

there are things the central administration must do. Foremost, the Secretary must articulate a broad vision and convey that vision effectively to the Smithsonian's various constituencies.

The Secretary must guide the development of strategies and priorities with the advice of regents. Equally important are the responsibilities to attract and select the very best people to direct the museums and research centers and to allocate human and financial resources among the several units. The commission also points out ways to improve the assessment procedures in the institution in order to assure better quality.

Virtually all of the commission's comments were made with an eye to assuring the future of this marvelous national resource in an era of stringent financial considerations. This is why, for example, we put so much emphasis on outreach by electronic means and partnerships with other institutions, museums, research centers, and K through 12 education programs rather than building new Smithsonian outposts around the country. Similarly, the commission calls for a moratorium on the construction of new museums in Washington except where firm legislative and financial commitments exist as in the case of the National Museum of the American Indian.

Rather, we stress the need to devote resources to the rehabilitation and maintenance of the aging existing facilities. The magnificent vista along the Mall hides major needs for renovation, restoration, and modernization. Without prompt attention to this, the Smithsonian risks becoming a dilapidated monument to the past. We also believe that new exhibition space can be generated if facilities for the storage of collections were constructed outside of central Washington. This approach could also provide modern storage for precious items.

Nevertheless, the growth of the Smithsonian in size and complexity over the past several decades has outpaced the resources available to sustain the high quality of the very programs that we all enjoy. This problem is exacerbated by inflation, by federally mandated expenditures such as pay increases, and a decrease in revenues from activities that depend on a healthy economy. Very significant decreases in staff and postponements of maintenance have already been made. This gap really needs to be made up if there is to be incentive for making the necessary difficult choices.

Changes in federally mandated rules can, as I pointed out, help increase efficiency. At the same time, the commission stresses that additional expansion of the facilities and programs, even if the funds were available, is not necessarily the best way to assure the institution's critical role in our national life.

Even with all these internal measures, the commission found that additional funds for operations and capital needs are required over and above the current budgets. We analyzed all possible sources of funds. We urge, for example, increased and optimized efforts to attract private funds. There was on the

commission substantial collective experience in fund-raising. We concluded that in the present economic climate of the Nation, even with the very best of efforts and maximum possibility of success, it is unrealistic to think that private fund-raising can meet the institution's needs.

We also studied the financial implications of charging entrance fees. Our information suggests that it is highly problematic whether fees would generate really substantial net gains, especially in view of the virtual certainty that such fees would effectively discourage many Americans from visiting an institution that in fact belongs to them. We also offered suggestions for enhancing the yields of commercial enterprises, particularly by restructuring them to capture the advantages of entrepreneurial endeavors.

But all of these efforts together will not do even the restricted job that we outline. The Smithsonian cannot achieve the Nation's expectations on its own. It requires the full understanding and support of the American people and the Congress. The actual incremental amount of funds needed is a very small proportion of the Federal budget; about \$125 million annually. Currently, Federal Government appropriations amount to less than \$1.50 for each of the 262 million people in the country. If we could raise that to \$1.96—a bargain price to most Americans—the extra \$125 million would be available.

The Smithsonian is the result of a lucky and glorious accident; James Smithson's gift. Parts of it are the result of subsequent generous gifts; the Freer and Sackler Galleries, the Hirshhorn Museum. We expect that other magnificent gifts will be forthcoming in the future. But the core of support must be from the Nation's people by appropriations and contributions.

Like the expansion of our Nation, future expansion of the Smithsonian's programs must come from our human and natural resources, not from real estate. Our modern world offers ways to do this that past generations could not even imagine. By using them, the Smithsonian will assure its vital role as a teacher, a recorder, and a shaper of our vibrant national outlook.

Thank you, Senator.

[See Appendix VI for information on how to obtain a copy of the report of the Commission on the Future of the Smithsonian Institution.]

The CHAIRMAN. Thank you very much. That is a positive note to end our hearings. We are very familiar with the commission that you chaired and want to congratulate you and the members of that commission for spending the time you did on the future of the Smithsonian. I have seen a copy of your report before, and I have another in front of me now.

You did ask for establishing operating principles. You asked to establish a framework for setting institutional priorities, including regular meetings with assembled leaders of the museum and other Smithsonian components; to reinvigorate the

Concluding Comments

advisory boards and museums and other Smithsonian components; to engage citizens throughout the Nation. You urged the development of procedures for rigorous review and advice on plans for major new exhibitions to help ensure the quality and balance of the exhibitions as well as the integrity of staff scholarship. You have also asked that there be a procedure to establish priorities and to remember the lessons of history in terms of the value of research.

I think this is a very wonderful report. My closing comments would be, Mr. Secretary, that I think I will still be chairman next year. We shall have an oversight hearing next year and we will want to hear from you, what you have done to comply with the commission's suggestions. They are some of the same suggestions we have had this morning. I think ours have been more subjective and theirs have been more objective; but as a practical matter, we are on the same wavelength. To assure the future of the museum you have to find some way to assure that controversies of the types we have been through in the last few years are avoided to the maximum extent possible.

We are going to have conflicts within our society, but if people want to be revisionist, if people want to have an opportunity to have politically correct exhibits, then I think they should get private sector money to do it. As long as we are dealing with public money I think we have to be responsible to the public process. In effect, I think that is what Dr. Singer's commission is telling the Smithsonian.

I also agree with her that we ought to find some way to increase the money that is flowing towards you. As I said, I do not expect that we can envision that in this 5 years ahead of us. It may be that we can work it out. I think that the budget proposals being considered by both houses reduce your funds. So as a practical matter, those of us who have tried to support the future of the Smithsonian have a tough job.

I know a lot of you do not think I believe in the Smithsonian. I bet I have spent more time in the Smithsonian in my time here than any other Member of the Senate. We do not go and get you to take us through; we wander through with our kids or our friends. My friends who come in from Alaska all want to go to the Air and Space Museum. The one place they have to visit while they are here that is more relevant in our life than many Americans, is the Air and Space Museum.

So I hope you will be ready a year from now, Mr. Secretary, to show us. With the assistance of my colleague here from Mississippi, I am sure that the board of regents will reflect a similar request—that we establish some procedures, particularly procedures for establishing priorities, and that we use these advisory committees for advice so we do not end up appearing to criticize you from committee tables like this. Instead we can go argue with our colleagues about increasing the money so you

can continue to do what we think is necessary with regard to the institution.

Senator COCHRAN. Mr. Chairman, may I make just a brief statement before you adjourn, if you are about to adjourn?

The CHAIRMAN. Yes, sir, please do.

Senator COCHRAN. I want to join you in commending Dr. Singer for her statement and for being here today to present this description of the excellent report of the Commission on the Future of the Smithsonian. I also want to compliment Dr. Heyman and Connie Newman for their contributions to our hearing, and to commend Dr. Heyman especially for his conscientious effort to take charge of this institution and set it on a course that responds not only to its historic mission, but to make it a more prominent national resource in the years ahead.

Thank you.

The CHAIRMAN. Thank you. I must tell you that on this committee, unfortunately for the chairman, every member is either chairman or ranking member on a full committee or an important subcommittee and we hardly ever have full attendance.

We have had requests from several senators that we keep the record open for 10 days in order that they may submit questions to you for your response for the record. We also want to keep the record open for 10 days for additional statements from you or others who were witnesses, and we will review any other statements we receive in that 10 days to see whether they should be made a part of the record.

Do you have any last comments, Dr. Heyman?

Mr. HEYMAN. No, sir, I do not. I thank you for the attention you have paid and I look forward to seeing you next year.

The CHAIRMAN. I hope I see Connie Newman sitting next to you next year, too. I hear vicious rumors she is about ready to leave us again and go somewhere else.

Mr. HEYMAN. That is an absolutely vicious rumor. That is incorrect.

The CHAIRMAN. The District of Columbia can get along without you, Ms. Newman. We need you where you are.

Mr. HEYMAN. We might have to share her, but we are not going to lose her.

The CHAIRMAN. I would not even share her. I think this is a critical period for the Smithsonian, Dr. Heyman. We know the plans you have for expansion of some of these museums, and we know the problem you have that has been mentioned by Dr. Singer that every Federal agency faces—the problem of accumulated maintenance and repair and upgrading. You certainly are going to be in the position of asking us for more and more money each year and I hope we can find it.

But clearly, we have to establish some procedures that will get the public the greatest possible institution for the least cost. As Senator Ford said, the days of just approving your regents

without question and approving your budget request without question are unfortunately over. So we would like to work with you.

Dr. Singer, as I said, I admire your work and that report. I wish we could send a copy of it to every American citizen as a matter of fact. It might help the institution.

Ms. SINGER. Sir, in response to that. The report is on the Internet. It is one of the things that is available through the Smithsonian home page.

The CHAIRMAN. That is good. I agree with you also about using the Internet and World Wide Web. I think that through the Library of Congress you have the greatest access to the world that we have ever had. We want you to be able to continue to meet those demands, but also not neglect the preservation of our artifacts because of this incessant demand for information from the people who come onto the Internet.

Thank you very much.

[Whereupon, at 12:56 p.m., the committee was adjourned.]

[To obtain a copy of the script of the proposed exhibit, "The Last Act: The Atomic Bomb and the End of World War II," make your request in writing to Mr. James Douglas, Office of the General Counsel, Smithsonian Institution, MRC 028, Washington, DC 20560. Due to its substantial size, there is a charge of \$37.00 to cover the costs of reproduction, binding and mailing. Make checks payable to the Smithsonian Institution.]

APPENDIXES

APPENDIX I

Martin Harwit
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May 15, 1995

Statement of Martin Harwit
Former Director of the National Air and Space Museum
For the Committee on Rules and Administration
United States Senate
104th Congress
Hearings on
The Smithsonian Institution's
Future Management Practices

Mr. Chairman and Members of the Committee:

In testimony delivered before you on May 11, 1995, the National Air and Space Museum, and I, as its Director during the planning of the exhibition *The Last Act: The Atomic Bomb and the End of World War II*, were accused of mounting an exhibition that dishonored the memory of the brave young Americans who fought for truth and liberty in World War II. We were accused of portraying the Japanese as victims and the United States as the aggressor. These are distortions of the record which must be refuted because they are an injustice to one of the nation's greatest museums.

I attach four pages of detailed quotations from the final script of the exhibition as it stood on January 30, 1995, the day the exhibition was canceled. They speak for themselves. If members of the Committee doubt that they are representative of the document as a whole, the entire script can be made available, at the Committee's request.

One further note may be in order. The American Legion's testimony accuses me of intending to "include unilateral changes to the script that violated agreements and understandings" reached with them. I want to point out that I proposed the cited changes only on finding that a historian, whose research the script was quoting, had misinterpreted the minutes of a June 18, 1945 meeting on casualties expected in an invasion of Japan -- attributing to Chief of Staff Fleet Admiral William D. Leahy, a casualty estimate which directly contradicted both Leahy's diary entry for that day and his later memoirs. Had I wished to perpetrate some kind of deceit, we at the Museum could have made the changes without immediately notifying the Legion. However, I knew of the Legion's interest and felt I should let them know, as soon as possible, that the label as previously discussed was now likely to be attacked as inaccurate. In concluding my letter to them I wrote, "If you have any concerns or comments, I'd greatly appreciate your letting me know." I do not know how else I could have broached the subject.

Sincerely yours,

Martin Harwit