

**USES AND FUNDING
FOR THE ARTS & INDUSTRIES BUILDING:
IDEAS FROM SMITHSONIAN STAFF**



**Office of Policy and Analysis
Smithsonian Institution
April 2008**

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PREFACE

In February 2008, Acting Secretary Cristián Samper asked the Office of Policy and Analysis (OP&A) to solicit suggestions from Smithsonian staff concerning use of the Arts and Industries Building (AIB), as well as funding alternatives in relation to its restoration. This report presents the highlights of a survey that asked Smithsonian staff for their suggestions on AIB's use and funding options.

I greatly appreciate the time and thoughtfulness of the respondents to the survey. The many ingenious solutions to AIB's future are evidence of the staff's love of the building. We were not able to include all the responses in this report; they were too numerous. However, OP&A will prepare a separate electronic report with the full set of responses.

I would like to thank Cristián Samper for asking staff to provide their thoughts on AIB's future. My wholehearted appreciation goes to James Smith, Kathleen M. Ernst, Whitney Watriss, and David Karns, OP&A staff, for developing the survey and analyzing the data. They were ably assisted by Justin Cason, OP&A Intern, and Kayleigh Bryant, OP&A Contractor. Finally, my appreciation to the many hundreds of Smithsonian staff who answered the survey.

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SOLICITING STAFF INPUT ON AIB'S FUTURE

At the request of Acting Secretary Cristián Samper, the Smithsonian Office of Policy and Analysis (OP&A) conducted a survey of Smithsonian staff to solicit their thoughts on how the Arts & Industries Building (AIB) should be used and how those uses might be funded. The questionnaire allowed staff to provide up to five possible uses and five possible funding sources. OP&A also held four open meetings at which anyone was welcome to present and discuss possible uses and funding ideas.

More than 700 respondents¹ provided suggestions, either through the survey or at the discussion groups on what to do with AIB and how to fund its restoration. Collectively, these respondents offered more than 2,000 wide-ranging ideas, many presented in considerable detail. This report summarizes the key themes to emerge from the large and rich body of suggestions. The report begins with the overall themes that stand out from the data and then presents the key points found in the responses. The use categories are exhibitions, AIB as a single unit, internal operations, retail services, visitor services, education, public programs, special events, and non-Smithsonian uses. An appendix offers illustrative excerpts from the responses to give a sense of the thoughtfulness and creativity of Smithsonian staff.²

OP&A does not present precise numbers in this report for several reasons. The coding by category of use involved a degree of subjectivity; the exact meaning of some responses (e.g., “cultural” or “education center”) was not always clear. In a number of responses the same use or funding mechanism appeared multiple times, and OP&A opted to count the same use only once per respondent. A handful of survey responses appeared to be duplicates, but because the submissions were anonymous, OP&A could not verify that. Despite these and other characteristics of the database, the highlights presented here offer an accurate picture of how Smithsonian staff responding to the survey envisioned AIB's future and how it would be funded.

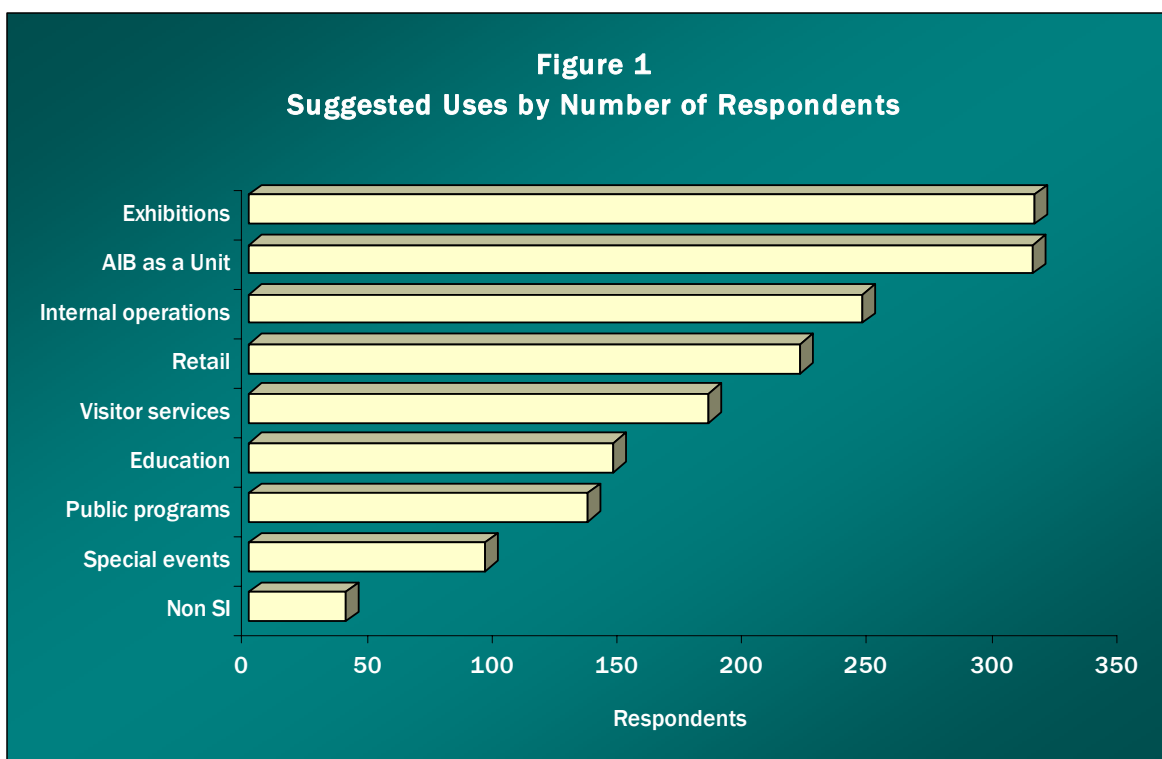
¹ OP&A does not have a precise count. A handful of survey responses were so similar that they appeared to have come from the same person; because the submissions were anonymous, OP&A cannot verify that.

² The examples were chosen somewhat randomly; their inclusion should not be interpreted as anything other than illustrative of a use.

THE SURVEY RESPONSES: AN OVERVIEW

The Main Messages

- ❖ Overwhelmingly, the Smithsonian staff who submitted suggestions about AIB's future indicated that the Smithsonian should retain use of AIB.
 - Only a handful of responses suggested use by an outside entity, and then generally as a means of generating funds for AIB's restoration or raising revenue.
 - Respondents suggested a wide range of ways to use AIB to the Smithsonian's and visitors' benefit.
- ❖ The uses staff envisioned for AIB were wide-ranging, from restoration of AIB to its original state and uses to its development as a new museum, to an array of other ideas such as a performance center, and to combinations of uses. The number of respondents suggesting each of the potential uses for AIB is shown in Figure 1.



- Most responses called for a mix of uses, including a visitor center with exhibits showcasing the Smithsonian and its accomplishments, staff offices, live performances, eateries, rental space for special events, the Smithsonian Early Education Enrichment Center (SEEC), and the Discovery Theater.

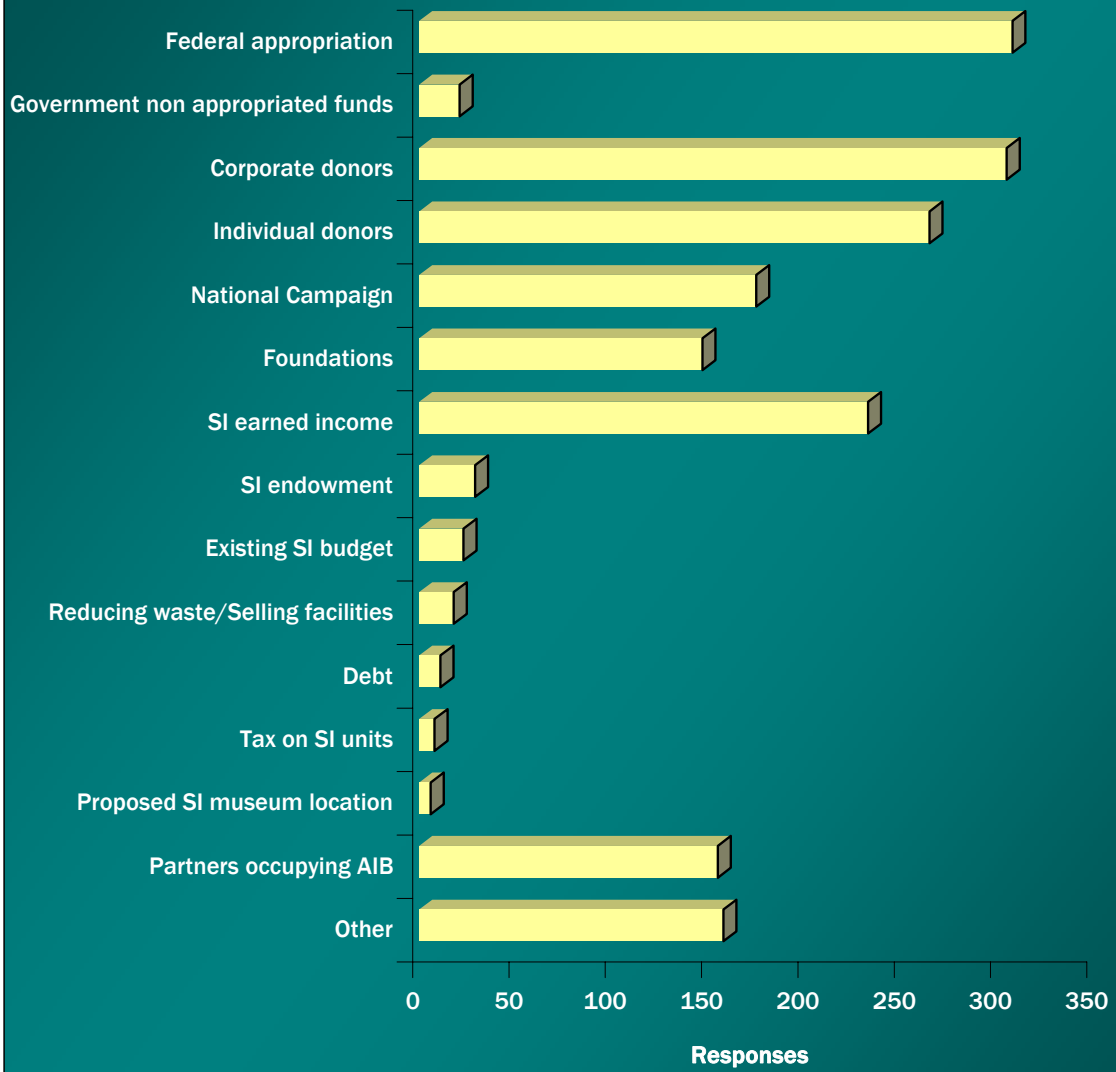
- Many respondents supported restoration of the building so as to preserve the historic fabric.
- ❖ Smithsonian staff addressed the question of how to pay for the restoration of AIB privately, publicly, and through a combination of public and private funding (see Figure 2).
 - Seeking federal or other government funding, e.g., an income tax check off, tourism tax and sharing of parking meter receipts, was a popular suggestion, although nearly as many responses encouraged seeking funding from philanthropy, corporations, individuals, and foundations.
 - Compared to seeking federal appropriations, half as many responses suggested creating a National Campaign that would appeal directly to citizens, especially children, to support the restoration of AIB.
 - Using earned income from memberships, store sales, etc., was also very popular. A small number of respondents suggested alternatives such as spending part of the Smithsonian's endowment, reducing waste, or assuming debt through revenue bonds.
 - A significant number of responses suggested that a partner government agency, foundation, or organization that would be the primary user of a restored AIB should bear the restoration costs. Examples included the Department of Education, National Park Service, Department of Energy, and universities.

RESPONSES BY CATEGORY OF USE

Exhibitions

- ❖ Around half the respondents submitted ideas for exhibitions (other than showcase exhibits, discussed under Visitor Services). There was substantial interest in space for temporary and/or traveling exhibitions, developed internally and from outside the Smithsonian, a focus on Smithsonian collections and research, a venue for cross-unit and interdisciplinary exhibitions that span traditional research and collecting areas, and a venue for units and offices with no visible presence on the Mall.
- ❖ In the case of suggestions that specified a subject area, history-related ones predominated, including restoring the 1876 Centennial exhibition, although showcasing research process and products was also popular.

Figure 2
Suggested Funding Sources by Number of Responses



AIB as a Single Unit

- ❖ A little over half of respondents saw AIB as a single entity, most often a new museum or on-Mall extension of an existing museum. Less frequently mentioned single uses included a research center, an education facility (discussed under Education), or a restored AIB showing its original layout and uses.
- ❖ Among the suggestions for a museum
 - Around a third focused on “people,” for example, African Americans (NMAAHC), Latinos, human evolution, anthropology, and diverse cultures
 - About a fifth focused on science and/or technology (the latter including industry, industrial design, industrial history, innovation, the environment, and “green” technology).
 - Other popular ideas were a children’s museum (with the emphasis on the interactive and hands-on), museum of the Smithsonian and its history, US history and life, and a presence for units with no public space on the Mall.
- ❖ A sizable number of respondents wanted AIB to be a visible home base for Smithsonian Institution Libraries and/or Smithsonian Archives.

Internal Operations

- ❖ Around a third of respondents suggested uses relating to internal operations, such as offices, conference, meeting, and training space, and staff amenities like a fitness center.
- ❖ Offices, the most frequent suggestion, were often linked to reducing the amount of costly rental space and consolidating dispersed staff.

Retail Services

- ❖ About one third of all respondents explicitly mentioned that AIB should house some SI retail operations.
- ❖ Nearly twice as many suggested food service as mentioned stores or gift shops. Respondents who suggested locating an entire unit, such as a museum, were not coded as mentioning retail, although most museums house food services and stores.
- ❖ Most respondents indicated that a restaurant, as distinguished from a fast food service, would be a valuable contribution to the south side of the Mall, including for members and staff, since the Commons in the Castle is no longer operating.

- An affordable cafeteria or court serving well-prepared food was mentioned by one third as many respondents as mentioned restaurants generally. The same number mentioned a café providing snacks and beverages.
 - Respondents spoke of the need for a variety of eating experiences in AIB, including food related to diverse cultures, especially past Folklife Festival themes, and to historic periods.
 - Frequently, respondents made a point that there are few places to eat before museums open in the morning or after they close in the evening. AIB should be open for extended hours if substantial retail operations are located there.
- ❖ Many respondents hoped to see store operations within AIB.
- Some mentioned a museum store, while others mentioned a store or shop that sold items based on Smithsonian collections. A few suggested that all or most museum shops should be concentrated in one Smithsonian mega mall and, thereby, free space for other uses in the museum buildings.
 - A few respondents indicated that local artists could sell their products, especially if AIB were to house artist spaces.
 - Movie theaters were mentioned both as SI operations and non-SI operations to enliven the Mall in the evening.
- ❖ The preponderance of employee opinion appears to support restricting retail operations to SI-run businesses. However, about one in ten indicated a willingness to accept commercial operations such as a shopping mall, food court, or hotel.

Visitor Services

- ❖ Around a fourth of respondents mentioned visitor services, encompassing: visitor information about the Smithsonian (and sometimes Washington, DC tourism as a whole); exhibits showcasing Smithsonian collections, research, and accomplishments; amenities such as places to rest; and retail services, particularly eateries and shops.
- ❖ The two ideas mentioned most frequently for Visitor Services (excluding Retail Services) were:
- Showcasing the Smithsonian. Important to a number of staff was providing a presence on the Mall for the less visible Smithsonian—research and off Mall units, offices without public space, and collections in storage.
 - An information center. This use often appeared in conjunction with exhibits.

Education

- ❖ Around 140 respondents cited education-related uses, defined here as more formal and academic in nature to distinguish them from exhibitions and other public programs that are also educational, but in a more informal sense.
- ❖ Most frequently mentioned (by about half the respondents) were educational programs covering a broad spectrum that defied neat categorization in terms of audience and subject matter.
- ❖ Education space generally appeared frequently, particularly classrooms, meeting and conference rooms, and auditoriums and lecture halls that would be accessible to units Smithsonian-wide. (Educational space is also implicit in the responses calling for educational programs/centers in AIB.)
- ❖ Across the preponderance of responses, and particularly where the intended audience is school-aged, there was interest in progressive types of schools or programs, such as learning labs and magnet and charter schools, and in interactive and hands-on resources.
- ❖ A small number of respondents thought AIB should be the seat of a college-level museum studies program.

Public Programs

- ❖ About a fifth of respondents mentioned public programs. Lectures, presentations, and the like came up most often, followed by live performances.

Special Events

- ❖ About a tenth of respondents mentioned renting out space for special events, both internal and external, as a way to generate needed revenue.

Non-Smithsonian Uses

- ❖ Less than one percent of respondents mentioned long-term use of AIB by an external organization, and frequently in the context of providing a source of revenue.

**APPENDIX:
ILLUSTRATIVE EXCERPTS
FROM THE SURVEY RESPONSES¹**

Exhibitions

- ❖ “Highlight” exhibition space for shows with mass appeal—either (1) shows from individual SI museums that have a wide appeal beyond that museum’s core audience (e.g. FSG’s Portugal show); (2) multi-museum efforts (e.g., NMAI and NMNH exhibition on a specific Native American culture); or (3) traveling exhibitions of note....
- ❖ Create open storage for SI collections that are fascinating, and are rarely displayed, like beetles from NMNH and advertising memorabilia from NMAH, so that visitors can browse like they would in a bookstore or library.
- ❖ ... And just show more of our collections! Let all the wings be rotating galleries showing off our eclectic, wonderful nature—a bigger version of the Castle and Ripley Center galleries. Cooper-Hewitt should have a wing and a permanent presence on the Mall, SITES shows, exhibitions from Affiliate museums, etc. It might also give younger curators or visiting scholars a chance to curate smaller shows that can’t find room in the Museums. Or it would allow us to display bigger or oddly-shaped items from the collection that the public loves—cars, totem poles, etc.
- ❖ Rotating exhibit space to showcase collections/research of SI units that are not housed on the Mall (Renwick, NMAI-NY, STRI, NZP, SERC, SAO, Fort Pierce, CRC, MSC, etc.). This will make the public more aware of SI’s ongoing scholarly studies and research that extends around the world!
- ❖ Reinstall the 1876 Centennial Exhibit, but add costumed interpreters to enhance the visitor experience; highlight the history of SI as well as the Victorian sense of technology and progress, then ask visitors to think about modern-day parallels.
- ❖ Permanent presence for the Photography Initiative: With photography as a technology and the Smithsonian “growing up” together, and with the vast collections of photography we have, an entire wing devoted to photography (in all technologies) seems wise and encompassing.
- ❖ I would like to suggest that the Smithsonian take a leading role in showcasing “green” technology to the millions of visitors. This would demonstrate the current science and technology on alternate sources of energy including solar, geothermal, hydrogen, biofuels, and wind, and how this technology can and should be incorporated into our lives....

¹ The use of excerpts was undertaken with care; however, in some cases, for clarity’s sake, some excerpts were shortened (indicated by an ellipsis), a word inserted to provide clarity based on the context of the entire suggestion, or words spelled out and punctuation inserted.

AIB as a Single Unit

- ❖ Make it into a behind the scenes Smithsonian Museum, i.e., the history of SI from the beginning and how it keeps running; facilities maintenance, horticulture, how museums plan exhibits, etc.
- ❖ As a Museum of the American People—like the “Nation of Nations exhibit that NMAH had during the Bicentennial—only expanded to cover the experiences of native peoples, African Americans, and immigrants from around the world, concentrating on how different cultures have contributed to the nation’ character.
- ❖ Transform the museum into a space that highlights the current relationship between the arts and industry—technological change, globalization, cultural change, media, communications and “post-modernity, while also recalling the historical role of presenting industry and art in exhibitions’ as seminal events in the discourse of the modern. This would be something to see and would preserve the Smithsonian’s dedication to “increase” knowledge instead of presenting the obvious.
- ❖ Children’s Cultural Centre. Take advantage of the building architecture of four major quadrants. Use the north hall for existing exhibit banners, samples of objects which interest children! The east hall for children hands-on interactive activities. The south hall would be used to sell merchandise that kids would like to purchase, and this could help fund specialized children events. The Children’s Market Place. The west wing could be used as a very simple mini-food court with seating room....
- ❖ A Green Building that focuses on the environment and environmental issues. The center of the structure could be a conservatory with plant collections from around the world (example fibers, chocolate, corn, etc.) which could also be a venue to host special events. The surrounding halls could be divided into botany, horticulture, green industry products, the human footprint, recycling and a hall that holds temporary exhibits such as *Dig It! The Secrets of Soil* or an orchid show.....
- ❖ Establish central SI Library location, with more open access to public (though probably non-circulating materials). Would feature open reading areas, lecture hall, other amenities for more in-depth study of SI content areas.
- ❖ Central library and research center. Centralize all Smithsonian libraries, rare books, archives and education and resource centers and VIARC in one location. Make facility accessible to all researchers and the general public physically and through the web ... Centralize existing base from all museums, libraries, archives, including photo archives as one enterprise....
- ❖ I love this building and would do whatever I can to help preserve it ... The building is a collection and should be preserved as such. It should be returned to its original layout. With the halls opened, using the principals of feng shui, with a good display of the flow of the outside light moving through the space as intended. We should always have a water feature. The use of the space on the ground floor should integrate these aesthetics no matter which

way the building is used. Also, it should always be used as a place for visitors to gather, sit, read, with a water feature and have light food. ... The space can also be used for performing arts and other similar demonstrations. The exhibits should be temporary exhibits or a place where the traveling exhibits return for local viewing.

Internal Operations

- ❖ Move the exhibitions currently presented in the International Gallery to A&I (and replace the long-lost Special Exhibition space at NMNH) and let Freer and Sackler and African Art expand into desperately needed space....
- ❖ Swing Space for the Castle occupants while the Castle undergoes a major revitalization and then return AIB to administrative / temporary exhibit space area.
- ❖ ... [U]se it again for space for staff. The Smithsonian should not have staff located in either Herndon or Crystal City. It is inconvenient and it leaves the staff in those locations feeling as if they are in exile.
- ❖ Hotel exclusively used for SI-sponsored events such as academic conferences, workshops and business meetings.
- ❖ Combine OSHEM and Health Services—with a better location for Health Services, they would have the opportunity to reach more SI employees for their Health Risk Management Programs....
- ❖ Residences for visiting scholars, fellows, possibly conference attendees....
- ❖ Testing Center: use as an area where [staff] could come in to run tests of new equipment, products to whoever walks in the door.

Retail Services

- ❖ Open a culinary museum with cooking demonstrations and great restaurants/cafes. One of the major complaints about SI is “where is the food?” Why not combine that need with opportunities to learn about farming, culinary history, world & local cuisines, food and economies, restaurants, cooking techniques, etc. Yum!
- ❖ ... The Mall/Capitol area is a ghost town at night. A high-end restaurant at the Smithsonian open at night would be a big lure for people ... A Victorian nostalgic feel to the program would be great fun.
- ❖ A restaurant and music hall featuring food and music a la the Folklife Festival... guest musicians and chefs playing music and preparing food from different cultures. Friday and

Saturday nights might feature dance bands. The dances could include the audience, such as Zydeco or Swing, or be production numbers such as Chinese Theater.

- ❖ A quality restaurant where staff can entertain potential donors, visiting scholars, board members, patrons, etc. Since the closing of the dining room in the Castle, there is nowhere to do this! Compare the dining facilities at the Metropolitan Museum or the Boston MFA.
- ❖ My idea is a multi-pronged approach. I think that the Arts and Industries building would be a great place to consolidate food services while simultaneously returning space to the museums. The four wings of the building could be designated as different “restaurants”: a fancy sit-down restaurant similar to the old Commons, an a la carte style eatery similar to what is currently in the museums, and then two of the wings could be for people to sit and eat—ideally the most public one could be in the West Wing which during nice weather could be opened up into the garden. The other large space would be a controlled entrance for school groups to eat their lunches....
- ❖ Put up a “full service” SI mall where items from all over SI can be sold. Include a couple of new restaurants that showcase a region or culture represented by an SI entity.
- ❖ ... A variety of shops to capture the museum theme from each museum. Offer a spot for employees that may have merchandise to offer for sale and local vendors around the city that have participated in the past. Charge them some sort of rental fee. Have just enough merchandise to make visitors interested in going around the city to the original spot of the shops. Folklife Festival extended. Would generate revenue.
- ❖ Make the space available for short-term leases by educational organizations with goals and ideals similar to SI (maybe something like the very successful Body Worlds exhibit). Allow them to pay a fee for using the prime real estate, and in turn, their advertising and promotion will bring additional visitors to the Mall. SI can run the food concessions and take a portion of any gift shop sales.
- ❖ Hotel. A bit of a stretch, I'll admit, but still pretty cool. “Not only visit the Smithsonian, but stay in one of the Historic Museum Buildings.” Rotating exhibits in the lobby, activities for the kids, special early/after-hours admission to exhibits.

Visitor Services

- ❖ A Smithsonian visitor center, with an exciting interactive “what is the Smithsonian” exhibition (with objects from various museums and panels about our research facilities), museum shop, restaurant, small theater to show Smithsonian Networks programs and feature presentations by curators, music performances.
- ❖ Use the Quadrants of the halls, plus possibly the courts, to create glass-box conditioned spaces for exhibitions of the various aspects of the whole SI; Art in one quadrant; Natural history and scientific in another; American history and culture in

another; Research in another (to educate the public on the “other” Smithsonian— exhibits about SERC, STRI, SAO, etc.). Then SI offices elsewhere, with possible food service and shops on first floor.

- ❖ Since the increase of knowledge is a key component of our vision statement, an exhibition of HOW the Smithsonian is increasing knowledge (what research we are doing, etc.) would help gain public interest in the Smithsonian as an institution.
- ❖ Smithsonian around the world. An interactive (telecommunications) studio where visitors can learn about the breadth and depth of SI activities around the world. Feature scientists, curators, education activities that are occurring in various countries, states, or regions. Have broadcasts via satellite that connect SI staff to the museum and to the public. Feature video conferences on a daily basis and then record and create podcasts for distribution ... Have people get a real sense of the global reach of the Institution. SI connects on a global scale.
- ❖ ... Create a members’ area with special services, a larger welcome area for visitors, better range of food and shopping. Tell the Smithsonian story; what it is, what it does, who the people are that work here and why the visitor should care. Welcome the visitor! Create a place where the locals can hang out.
- ❖ Combined Welcome Center to the Mall with participation from as many other federal and DC agencies as possible, including National Park Service, National Gallery of Art, and any others on or near the Mall. Could include small exhibit areas for each participant, restaurants, shops, etc.
- ❖ Use the building to spotlight the many partnerships and collaborations that we have across the Smithsonian with other countries, conservation organizations, other federal entities, and private corporations. Allow each partner to sponsor a space ... Keep one wing open for temporary exhibits on a rotating basis.

Education

- ❖ A world-class education facility! We need more [educational] space ... Would accommodate families, students, teacher workshops, general public adults, VIP functions, corporate groups looking for professional development thru SI “think outside the box” programs, volunteer/docent trainings, disabled learners, and more.
- ❖ Center for Education for school groups ... I think it would be wonderful to incorporate this building to house classrooms and labs for NASM, NMNH, NMAI, NMAH, Hirshhorn, and any of the other museums that might need classroom space. A selection of programs could be devised and offered to schools with days and times, and we could get qualified educators to create and head up these classes.
- ❖ “[S]eniors” university: mini-college courses on wide variety of topics geared at retired people; with some opportunities for youth service groups to participate, too.

- ❖ Get America Talking! Institute offering opportunities for diverse groups to find common ground, to learn and apply mediation and communication skills....
- ❖ SEEC Charter School and Early Childhood Model—I would like to suggest that A&I become a Center for Education for the Smithsonian Institution and represent educational opportunities that are diverse and integral to the Institution as a whole ... [SEEC as] a model program for students in elementary school, possibly adding first through third grades [a charter school]....
- ❖ Learning labs (PC workspace environment) for visiting student groups to virtually explore SI Museums with electronic curriculum developed through SI and showcasing the many talented researchers and educators here.
- ❖ [P]artnering with an accredited university to house a full-blown museum/curatorial studies/research institute there—turn the whole building into an academic facility, and have students be the primary users.
- ❖ The creation of a national training institute would enable SI to be put on the map (as Getty currently is) as an institution that embraces scholarship and ongoing professional development. The training programs should be for museum professionals from all disciplines—not just curatorial. These programs could include externships at the SI museums to enhance the classroom experience.
- ❖ Center for training museum professionals with resources similar to the Center for Education and Museum Studies, drawing on the relationships that the Institute currently has with George Washington University, the University of Maryland, College Park, Smith College, University of Michigan, and others. This center could work in conjunction with our intern and fellows programs and be a feeder program for young professionals to join the ranks of the Smithsonian Institution.

Public Programs

- ❖ I think the best possible use for the AIB is as space for Smithsonian-organized programs such as plays, lectures, and workshops. Programs like these are vital to the “diffusion of knowledge,” which is a major part of our vision statement.
- ❖ Concert hall/conservatory for emerging artists and cultural musical events, poetry readings, symposia etc.
- ❖ What the Smithsonian really needs is home on the Mall for the traditional arts, folk music, etc. Highlighting the handiwork or immigrant populations and rural communities ... The use of the space could be modeled on the Folklife Festival, with interactive demos, performance, craft workshops, classes, and cooking. ... live performances of music and/or dance every day for the lunch crowd ... craft

workshops led by self-taught or peer-taught experts in their field ... a recording studio where people can witness traditional music and oral histories being preserved...a cooking demonstration area, where people can learn to create regional specialties that evoke a specific culture ... storytelling for kids

- ❖ Imagine an A&I museum or center where visitors would explore the brickmaking that built those walls, the stonecarving that created the Castle, the iron-casting that poured the US Capitol dome, the woodworking that fashioned the interiors of all these buildings. Skilled practitioners demonstrating these skills; displays nearby of the tools, benches, and machinery of the past that only we possess.
- ❖ Partner with other DC arts and culture organizations to create a presenting venue, incorporate more performing arts into SI.
- ❖ A multicultural “children’s castle” (geared to grades six and under) with age appropriate special exhibits, hands-on instructional and experimental space, petting “zoo,” classrooms, themed restaurants and dining areas (like American Doll), performance space, children’s book and other merchandise store (grandparents as well as parents would love a one-site venue for young children and schools as well). Building could rehouse the theatre and daycare facilities also.
- ❖ Something similar to the Torpedo Factory, artisans making their art, candles, painting. This could be hands-on allowing visitors, children to participate....

Special Events

- ❖ ... A place to hold the parties for private organizations like those held in the Castle or NASM. Upper levels could be for private corporate business socials on a smaller scale. Full-scale kitchen could be on the lower level. (Would generate revenue)
- ❖ Night club with different bands or DJs in different wings so you could listen to country, jazz, rock, and dueling pianos all under the same roof. With concessions in the middle, additional charged events off in the cubby places, like a digital theater, or comedy club.
- ❖ Restore the space with large “high end” special events in mind. Appointments could feature a few highlighted artifacts from several different collections, open spaces for table dining or heavy appetizers (like the SI Holiday party). S&I could become the central gathering place for the Institution staff and faculty.
- ❖ Create a special events facility with a sliding fee scale for private, public, and corporate events—who wouldn’t want a wedding on the Mall? Renovate the building so that food preparation, events storage, and related requirements are on-site. Include collections-based displays for “ambiance”—and set aside gallery space for sponsored showings of exhibitions.

Non-Smithsonian Uses

- ❖ [C]reating gallery space in the building for non-SI museums to mount exhibitions would make the space even more of a showcase for the great art and artifact collections of the world. Instead of leasing the space semi-permanently to one organization, make parts of it available on a short term basis to many organizations. ...What could be more mission consistent than that?
- ❖ [F]ind a business that will assist with the total cost for renovations and allow them to have use for three quarters of the building. The remaining one quarter could be elegantly renovated and rented out for special festivities (e.g. wedding receptions, high class dinner receptions, etc.) but could also be used as show case area for the Smithsonian when the President, members of the Hill, other high ranking government officials, or Domestic or Foreign Dignitaries want to come for special visits.
- ❖ Use a portion of AIB to showcase Smithsonian as a global leader in promoting a “greener America and globe.” In main halls open a Totally Green Restaurant and showcase the entire “recycling and reuse” operation as an exhibit. Rent other office space to “green” nonprofits and universities.

Funding

- ❖ Foundations with mission statements consisting of education, the arts, or children.
- ❖ For the revitalization, work with Congress to establish a special double tax deduction for 2-3 years for people who donate to the revitalization over a certain amount, and regular for people below that amount.
- ❖ Individual donors—particularly those with connections to construction/architecture industry.
- ❖ Private Funds for Green Building—Al Gore, Bill Gates.
- ❖ A national campaign targeting the general public and using the internet, print, radio, and TV
- ❖ Foreign governments wanting to share an SI location for cultural learning.
- ❖ Donations—might get them if we had a specific cause/goal in mind.
- ❖ Allow corporations to sponsor different wings—the Target wing could showcase CHNDM; Accenture or other government friendly businesses could “sponsor” a wing that we could fill with appropriate content.
- ❖ Partner with a big, well-endowed university to make it a “satellite” campus that would focus on things we do well—curatorial, museum studies, science, or a school of education.

- ❖ Start a campaign of Adopt AIB and ask the nation to contribute at least \$5.00 toward the revitalization; have a check-off on memberships to contribute an extra amount to revitalize AIB.
- ❖ With each SI purchase, visitors can be asked if they would like to donate/add on to their bill (as is done at grocery stores to raise funds for breast cancer research, etc.).
- ❖ Burden SI donations with an “overhead levy” to house the services necessary to enable the donations to achieve their intent. You can’t just donate funds for a building and ignore the fact that there has to be an organization in place to operate and maintain it as well as operate that organization.
- ❖ Partner with brown-bag providers to add Smithsonian fun facts (and educational) on their plain packaging material. A 0.01¢ or 0.1¢ premium on each bag would soon add up.
- ❖ Very unpopular, but create a surcharge somewhere to things people are already buying—\$1 per IMAX ticket, \$3 per SI magazine subscription, for a “save A&I” fund—much like municipalities charge a tax on hotel stays for tourists.
- ❖ Admission charge to museums dedicated for reopening building, one museum each day would be free so the public still had free access.
- ❖ Affiliates have major fundraisers to create a format for putting forth their history to the public, in the nation’s capital, through rotating galleries.
- ❖ Each museum has a “birthday” and on-line visitors are asked to contribute a small amount (\$5-\$10) to a named project in the museum as a birthday gift. Ten donors get the opportunity for a VIP tour and birthday cake on the designated birth date.

