed eight hours a day, five days a week) to five (for a post staffed 24 hours a day, seven days a week).

This process enables the Office of Protection Services to determine the total number of guards required to provide adequate security. We then mathematically calculate the difference between the Congressionally authorized positions and the number of positions required. Currently, the critical guard shortage is 75.

Question: Have there been any specific impacts of maintaining nighttime security coverage at minimum levels?

Answer: There have not been any major incidents. However, we have drastically reduced our outside security patrols and have had a significant increase in overtime costs. When personnel do not report for work during the nighttime security coverage, the shortage of personnel requires that personnel be called in on overtime to maintain coverage at the minimum level. Our risk of not finding and controlling water leakage or equipment heating up and causing fire has been increased because we are not able to perform the same number of patrols throughout the facilities as we were doing.

Office of Plant Services

Question: P. 256. The request for the Office of Plant Services is \$37,654,000, an increase of \$1,408,000. Why is an additional \$390,000 and 11 workyears needed for the maintenance program, after the addition of \$500,000 for the purpose last year? How exactly has the \$500,000 been used?

Answer: The additional \$390,000 and 11 workyears are required to hire additional trade and craft mechanics to begin to address the currently identified backlog of essential maintenance repairs in Smithsonian buildings of \$197 million. These maintenance mechanics will concentrate on the correction of the more routine inefficient or potentially dangerous situations that currently exist in our facilities which we feel can be corrected more economically and quicker with an enlarged Smithsonian workforce. The larger scale projects, which are also part of the \$197 million backlog in deferred maintenance, are being addressed in our repair and restoration account where they can be more economically corrected by outside contractors. The \$500,000 increase in FY 1988 was provided to alleviate OPlantS' long term base deficit. The \$500,000 was used to fund the salary costs of 10 utility system repairer/ operators (\$290,000) for which a personnel ceiling existed but who could not be hired due to insufficient funding. These 10 mechanics have been distributed throughout our buildings and are performing preventive maintenance tasks on our HVAC equipment. Of the remaining \$210,000 thousand, \$3,000 was used to cover increased travel costs to outlying bureaus; \$11,000 was used to cover increased costs associated with the annual maintenance contract for the Institution's high voltage electrical equipment; \$20,000 was used to increase base funds available for purchasing new and replacement equipment; and \$176,000 was used to increase base funds available for purchasing essential supplies used exclusively by OPlantS staff in operating, maintaining and repairing all Smithsonian facilities and their various mechanical, electrical and plumbing systems.

Question: What is the basis for the 11 positions requested? Where will they be used, and how much of the request is for their salaries?

Answer: The Smithsonian instituted a detailed Facilities Inspection Program in FY 1987. This program is aimed at doing an annual facilities inspection of each building to identify those items and/or systems that are in need of repair. To date this program has identified \$197 million in deferred essential maintenance and repair needs in our facilities. To begin to address these needs, the Smithsonian believes that the best approach is to increase OPlantS trade and craft shop personnel to provide the capability to correct the more minor or routine situations on a continuing basis, while accomplishing the large scale backlogged maintenance and repair projects through the repair and restoration account. Over the next several years (1989-1993), OPlantS estimates a need for an additional

25 trade and craft mechanics (carpenters, painters, plasterers, plumbers, electricians) to provide an adequate staffing level for the continuing repair requirements of the Institution's facilities. The 11 workyears requested in FY 1989 is the first phase of this increase, and will be used in all buildings. The salary and benefit cost of the 11 workyears is \$340,000, with an additional \$50,000 being requested for necessary supplies and equipment.

Zoo Construction Account

Question: P. 261. The request for Construction and improvements, National Zoological Park, is \$5,305,000, compared to \$8,150,000 in FY 1988. What was the unobligated balance in this account as of the end of FY 1987? What is the current status of those funds?

Answer: At the end of FY 1987 the Zoo had an unobligated fund balance of \$1,320,158 for the total NZP Construction and Improvements program. Of the \$1.3 million, an amount of \$444,278 was for commitments pending obligations on the Institution's financial records and only \$875,880 was listed as uncommitted at the close of the fiscal year. The uncommitted funds are being used to support ongoing projects, which are not yet completed.

Question: Are there unobligated balances from completed projects which could be redirected to new projects? If so, provide a breakdown for the record.

Answer: No, the unobligated balances in the Construction and Improvements account represent funds appropriated to ongoing projects not yet complete and therefore are not available for reprogramming.

Question: Provide the same information for all of the construction accounts.

Answer: At the end of FY 1987 the unobligated balance in the Institution's major Construction account was \$4,570,000 which was appropriated for specific projects not yet complete.

Question: What is the status of the renovation of the old hospital?

Answer: The construction contract will be awarded in April 1988 and the schedule calls for the renovation to be completed in the Spring of 1989.

Question: There is a request of \$3,200,000 for Phase I of the Amazonia exhibit. What is the total cost of this project?

Answer: The total estimated cost for the Amazonian Exhibit is \$12,200,000.

Question: Provide a more detailed breakdown of what the 1989 request will provide and what will remain to be done to complete the project.

Answer: The 1989 request will provide for demolition, site preparation, utilities, foundations, and the structural enclosure for the exhibit. What remains to complete the project is the construction of the interior exhibits.

Question: Are any non-Federal funds available, or being sought, for this project?

Answer: At present, NZP has not identified any additional funds for this project from other than federal sources. However, with the establishment of a Development Office at NZP during the past year, a high priority has been assigned to raising non-Federal dollars for this project.

Repair and Restoration of Buildings

Question P. 263. The request for Repair and Restoration of buildings is \$20,835,000, an increase of \$1,581,000. Have any authorizing committees scheduled hearings on the Major Capital Renewal projects contained in this account, for which \$3,700,000 is requested?

Answer: The staff of the House Committee on Public Works and Transportation reviewed items in the account on February 23. Other authorizing committees have been provided information on the FY 1989 budget request, but have set no hearings on or otherwise discussed the account. It is believed that 20 U.S.C. 53a provides sufficient authorization for the repair work to be accomplished under the Major Capital Renewal category of the Repair and Restoration account.

Question: For each of the Major Capital Renewal projects, provide a chart showing the funding provided in past years, by year, actual obligations, current and future years' estimates, and total costs.

Answer: Because the Major Capital Renewal (MCR) category is newly conceived, no project listings exist prior to FY 1989. Funding for the necessary studies to create the MCR projects came from respective facility HVAC Energy Improvement line items. These items over the years have been used not only for studies, but for planning, design and construction of numerous smaller heating, ventilating and air conditioning projects.

The following is a breakdown of the current budget for the MCR projects included in the FY 1989 request. Figures are in thousands of FY 1989 dollars.

National Museum of American History - Master Coordination Plan

<u>FY</u>	<u>Appropriation/ Requirement</u>	<u>Actual/Estimated Obligations</u>	<u>Remarks</u>
88	2,100	2,100	\$1,600,000 appropriated for the NMAH HVAC Energy Improvements project and \$500,000 for NMAH Fire Protection.
89	2,100	2,100	
90	1,890	1,890	
91	<u>2,015</u>	<u>2,015</u>	
Total	8,105	8,105	

Prior to FY '88 approximately \$251,000 in funding was obligated from NMAH HVAC Energy Improvements for the planning of this project. Of this amount \$16,500 was used for the first plan in FY 1984. It examined the feasibility of concentrating on the fourth floor mechanical systems for MAH; however, since the building systems are a vertical configuration the examination and ultimate plan devised four principal phases involving a multi-floor concept. The remainder has been spent on defining requirements.

National Museum of Natural History - Master Implementation Plan

<u>FY</u>	<u>Appropriation/ Requirement</u>	<u>Actual/Estimated Obligations</u>	<u>Remarks</u>
88	475	188	
89	1,000	1,578	At the end of FY 1988 a balance of about \$578,000 (from FY 1987/88 funds) will be available to start the design of the initial phases of work.
90	19,120	19,120	Requests in future years will include design of subsequent phases.
91	19,120	19,120	
92	19,120	19,120	
93	<u>18,120</u>	<u>18,120</u>	
Totals	76,955	77,246	

Prior to FY 1989 approximately \$441,000 will have been obligated from the NMNH Energy Improvements project for the planning of the Major Capital Renewal project. In FY 1987, \$253,000 was used to develop a master implementation plan which programmed work over a 14 year period. In FY 1988 an examination involving the structural support of penthouse structures on the roof is being performed at a cost of \$23,000, and \$165,000 is being used to reevaluate the program to reflect a shorter (approximately 5 year) design and construction

period at the request of the Smithsonian Board of Regents. The future year cost projections shown above may change significantly as a result of this study.

Arts & Industries Building - Utility Tunnel Repair and Replacement

<u>FY</u>	<u>Appropriation/ Requirement</u>	<u>Actual/Estimated Obligations</u>	<u>Remarks</u>
88	100		Appropriated for the Utility Tunnel Repair project
89	525	625	
90	<u>7,000</u>	<u>7,000</u>	
Totals	7,625	7,625	

Prior to FY 1988 approximately \$70,000 was obligated from the AIB Utility Tunnel Repair project for planning of this Major Capital Renewal project.

Museum of American Art/National Portrait Gallery -
HVAC System Renovation

<u>FY</u>	<u>Appropriation/ Requirement</u>	<u>Actual/Estimated Obligations</u>	<u>Remarks</u>
89	75	75	
90	400	400	
91	<u>5,285</u>	<u>5,285</u>	
Totals	5,760	5,760	

Prior to FY 1989 funding for planning of this project originated from the AAPG HVAC Renovation fund.

Question: Will the \$1,000,000 requested for the Natural History building complete the design? When do you expect to be ready to begin construction?

Answer: The \$1,000,000 requested in FY 1989 will fund design of Phase I of this project. A total of \$4 - \$4.5 million is anticipated to complete all design work. A study will be underway shortly which will re-evaluate the Natural History construction schedule and costs. Upon completion of the study a more realistic schedule can be determined.

Question: Why is \$75,000 needed to study the conditions of the Portrait Gallery windows? What will be the next phase of this project?

Answer: The Patent Office Building, of which the National Portrait Gallery is part, is on the National Register of Historic Places. Therefore, the recommended procedure is window restoration as opposed to replacement. The windows included in this study are located on the third floor and are made of iron. Temperature difference from outside to interior and high humidity have caused condensation and subsequent deterioration of the metal frames. An intensive investigation is needed to solve the problem and still maintain restoration as a goal. Funding will provide for survey, testing, and material analysis of the windows. Also included in the investigation would be recommendations and cost estimates. The next phase would be the design and implementation of the recommendations.

Question: There is a request of \$17,135,000 for repairs, restoration and code compliance. Under General repairs, what is the total cost of the leak detection system for the American Art/Portrait Gallery building?

Answer: The total cost of the leak detection portion of this project would be approximately \$25,000.

Question: What specifically is involved in the Freer Gallery renovation project, for which \$955,000 is requested? How many galleries will be renovated, and is this the total cost?

Answer: The scope of work includes replacement of the lay lights in the ceiling, new lighting, replacement of plaster walls that are cracked and deteriorated.

The project includes renovations to all 19 Exhibit Galleries on the first floor of the Freer Gallery of Art. The total cost of the project is \$1,255,000. Phasing was selected because the east galleries (10 through 19) currently hold the Freer Collection during the major renovation project that will be awarded in FY 1988.

Question: Explain what the newly acquired building 28 is, for which \$40,000 is requested. When was it acquired?

Answer: Building #28 was acquired from the Department of the Navy in 1985. It is a 100'w x 200'l by 23'h pre-engineered steel building anchored to an on-grade reinforced concrete slab. This building is primarily being used by NMAH for the storage of artifacts which cannot be stored within the Museum.

The building has a galvanized metal exterior which needs to be painted to preclude rusting and to prolong the life of the building. A water intrusion problem will be corrected by removing the skylights and patching the roof with metal. An industrial type ramp will be constructed on the east end of the building to comply with the Architectural Barriers Act (P.L. 90-480) and for the purpose of moving artifacts into or out of the building.

Question: Where will the child care center be located, for which \$300,000 is requested? Is this the total cost?

Answer: The sum of \$300,000 is the estimated total cost for design and construction of physical modifications for a child care center within the Arts and Industries Building.

Question: Under Facade, Terrace and Roof repairs, why is it necessary to proceed with the skylight repairs at Air and Space, instead of waiting for the permanent solution? When will you know what that will be?

Answer: The repairs of the skylights are required because of the constant leaks that cause damage to the contents of the Museum. These require immediate attention. The skylight replacement will be requested in two phases: the first phase \$3,000,000 in FY 1990 and second phase \$1,500,000 in FY 1991.

Question: Will the \$750,000 for window replacement in the SI building complete the project?

Answer: The FY 1989 request is proposed to fund the east wing and the South East and Campanile Towers of the Castle building. We are currently investigating the impact of further restoration work on the windows in anticipation of additional funding in FY 1990.

Question: How much has been spent in the past for the plaza resurfacing at the Hirshhorn, for which \$1,800,000 is requested? Will this complete the project? Is the design for the project complete?

Answer: No Restoration and Renovation funds have been spent in the past on plaza resurfacing at the Hirshhorn Museum.

The \$1,800,000 will be used to complete only the first phase which will consist primarily of the replacement of plaza paving and the waterproof membrane. In FY 1990, \$1.9 million will be requested for completion of the plaza surface modifications to permit better utilization of the space in accordance with the Space Use Master Plan which was funded through the FY 1986 R&R program.

A concept design has been prepared in conjunction with the Space Use Master Plan. The design development phase has been funded in the FY 1988 R&R program and will begin in the third quarter of FY 1988.

Question: Under Access, safety and security, how much has been spent on the asbestos abatement program to date, and what remains to be done? When do you expect to complete the program?

Answer: Approximately \$2.3 million has been obligated so far for asbestos abatement by the Smithsonian. In FY 1988, funds will be

obligated for surveys for the identification, prioritization, and removal of asbestos contaminated materials throughout the Smithsonian. The balance of the funds will be spent on actual removal of asbestos in Smithsonian buildings with an emphasis on mechanical areas.

The main purpose of the Smithsonian-wide asbestos survey is to enable the Smithsonian to develop a comprehensive plan of action for asbestos abatement. When that plan is complete, by the beginning of 1989, the completion of the program can be accurately addressed.

Question: \$70,000 is included for a hazardous waste disposal facility at the Museum Support Center. Are there no such facilities at the MSC now?

Answer: The \$70,000 is included for a prefabricated storage building to be used for the short term storage of chemical waste being generated in the MSC laboratories. The chemical waste stored in this building will be disposed of off-site by a contractor on a regularly scheduled pick-up.

There are no such facilities at MSC now. The chemical waste generated in the MSC laboratories is collected in 55 gallon drums and stored on the loading dock awaiting pick up and disposal.

Question: Why is a petroleum storage facility needed at the Tropical Research Institute? Where exactly will it be located?

Answer: The existing fuel storage facility on Barro Colorado Island is in poor condition, does not meet the normal standards for a fuel storage facility and is in the path of new development scheduled over the next two years. The new petroleum storage facility is expected to be located west of the existing dock and north of the new emergency generator building. Fuel storage is required on the Island to provide fuel for a variety of boats used for transportation and research activities as well as for the generator which provides a backup to the power supply from the mainland.

Question: Why is the fire protection funding included in the Major Capital Renewal program for American History, but not Natural History?

Answer: Fire Protection Improvements for Natural History needed immediate attention and could not be combined with future major work.

Question: For each, how much remains to be funded for fire protection?

Answer: The Natural History Fire Protection Master Plan was prepared in 1979 and will be completed in FY 1989. However, some work which was not included in the Master Plan may need to be funded in FY 1990. Funds necessary to complete the work are in the process

of being evaluated. In American History \$430,000 will be required in FY 1990 and \$515,000 in FY 1991 to complete the building program.

Question: Will the \$425,000 for switchgear replacement and lights control study at American History complete this project?

Answer: The \$400,000 will be used to complete the replacement of the switchgear and \$25,000 will be used to study the lights and light controls in the Carmichael Auditorium. Future funding for the light controls will depend on the findings of the study.

Question: Last year, it was estimated an additional \$100,000 would be needed to complete the Arts and Industries tunnel repair and replacement design. Why is it now estimated at \$525,000 for 1989?

Answer: The language of the FY 1988 budget justification is misleading when it describes the requirement for funding for "design." In fact, some planning is needed before formal design can begin to update the previously identified scope of work, evaluate the logistical considerations of displacing staff and public functions during construction, and develop a construction schedule that will provide appropriate sequencing of the work. It is now apparent that the funding provided in FY 1988 will be sufficient for this planning, and the Institution is now requesting \$525,000 to proceed into the formal design development stage of the project.

Question: Why is the emergency generator and building needed at Naos, STRI? Is this the total cost?

Answer: The present source of power at Naos is through a marine cable originating at Fort Amador, presently under U. S. control. However, because of (1) the Bi-Nation Treaty (Fort Amador will be returned to Panama Authorities), and (2) the importance of the future development of the Naos facility, which is the only marine research lab in the Pacific, improvements to the electrical system are necessary to avoid problems that may cause serious and irreversible damage in the research field, such as death to specimens and loss of experiments. The funding level is based on the STRI Master Plan and is deemed appropriate to complete this project.

Question: What is the basis for the \$705,000 estimate or advanced planning and design?

Answer: Five line items fall under the Advanced Planning and Inspection subcategory. Four relate to specific studies, with the fifth Advance Planning and Design funds line item referring to many projects. The estimate for the specific studies is based on costs for similar completed studies. For the fifth Advance Planning line item, the estimate is based on an increased effort on the part of Smithsonian to prepare more accurate budget estimates and programmatic information.

Question: Why is some design funding included under other parts of the program, rather than all being consolidated here?

Answer: The Advanced Planning and Inspection subcategory is basically used for planning studies where specific projects have not yet been identified. Therefore, a certain amount of conceptual work is necessary. As projects are defined, line items would be moved to the appropriate category and subcategory. When a project is already defined (i.e., the problem known and the solution somewhat identified) the line item, including the planning and design portions of the project, would fall under the appropriate category and subcategory.

Question: The justification for an increase of 26 workyears and \$1,330,000 related to the repair and restoration program is included here. What is the basis for a 37% increase in staffing in the Office of Design and Construction?

Answer: The present staff of 35 persons (and 9 trust fund employees) in Design and Construction is responsible for services in support of an estimated \$40 million in projects including those derived from all categories of funds. Over the past 10 years, the R&R funded workload component has increased approximately 8 times with no S&E staffing increases for ODC since FY 1982. Efforts to increase productivity through automation and the judicious use of contractors have been taken and will be strengthened. The requested increase of 13 positions is now needed, however, to assure that the present "base" workload can be sustained and to provide adequate support to plan, design (or oversee contractual planning and design), manage and inspect construction and administers the R&R program at the level of \$20 million plus \$3 million of program-related minor construction, alterations and modifications. It is expected that the number of discrete projects will about double in 1989. This additional staff also will help to assure that funds are obligated promptly each year (the goal is 80 percent) to maximize purchasing power.

This request was presented in the Repair and Restoration section of the budget to emphasize the direct relationship between the level of funding sought for the R&R account (and for the minor Construction category in the Construction account) and the staff requested for ODC and the other organizations which participate in the administration of these programs. The success of the expanded R&R program depends on having the staff to manage it. Future increments of growth in the R&R program needed to eliminate the backlog of repair work in Smithsonian facilities will carry additional staff requirements as well.

Question: How much of the \$691,000 request is for salaries?

Answer: Of the increase of \$691,000, \$462,000 is for salaries and benefits for the 13 additional employees requested for the Office

of Design and Construction. This increase is offset by a reduction of \$75,000 associated with nonrecurring expenses from FY 1988.

Question: What will be involved in providing additional office space?

Answer: The Office of Design and Construction is presently housed in leased space in L'Enfant Plaza, but there is not sufficient space to accommodate additional staff. Approximately \$50,000 will be required to lease and prepare space for the 13 new employees using an estimate of 125 square feet for each employee at \$30 a foot.

Question: What is the cost per position for the 8 positions to be added in the Office of Procurement and Property Management?

Answer:

1	Junior Computer Systems Analyst	@ \$29,000 -	\$ 29,000
2	A&E Contract Negotiation and Administration Senior Specialists	@ \$50,000 -	100,000
2	Construction Contract Specialist	@ \$50,000 -	100,000
3	Clerical and Administrative Support Persons	@ various - grades	65,000
			<hr/> \$294,000

Average cost per position is \$37,000 with benefits.

Whipple Observatory Base Camp

Question: P. 277. The request for Construction is \$10,150,000, compared to \$1,315,000 in 1988. When do you expect to complete the site acquisition and road right of way for the Whipple Observatory base camp?

Answer: Site acquisition for the Base Camp facility is expected to be completed by May 4, 1988. Site acquisition for the road right-of-way is expected to be completed by April 25, 1988.

Question: Are all designs complete? When do you expect to be able to initiate construction? What is the basis for the increase in estimated escalation from last year's estimate?

Answer: Schematic design was completed during the master plan process for both the access road and the Base Camp. The preparation of final drawings and specifications will begin in April 1988 and be completed in September 1988. Construction is expected to begin in December 1988.

The increase in escalation is due to the decision to split the funding for the project between two fiscal years--deferring construction of the base camp until FY 1989.

Question: The total funding requested for the project is now \$4,515,000. Does this not exceed the authorization level?

Answer: The funding request, which exceeds the authorization level by \$15,000, is the result of rounding in the development of the budget estimates, and our request should be changed to reflect \$15,000 less in the escalation category.

STRI Research Facilities on Barro Colorado Island

Question: There is a request of \$2,750,000 for a laboratory and growing facilities on Barro Colorado Island, STRI. What is the status of the designs for these projects?

Answer: A concept design for the Barro Colorado Island Laboratory/Vivarium/Insectary/Growing House was prepared in conjunction with the 1986 STRI Facilities Master Plan. Design development will be initiated upon receipt of the FY 1989 Construction appropriation.

Question: What is the expected cost per square foot for this construction?

Answer: The expected cost for the Barro Colorado Island Laboratory/Vivarium/Insectary/Growing House is \$157 per square foot.

Question: How many laboratories and offices will be included in the project? How many scientists using these facilities are you assuming?

Answer: The Barro Colorado Island Laboratory will have 5 offices, 15 combined lab/offices, 8 other laboratories, and 7 support rooms. This facility is expected to be used by 5 resident scientists and over 100 visiting scientists each year.

Question: What is the basis for the \$350,000 estimate for escalation?

Answer: The \$350,000 escalation represents approximately 15 percent escalation for the five-year period FY 1986 (date of Master plan estimate) through FY 1990 (assumed mid-point of construction).

Minor Construction, Alterations and Modifications

Question: \$3,200,000 is requested for minor construction, alterations and modifications. Other than improving efficiency, why is the renovation of the American History conservation laboratory necessary at this time?

Answer: With the exception of the paper laboratory, all of the conservation laboratories were adapted from storage and exhibit shops in the early 1960s. The spaces are poorly adapted to the work of modern conservators and lack proper facilities for fume extraction and other safety requirements.

Question: Where was the Natural History Automated Data Processing Center relocated to?

Answer: The Automated Data Processing Center has been relocated to the ground floor East Wing of the Natural History Building.

Question: What exactly will be accomplished with the \$660,000 requested for interior renovation of the Arts and Industries building? What are the total costs of the interior renovation expected to be?

Answer: The renovation of the roof and exterior of the building will be completed this summer. While there are no immediate plans to launch the extensive interior renovation concept that has been described to the Committee, the building continues to be extremely valuable for program and administrative purposes. Completion of the exterior work will free space that had been used for temporary occupancies to give the contractor access to the building. The \$660,000 requested is to renovate about 10,000 square feet of office space to provide improved conditions, including upgrading electrical, lighting, and heating and air conditioning systems. This work is meant to make the best possible use of available spaces.

While it does not appear likely that the interior concept involving occupancy by the Wilson Center will happen, future year budget requirements for the building include work on the utility distribution system under the floor (including the correction of an asbestos problem). Long term program plans for use of the building will be developed over the next two years, along with plans to replace HVAC equipment in the building which is nearing the end of its useful life. Estimates for these renovations are not yet available.

Question: Why is PADC involved in a study on the lighting of the Portrait Gallery's South Portico?

Answer: PADC was involved in a study on lighting of the Portrait Gallery's South Portico in view of that agency's interest in the buildings (other than the Old General Post Office) on the south

side of F Street, N.W. Our interest is also to insure compatibility with FADC lighting.

Question: When will the study regarding the proposed use of the old cafeteria space in the Air and Space Museum be completed?

Answer: A space utilization study for the present cafeteria was completed in November 1986. A subsequent programming study is now underway and will be completed before the end of FY 1988.

Question: Until the study is completed, how do you know that \$520,000 is needed for this renovation? How many offices will this provide?

Answer: The estimate of the cost for renovation of the space was based on a previous study, completed in 1986, which provided a general estimate of the potential cost of renovating 11,400 square feet into office, reception and kitchen space (to serve the staff food service currently in this space). A second study now underway will determine more precise programmatic requirements and will provide a more specific layout of the space to meet the Museum's needs. The exact number and configuration of offices will be determined by this second study.

Question: What is the basis of \$300,000 for the docking facility at Gamboa in Panama?

Answer: The base estimate for the Gamboa Dock is from the 1986 STRI Facilities Master Plan. This base estimate has been increased to allow for requirements of a recently selected site located 2.1 kilometers north of the Panama Canal Commission Dredging Division (the current STRI temporary dock location).

Question: Why do you need the \$120,000 for the communication system at the Whipple base camp in 1989? When will construction of the base camp be complete? What is included in this request?

Answer: The communication system needs to be established at the new base camp site prior to the start of base camp construction (in FY 1989) in order to coordinate all aspects of construction. The new base camp construction will be completed in April 1990. The communications system includes a microwave link and associated equipment to provide telephone service at the new base camp.

Question: Explain what is involved in the installation of the environmental room at Front Royal for the Archives, for which \$175,000 is requested?

Answer: An existing masonry building called the "antenna building" at the Zoo's Conservation and Research Center sits for the most part vacant and minimally maintained. The proposed work will include the construction of a prefabricated environmentally

controlled room within the antenna building space. This room is complete with temperature and humidification equipment and controls that are needed for Archives documents. Also included in the work are architectural modification, necessary fire protection and security measures, and utility hook-ups from nearby sources. This facility is envisioned as "deep storage" i.e., storage for seldom used archival material.

Question: What is now in the space in Natural History which is proposed to be renovated for \$165,000 for a new rare book library? How will the old space in Arts and Industries be used?

Answer: The space for the new rare book library is in the process of being determined and a decision by Natural History administration is expected in May, 1988. Plans are currently being made for the future use of space at the Arts & Industries building, and the space currently occupied by the Rare Book Library is included in this review.

Question: How much of the \$1 million requested for construction planning will be for the air and space extension?

Answer: It has not yet been determined how much or when resources will be required to perform more detailed construction planning for the Air and Space Museum extension. With trust funds available in FY 1988, a study of programmatic goals and requirements of the National Air and Space Museum will shortly be initiated. Until that study has been completed, and intentions and parameters discussed and agreed upon internally, the potential cost and timing of future planning efforts cannot be identified. It is our expectation that a portion of the \$1 million requested for Construction Planning in FY 1989 might be used for this purpose, as well as for a number of other projects which are high Institutional priorities (such as the General Post Office Building and collections storage requirements) for further planning, so that informed decisions can be made about proceeding with the projects.



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