



2014 AIA Fellowship

Entry 31680

Nominee	Debra Nauta-Rodriguez
Organization	Office of Planning, Design and Construction, Smithsonian Institution
Location	Washington, DC
Chapter	District of Columbia: AIA DC
Sponsor	Hal Davis
Organization	SmithGroupJJR

Category of Nomination

Category Four: Public Service, Government, Industry, or Organization

Summary Statement

Debra Nauta-Rodriguez leads the building and revitalization of the world's largest museum and research complex. She influences and cultivates an innovative, collaborative stewardship model, invested in design excellence, to house our national heritage.

Institute Honors and Awards Fellowship



THE AMERICAN
INSTITUTE
OF ARCHITECTS

Nomination Signature Sheet

Debra Nauta-Rodriguez

Candidate's Name

Component Nomination

Name of component organization

Signature of chapter president or secretary

Name of chapter president or secretary

AIA Washington DC
[Handwritten Signature]
David T. Haresign, FAIA

or

Nominated by any 10 AIA Members *or* any 5 Fellows in good standing:

1. Signature/date

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Note: It is the responsibility of the sponsor to notify the AIA component of a petition nomination.

SMITHGROUPJJR

7 October, 2013

Craig Rafferty, FAIA
Chair, 2014 Jury of Fellows
The American Institute of Architects
1735 New York Avenue, NW, Washington, DC 20006-5292

Dear Mr. Rafferty,

Debra Nauta-Rodriguez, AIA, LEED AP, represents the epitome of what a design professional should ascribe to in Government Public Service. I have known Debra since 1992 when we began the design and construction for the Smithsonian Institution's Cultural Resource Center for the National Museum of the American Indian. Since that time, we have worked together on the successful completion of the National Museum of the American Indian on the National Mall and the Kogod Courtyard Enclosure at the Donald W. Reynolds Center for American Art and Portraiture.

Debra's stewardship and leadership in cost effectiveness and design quality on nearly \$700 million worth of Smithsonian capital projects has been recognized at the highest levels of the Smithsonian Institution; her impact is visible on over 2.5 million square feet and more than 3,500 acres of Smithsonian property. Her innovations in process go well beyond her normal work requirements with many of these leading to substantially improved design and construction documents. She led and implemented the move to the metric system which is now the standard for all Smithsonian projects. Her expertise in architecture and project management is praised Institution-wide and her credibility with outside groups has been exemplary as evidenced by the many awards of recognition she has received as well as in publications about her efforts. Her leadership of the design, construction, museum, and Smithsonian participants in the National Museum of the American Indian was recognized by *Building Design & Construction's* 2008 Platinum Team Award.

As Deputy Director for Planning and Program Management, Debra Nauta-Rodriguez holds the highest "rank" of any architect in the Smithsonian hierarchy. I have witnessed her rise to this level by consistently performing above and beyond her job as a federal employee and advancing the architectural profession as an exemplary Public Architect. She is a successful advocate of inventive processes and innovative design in the face of bureaucracy and tight budgets, leading a culture of design and construction professionals that value high quality and longevity.

Debra embodies the values of public service by sharing lessons learned and successes won with colleagues within the Smithsonian and the architecture and building professions. She mentors colleagues and advises on projects throughout the Smithsonian on many levels. Local, regional, and national agencies and professional organizations have recognized her outstanding contributions as well. This year she was invited to become a steering member for DC|AIA's revamped Public Architects Committee. She has presented at the US Commission of Fine Arts, the National Capital Planning Commission, congressional committees, the AIA Convention, the American Society of Landscape Architects (ASLA) Annual Conference, the Washington Building Congress, the Mid-Atlantic Association of Museums, NCARB, the Construction Specifications Institute, and the National Academy of Engineering.

It is an honor and a pleasure to sponsor Debra Nauta-Rodriguez for Fellowship. I believe the depth and significance of her accomplishments merits such recognition. She has truly worked to advance the profession!

Sincerely,



Hal Davis, FAIA
Senior Vice President

DEBRA NAUTA-RODRIGUEZ, AIA

“To ensure the advancement of the living standards of people through their improved environment” via public service and leadership in the development of civic improvements and needed government projects...

-- AIA website

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Submitted October 18, 2013

1.1 Summary Statement

Debra Nauta-Rodriguez leads the building and revitalization of the world's largest museum and research complex. She influences and cultivates an innovative, collaborative stewardship model, invested in design excellence, to house our national heritage.

1.2 Summary of Achievements

STEWARDSHIP



As Senior Architect at the Smithsonian Institution, the world's largest complex of museums and research centers, Debra Nauta-Rodriguez's leadership in stewardship protects and sustains our national treasures and ensures their accessibility for future generations. For over two decades as a Public Architect, she has integrated the stewardship mission into the successful delivery of award-winning projects. Nauta-Rodriguez has grown an **organizational and professional consultant culture of excellence** in mission-driven architecture and become the Institution's **primary spokesperson** on its capital program. She stewards the creation and care of the Smithsonian's largest collection -- the **facilities that symbolize and house our national heritage**.

INNOVATION

*As a Board Member on the inter-agency Construction Metrication Council, Nauta-Rodriguez contributed to its seminal publication, the **Metric Guide for Federal Construction***

Debra Nauta-Rodriguez's innovations in aligning government regulations with industry standards established an enduring platform for the Smithsonian's continuous improvement in the business of design and construction. Nauta-Rodriguez single-handedly pioneered restructuring Smithsonian design practices to complement *The Architect's Handbook of Professional Practice (AIA)*, transforming how the Institution conducts business with Architect-Engineer firms. She led the Smithsonian in adoption of the metric system, partnering with other federal agencies to provide training and guidelines for staff as well as design consultants – an advocacy that accelerated metric proficiency in several A-E firms. Nauta-Rodriguez enables creativity and promotes innovative benchmarking techniques through her role as a **key communicator of new and unique initiatives** in the facilities arena before museum boards, donors, government leaders, and outside groups.

COLLABORATION

*Nauta-Rodriguez led these two nationally significant projects to award-winning success and **Platinum Team Awards** from Building Design & Construction Magazine for exemplary teamwork and partnering between the Architects, Contractors, and the Owner*

Through collaboratively leading and engaging diverse stakeholders, Debra Nauta-Rodriguez has meaningfully transformed both the professional process and the final product, often redirecting the course of divisive projects to achieve ultimate success. She assumed the owner's lead role on *National Museum of the American Indian* at a crucial turning point -- immediately following the controversial dismissal of the Museum's concept designer. Nauta-Rodriguez reassembled the fragmented A-E consultants into a cohesive, reinvigorated design team that delivered an internationally-acclaimed architectural flagship for Native American culture at the foot of the US Capitol. Likewise, through her collaborative efforts in leading the revitalization of the old Patent Office Building and enclosing its historic courtyard, she resolved polemic debate over preservation approaches and empowered creative design solutions where modern intervention respects and enhances historic fabric.

INFLUENCE

In 2013, Nauta-Rodriguez was recognized as a "key Public Architect" by DC/AIA and invited to become a steering member of its revitalized Public Architects Committee

Debra Nauta-Rodriguez advances the profession of architecture on many levels - through mentoring staff, advising colleagues, collaborating with other Public Architects, and leading teams of consulting architects. Invitations to speak before The American Institute of Architects, the Construction Industry Institute, and numerous other professional and government forums demonstrate widespread impact and influence. Under her leadership as a Public Architect, global teams of design professionals have excelled in the development of facilities that house and display our cultural and scientific heritage – architecture that enriches the lives and experience of all those that work in, study in, and visit the buildings and grounds of the Smithsonian.

2.1 Significant Work

STEWARDSHIP

2.1.1
PUBLIC ARCHITECT as STEWARD

“promotes excellence in the planning, design, construction, and management of public facilities” --- AIA website

2.1.1.1

Design and Project Leadership of Nationally Significant Cultural and Scientific Facilities

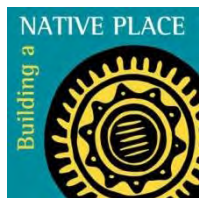
“Combining her passion for Architecture with a keen sense of her responsibility as a steward for Public Buildings and a sensitivity for interpersonal relationships, Debbie has provided distinctive leadership necessary to promote and advance notable contributions in Architecture representing the best this country has seen during her tenure at the Smithsonian over the past 23 years. Through her example Debbie has created a model for how an architect in public service can contribute to the advancement of the quality of our lives by raising the standards of professional performance resulting in a more open and collaborative process culminating with superlative works of Architecture.”

-- Tim Hartung FAIA, Partner, Ennead Architects, October 10, 2013

Photo credits: Smithsonian project records and construction progress photo archives

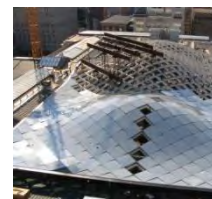
“Stewardship” -- caring for and sustaining public resources -- is fundamental to the role of Public Architects. Over the past two decades, **Nauta-Rodriguez has established an exemplary stewardship model at the Smithsonian Institution** through her leadership on individual, award-winning projects and through her skillful guidance of the office responsible for the capital program. Her credibility and influence have solidified both Congressional and private support for Smithsonian projects. **By integrating design and mission across the Institution’s portfolio of landmarks and landscapes, she has shaped and continues to advance a culture of excellence in the stewardship of architectural, cultural, scientific, environmental, and fiscal resources.**

As a **Public Architect serving as the government owner’s executive architect**, Nauta-Rodriguez led many of the Institution’s high profile undertakings, often through challenges and adversity, and delivered facilities that engender positive and memorable impact on millions of visitors, artists, scholars, scientists, and staff 365 days a year. **In her leadership as a steward of federal architectural assets, she has clearly raised the standards of professional performance in the execution of public sector capital projects.** Specifically, she:



Led the design and construction of all three National Museum of the American Indian (NMAI) venues (1992-2004). Nauta-Rodriguez progressed through leading roles on the museum’s Heye Center in NYC’s historic

Custom House, its Cultural Resources Center in MD, and the Museum itself on the National Mall. Her charge and influence expanded as the individual projects ensued on separate tracks. While finishing up the predecessor projects, Nauta-Rodriguez was tapped to assume the executive architect role on the already underway Mall Museum project after dismissal of the project’s concept designer. By re-establishing the design team’s focus and driving progress, her legacy is one of restored continuity and lasting consistency. **Nauta-Rodriguez’s outstanding leadership and stewardship of the mission-driven architectural objectives of the museum’s three venues was formally commended by the American Indian Council of Architects and Engineers in 2004.**



Directed the renovation and enhancement of the Old Patent Office Building (2004-2007). Nauta-Rodriguez’s leadership both shepherded and propelled to completion the unique and transformational undertaking

that evolved a beloved National Historic Landmark (the third oldest federal building in the nation’s capital) into the **Reynolds Center for American Art and Portraiture** with its signature, 21st century public gathering space, the **Kogod Courtyard**. Enclosing the historically significant open-air courtyard drew debate from the historic preservationists yet applause from urban planning and design communities. Public stakeholders supported a variety of conflicting opinions and separate federal review agencies simultaneously approved and disapproved design schemes. **Nauta-Rodriguez was recognized for directing the multi-firm design and consultant teams in deriving sensitive, compatible solutions through strategic mitigation and stewardship approaches.**

2.1.1.1 *Design and Project Leadership, continued*



Launched implementation of the Smithsonian National Zoo’s Master Plan (2008-2012).

Nauta-Rodriguez advanced facilities excellence as an integral component of the zoo’s strategic mission in animal care, science and research, environmental stewardship and visitor experience. She led the award-winning design and construction of “American Trail” (featuring a modernized Seal and Sea Lion facility), “Elephant Trails” (including rehabilitation of the historic Pachyderm House), and the **Institution’s first LEED-Gold NC project** -- the Smithsonian-Mason School of Conservation at the zoo’s Conservation Biology Institute in Virginia.



Led numerous planning and design projects throughout the Smithsonian’s facilities portfolio and architectural collection, including:

Repair/Replacement of Castle Windows -- replaced 1960’s-era metal windows with historically compatible, wood-framed, double-glazed units.

Carnegie Mansion Space Planning, Cooper-Hewitt Museum

Winston M. Blount Center for Postal Studies at the National Postal Museum

Accessible Path Improvements at the National Air & Space Museum

2.1.1.2

Capital Program Oversight and Investment in Architectural Excellence

As Deputy Director in the Smithsonian’s Office of Planning, Design and Construction, Nauta-Rodriguez directs the Institution’s entire Capital Program, currently valued at over \$1 billion in active projects. Under her leadership, this program **invests in design excellence through partnership and contracting with a diverse selection of local, national, and international architecture firms**, effectively sharing stewardship responsibility of our nation’s public cultural and scientific architecture with some of the profession’s finest designers and respected firms. Currently, she provides executive leadership oversight on:



National Museum of African American History and Culture
Freelon Group / Adjaye Assoc / Davis Brody Bond / SmithGroup

Scheduled to open in late 2015, this \$500M new museum adjacent to the Washington Monument is dedicated to African American life, art, history and culture. Oversight of this project requires collaboration with a variety of Federal and local constituencies with stewardship responsibility over the National Mall.



Arts and Industries Building Shell Renovation
Ennead Architects / SmithGroup

The building shell of this National Historic Landmark was upgraded structurally to meet snow, wind, seismic, and blast loads. Roofs and windows were re-engineered with historically compatible, energy efficient building envelope systems. Temporary exhibits will be featured within the raw interior of the former National Museum designed by **Adolf Cluss**.

Photo credits: Smithsonian project records; National Museum of African American History and Culture rendering by FABS

2.1.1.2 Capital Program Oversight and Investment in Architectural Excellence, continued



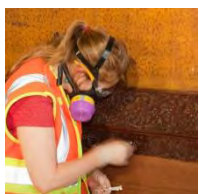
National Air & Space Museum Major Systems Replacement and Envelope Renewal
Quinn Evans Architects

Forensic marble testing, exterior wall cavity investigations, energy modeling, and structural analysis are currently underway during the pre-design phase of this \$250M undertaking to upgrade and revitalize the shell and building systems (original to the 1976 construction) of one of the most visited museums on earth.



Renwick Gallery of Art Infrastructure Renewal
Westlake Reed Leskosky

This second-Empire style National Historic Landmark is the capital city's first purpose-built public art museum, designed by **James Renwick** in 1859. It now houses the Smithsonian's American craft and decorative arts collections. Design of this energy-efficient, \$32M modernization project is complete; construction will begin in 2014 for a 2016 reopening.



Carnegie Mansion Gallery Renovation (NYC)
Beyer Blinder Belle with Gluckman Mayner Architects

Andrew Carnegie's 1902 mansion has housed the Smithsonian's Cooper-Hewitt National Design Museum since 1976. The mansion is currently undergoing a \$70M renewal to maximize gallery space. Historic millwork, flooring, ceilings, and wall surfaces are being restored.



National Museum of American History West Wing Renewal
EwingCole

This \$59M renovation currently underway modernizes 3 floors of the museum's West Wing. Original marble finishes are being salvaged and reinstalled; the west glazing will be restored to its original size and configuration. Public spaces will be revitalized. On the west lawn, a restored Calder sculpture will be reinstalled in its original location.



National Postal Museum's William H. Gross Stamp Gallery Expansion
Cho Benn Holback + Associates

Recently opened in Fall 2013, this showcase for the National Stamp Collection is the world's largest gallery dedicated to philately. Located in DC's historic City Post Office building, the project addresses both stewardship of historic building fabric as well as care of the sensitive philatelic objects it houses.



Smithsonian Tropical Research Center Gamboa Lab (Panama)
KlingStubbins (Jacobs)

Scheduled to open in 2014, this state-of-the-art laboratory for terrestrial and tropical research was designed with a LEED-certification target and focused on specification of locally-sourced materials. It will house Smithsonian and visiting scientists from all over the world conducting research in Panama's unique location and environment.

Photo credits: Smithsonian project records and web image galleries; Gamboa Lab rendering by KlingStubbins

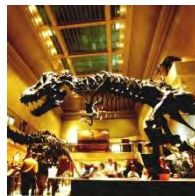
SECTION 2.0 | ACCOMPLISHMENTS

2.1.1.2 Capital Program Oversight and Investment in Architectural Excellence, continued



Smithsonian South Mall Campus Master Plan *BIG (Bjarke Ingles Group)*

Currently underway, this master plan will establish a long-term revitalization and stewardship strategy for an eclectic grouping of museums, Landmarks and gardens, including the Freer/Sackler Galleries, S. Dillon Ripley Center, National Museum of African Art, Smithsonian Castle, Arts and Industries Building, Hirshhorn Museum and Sculpture Garden and the Enid A Haupt Garden.



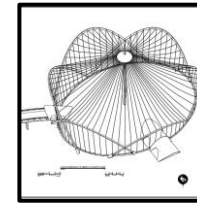
National Museum of Natural History Paleo Hall Renovation and “Deep Time” Exhibit *EwingCole and Reich+Petch*

Last of the National Museum of Natural History’s three “great” halls to undergo a major renovation, design has begun to restore the Paleo Hall’s original architectural grandeur. A new exhibit, featuring the museum’s dinosaur artifacts will illustrate that Earth’s distant past is connected to the present and can shape our future.



Smithsonian Environmental Research Center Mathias Lab Renovation and Addition *EwingCole*

Located in Edgewater, MD, this \$50M lab renovation and expansion for research on coastal ecosystems will open in 2014. On track to be the Institution’s first LEED-Platinum facility, the design embraces environmental stewardship and features geothermal, photo-voltaic, and rainwater harvesting technologies.



National Zoo Bird House and Great Flight Cage Renewal for “Marvelous Migrations Exhibit” *Ayers Saint Gross (program)* *Quinn Evans Architects (design)*

Design has just begun on revitalization of the 1930’s Public Works era Bird House and its 1970’s modernist companion, the Great Flight Cage. After 2 years of pre-design, which included preparation of HABS documentation and programming, conceptual design is underway with the design and exhibit development team.

Photo credits: Smithsonian project records; Mathias Lab rendering by EwingCole; Great Flight Cage axonometric by HABS

2.1.1.3

Leading People and Effecting Organizational Change

Nauta-Rodriguez directs the planning and capital program function of the Smithsonian’s Office of Facilities Engineering and Operations, which enables the Institution’s global mission through **planning, designing, building**, maintaining, securing, operating, and sustaining nearly 12 million square feet (1.1 million m²) in more than 700 buildings and over 42,000 acres (17400 hectares) of land. She leads a staff of **registered architects, professional engineers, planners, real estate and historic preservation specialists** that are responsible for project management, master planning, real estate, and stewardship of the Institution’s historic properties, its architectural collection, and the Castle Furniture Collection. Examples of current efforts follow:



Strategic Planning

Nauta-Rodriguez is leading her Architectural History and Historic Preservation staff in **drafting the Smithsonian’s first Strategic Plan for its historic architectural resources** and its largest collection

– the buildings and grounds of the nation’s premier cultural/scientific complex. Benchmarking against similar programs at the Architect of the Capitol, General Services Administration, and State Department is underway. The effort covers policy, strategic direction for maintenance and capital improvements, training, and outreach.



Architectural Conservation

Nauta-Rodriguez consistently **promotes conservation of architectural components and monumental building elements** within the planned scope of capital projects. Restoration and reinstallation of the Arts and Industries statuary *Columbia Protecting Science and Industry* is one such example. These figures were removed, restored by a metals conservator and then reinstalled in their original positions on the north roof of the Arts and Industries Building as part of the capital project that restored and renovated the building’s roof and shell.



Sustainability Strategies

Nauta-Rodriguez directs capital project planning that embraces federal and industry mandates as well as the Smithsonian’s own environmental stewardship goals. She and her staff lead

efforts in drafting and updating the Institution’s Sustainability policies, practices and standards through participation in task forces and inter-agency committees involving green building, carbon footprint, energy efficiency and water conservation topics. **Nauta-Rodriguez was the Project Executive responsible for the Institution’s first LEED-Gold NC project.**



Collections Space and Care

Nauta-Rodriguez is chairperson of the Project Subcommittee of the Institution’s Collections Space Initiative. She leads planners, collections managers, architects, engineers, and real estate specialists in the development of the Smithsonian Collections Space Framework Plan (with *Ayers Saint Gross*), focused on strengthening stewardship and supporting **best practices in collections care**. The 2013 Summit on the Museum Preservation Environment, sponsored by the Smithsonian Collections Committees, drew global participation from museum and design professionals.

Photo credits: Smithsonian project records and web image galleries

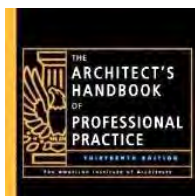
2.1. Significant Work **INNOVATION**

2.1.2
PUBLIC ARCHITECT as INNOVATOR

Debra Nauta-Rodriguez is a champion of innovation drawn from best practices in industry and government, and has effected change from a grassroots level. As a policy innovator, she led bottom-up efforts in modernizing the Smithsonian’s design and construction practices and in embracing metrication that provided an enduring foundation for continuous improvement. As a key communicator of facilities topics, Nauta-Rodriguez promotes creativity and innovation in garnering support for new ideas and initiatives. The outcome of these efforts has advanced the Smithsonian’s ability to effectively conduct and attract business with private sector architects locally, nationally, and internationally.

2.1.2.1
Leading Transformational Change in Design and Construction Practices

Arriving at the Smithsonian in 1990, Nauta-Rodriguez found that many of the Institution’s design and construction practices were outdated. Tasked with leading the design of the Smithsonian’s first new building project that would not be administered through the General Services Administration (GSA), **she initiated and led a ground-up effort to modernize policies and standards. The results transformed the Institution’s approach to the business of design and construction and prepared it for the continuous growth in size and value of the capital program over the next two decades. Specifically, she:**



Initiated, wrote and single-handedly advanced the first comprehensive modernization of the Smithsonian’s special contract provisions for Architect-Engineer Services, synchronizing requirements in

the Federal Acquisition Regulations (FAR), the Brooks Act, and the AIA’s Architect’s Handbook of Professional Services. She trained both design management and contracting staff on the revisions.

Initiated the first major overhaul of the Institution’s supplementary contract provisions for construction, advocated for the Smithsonian’s use of industry standard specifications, and integrated Federal Acquisition Regulations (FAR) requirements and museum-specific conditions utilizing the format of MasterSpec®’s Division One.



Designed and implemented the Smithsonian’s first formally chartered Partnering program, at the start of construction of the American Indian Cultural Resources Center in 1996; notable for pushing the program

beyond its traditional operation at the upper ranks of organizational hierarchies, down through middle layers of management to cross-functional relationship-building and team activities in the field.

Advocated, lobbied for, and demonstrated that having the Smithsonian Design Manager in residence in the owner’s on-site construction office ensures design integrity in the field and consistent coordination with the Architects-of-Record throughout construction. This continues to be a standard best practice at the Smithsonian.

2.1.2.2 Championing Metrication

“Debbie has championed metrication at the Smithsonian since we began our federal metrication efforts 7 years ago. Due in large part to her commitment, virtually all Smithsonian work, from new buildings to maintenance and repair projects, is designed and constructed in the metric system.” -- Tom Rutherford, Chairman, Construction Metrication Council, December 2, 1997

2.1.2.3 Enabling Creativity in Design, Craftsmanship, and Technology

“as a leader of the Office of Planning and Project Management, she [Debra] had a particularly important role to play in this initiative [“The Bubble”], and throughout the complex processes that it involved she was steadfastly committed to realizing this iconic structure on the National Mall...” -- Richard Koshalek, architect and former Director of the Hirshhorn Museum, June 2013

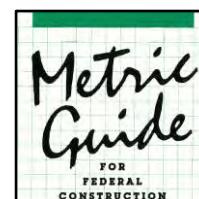
*Bubble rendering by DSR
Photo credit: Savannah Technical College*

Debra Nauta-Rodriguez led the charge for compliance with the federal government’s Executive Order 12770 (July 1991) on metrication at the Smithsonian and became a key spokesperson on the topic. **Leading change with persistence and dedication, Nauta-Rodriguez transformed the attitude toward metrication** within the Smithsonian’s facilities offices and with its A-E consultant community from stubborn resistance through reluctant acceptance to business-as-usual. Specifically, Nauta-Rodriguez:

Drafted and implemented pan-Smithsonian metric policy, design standards, procurement language, and construction specifications and contract clauses.

Led the first Smithsonian project designed and constructed in the metric system (National Museum of the American Indian Cultural Resources Center).

Partnered with GSA to conduct training for Smithsonian staff, design consultants, and Architect-Engineer firms on the new metric standards.



Served as a Board Member on the inter-agency Construction Metrication Council for 3 years and contributed to the metrication committee’s *Metric Guide for Federal Construction* publication.

Shared lessons learned with the Architect-Engineer, Contractor, and federal agency communities through presentations and case studies.

In her organizational leadership role, Nauta-Rodriguez promotes inventiveness and innovation in design, craftsmanship, and technology. As the Institution’s leading spokesperson on capital projects, **she advocates for creativity and markets new ideas and approaches** before museum boards, donors, Smithsonian leadership, budget examiners, and outside groups.



Seasonal Inflatable Pavilion for the Hirshhorn Museum *Diller Scofidio + Renfro (DSR)*

Although a lack of financial support ultimately prevented execution of the Hirshhorn Bubble, Nauta-Rodriguez articulated its artistic goals and technical feasibility before the museum’s Board in order to facilitate their decision-making.



With guidance from Nauta-Rodriguez’s preservation staff, students in traditional building crafts at Savannah Technical College created replica spear tips to replace those missing from historic window grilles on the Arts & Industries Building, an **inventive approach that that mutually benefitted both the building project and the next generation of craftsmen.**

Nauta-Rodriguez is an **influential leader and spokesperson** in the Smithsonian’s continuing efforts to justify and secure federal funding levels through innovative facilities benchmarking with other federal agencies and universities. She is **leading the development of new technological methods and protocols for scoring and prioritizing facility requirements** with an interdisciplinary evaluation process and interactive data analysis.

2.1 Significant Work **COLLABORATION**

2.1.3
PUBLIC ARCHITECT as
COLLABORATOR

Debra Nauta-Rodriguez has built a reputation as an outstanding collaborator and team-builder. Whether partnering with other agencies and organizations, teaming with members of the architectural design community or bringing together diverse constituencies and consulting parties, Nauta-Rodriguez has demonstrated exceptional success in assembling teams, building consensus, and resolving conflict.

2.1.3.1
Directing High Performing Teams
and Collaborative Partnerships

Nauta-Rodriguez assembles high-performing, inter-disciplinary and multi-cultural design teams and partners with general contractors, craftsmen, and artists to **enrich the building process and deliver high-quality architecture**. Her collaborative spirit and positive inertia has been instrumental in leading teams to overcome critical project setbacks and challenges. Specifically, she:

Two Platinum Team Awards from Building Design & Construction Magazine for exemplary teamwork and partnering between the Architects, Contractors, and the Owner for the National Museum of the American Indian (2005) and the Patent Office Building – Reynolds Center for American Art and Portraiture (2007) demonstrate the successful results of collaborative project leadership

Photo credits: Smithsonian project records



Restarted design on the National Museum of the American Indian after termination of the Smithsonian’s contract with the concept designer. Nauta-Rodriguez **re-**

assembled the interdisciplinary and cultural consultants under a new A-E prime contract with Polshek SmithGroup and Jones & Jones. Three of the four original Native American core team designers returned and were joined by advisors from the **Native American Design Collaborative** to provide the cultural continuity needed to guide the design to a respected conclusion.



Carried forward collaborative teamwork to the construction phase. Nauta-Rodriguez and the design team worked with the general contractor to ensure that artists and native craftsmen had safe and welcoming access to install their permanent contributions to the museum’s unique architecture and landscape. Nauta-Rodriguez ensured that Native voices were infused throughout the process and clearly manifested in the resultant architecture.



Directed the Renovation and Enhancement of the Patent Office Building forward from a critical milestone – renewal of the historic structure had begun on site, but several significant components, including the modern enclosure of the central courtyard, had yet to be designed. She took over the role of the owner’s executive architect at the conclusion of the international design competition that selected **Lord Norman Foster** to cover the historic courtyard.



Led the efforts of two separate design teams, Hartman-Cox Architects, who designed the rehabilitation of the landmark building, and Foster + Partners with SmithGroup, who designed the courtyard roof. The General

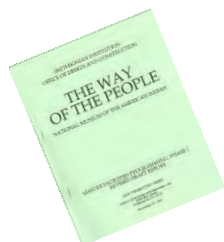
Contractor teamed with a German company to fabricate and erect the glazed roof. **The independent design teams and a single general contractor had no contractual relationship with each other -- Nauta-Rodriguez’s collaborative leadership of the project established a culture of teamwork and partnering.**

SECTION 2.0 | ACCOMPLISHMENTS

2.1.3.2

Leading and Engaging Diverse and Unique Audiences

The constituencies, audiences, overseers, and user groups of the Smithsonian are extraordinarily broad and diverse. Nauta-Rodriguez **has facilitated the participation of numerous and unique stakeholders** in the projects she has led: tribal elders and representatives, professional and cultural experts, donors, federal agency consulting parties, review agencies, organization and government officials, even non-human occupants!



The Way of the People, the seminal programming report developed for the Smithsonian with **Venturi Scott Brown**, charted a course for continued collaboration with **Native American groups and individuals** throughout the design and construction the National Museum of the American Indian facilities. **Nauta-Rodriguez ensured that Native input was significant and substantive during the design process** by involving the design team in the museum’s consultations with indigenous groups throughout the Western Hemisphere.



Creating animal facilities requires **the input of scientists, zoo keepers, curators, design consultants and even the animals themselves** in the development of performance standards, especially where no prescriptive specifications exist. The zoo’s **Asian elephants** continually tested the limits of the environments created in *Asia Trail II: Elephant Trails*. **Nauta-Rodriguez and the design-build team (with VITETTA) needed to adjust and sometimes rebuild** elements of the project in order to address unforeseen animal behaviors and impacts.

Special Act award presented to Debra Nauta-Rodriguez in “grateful recognition of extraordinary support in securing approval for the courtyard enclosure plan” – Sheila Burke, Deputy Secretary and Chief Operating Officer of the Smithsonian Institution, 2005



Foster's Proper Topper Gets the Nod

Enclosure of the Patent Office Building’s historic, open-air courtyard generated opposing viewpoints on preservation approaches. The US Commission of Fine Arts, National Capital Planning Commission, District of Columbia’s Historic Preservation Office, and Advisory Council on Historic Preservation were **all concerned with different aspects of Norman Foster’s glazed roof design**. **Nauta-Rodriguez’s collaborative leadership style played an instrumental role in resolving conflicts and mitigating differences between opposing viewpoints.**



Throughout her tenure at the Smithsonian’s National Zoo, Nauta-Rodriguez **collaborated with the adjacent neighborhood residents as well as with the neighboring jurisdiction of the National Park Service in Rock Creek Park**. Unavoidable impacts such as traffic inconveniences, utility disruptions, and construction noise disturbances were forecast and appropriately communicated through neighborhood meetings, media, and by other means.

Photo credits: Smithsonian project records

SECTION 2.0 | ACCOMPLISHMENTS

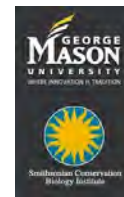
2.1.3.3 *Partnering with External Groups*

Nauta-Rodriguez facilitates joint ventures and partnership agreements between the Smithsonian and external partners and federal agencies. She represents the Secretary of the Smithsonian as an **ex-officio Trustee on the Board of the National Building Museum**. Nauta-Rodriguez also serves as an alternate steering committee member on the **Federal Facilities Council**. In 2011, she was a lead member of the Smithsonian facilities team that **hosted a delegation from China** gathering input on museum design.



“American Spaces” Study

Nauta-Rodriguez developed space, messaging, and architectural improvements as a **team leader and architectural advisor** on the “American Spaces” project. This project, developed through a partnership between the Smithsonian and the US Department of State, seeks to strengthen public diplomacy strategy through content and space design throughout the State Department’s global network of “American Spaces.”



SI-Mason School of Conservation

Nauta-Rodriguez was a **key leader in the development of a Memorandum of Agreement** between the Smithsonian and George Mason University (GMU) establishing a program for training the next generation of conservation professionals. She oversaw a collaborative concept design process in which the Smithsonian and GMU developed joint design standards for the development of the complex.

2.1.3.4 *Propagating Impact*

For her staff, Nauta-Rodriguez **develops outreach and impact goals for individuals and teams, provides the necessary time and budgetary resources, and rewards the results** with recognition and awards. Collectively, she and her staff are active and influential in numerous professional organizations, including:

- | | |
|--|--|
| The American Institute of Architects | US Green Buildings Council |
| National Council of Architectural Registration Boards | American Alliance of Museums |
| International Council on Monuments and Sites | Mid-Atlantic Association of Museums |
| Society for College and University Planning | International Council of Museums |
| American Planning Association | Association of Zoos and Aquariums |
| Association of Preservation Technology International | Construction Industry Institute |
| National Trust for Historic Preservation | American Society of Civil Engineers |
| International Center for the Study of Conservation and Preservation of Cultural Heritage | Society of American Military Engineers |

This wide-spread participation and collaboration ripples the impact and influence of Public Architects throughout the design profession, construction industry, and government, cultural and scientific forums.

2.1 Significant Work **INFLUENCE**

2.1.4
PUBLIC ARCHITECT as INFLUENCER

Debra Nauta-Rodriguez’s **influence as a Public Architect is based in personal commitment** to the architectural profession, outreach and service to related industries and communities of practice, partnerships with private-sector colleagues and in mentoring the next generation of professionals. Her widespread involvement represents a dedication to the profession above and beyond her job responsibilities.

2.1.4.1
Commitment and Service to the AIA



Nauta-Rodriguez began her participation in the AIA as student member, receiving the **AIA School Medal and Certificate of Merit** for Excellence in the Study of Architecture at the University of Notre Dame in 1985. While an architect at **Mariani and Associates** in Washington, DC, Nauta-Rodriguez became an Associate Member of the AIA in 1985 and was active in the DC Chapter. **She has maintained continuous membership in AIA since she became a registered architect in 1990**, demonstrating a career-long dedication of personal time and financial resources. No employer has ever paid for Nauta-Rodriguez’s membership in the AIA.

Recognized as a “key Public Architect” by DC|AIA, Nauta-Rodriguez was invited, along with the Architect of the Capitol (AoC), the Chief Architect of the GSA, and the AoC Historic Preservation Officer, to be on the Steering Committee of the chapter’s Public Architects Community

Member, AIA DC Chapter, 1990-present

DC|AIA Public Architects Steering Committee, 2013-
Volunteer, AIA National Convention in Washington, DC, 2012 and 1991

DC|AIA Architects in Government Committee, 1993-1997

DC|AIA Washingtonian Magazine Awards Committee Chairperson, 1990

Associate Member, AIA, 1985-1990

DC|AIA Historic Resources Committee, 1987-1988
DC State Coordinator for Intern Development Program (IDP), 1988-1989

Member, AIAS, 1984-1985

2.1.4.2
Commitment to the Profession



National Council of Architectural Registration Boards 1990-

Invited Participant, NCARB Strategic Planning Member Workshop, 2010

International Council on Monuments & Sites 1990-

National Trust for Historic Preservation 1992-

Association of Zoos and Aquariums 2009-

American Alliance of Museums 2011-

Construction Industry Institute (CII)

Research team member on the “Owner’s Role in Project Success,” 2003-2005

Council on Federal Procurement of Architect-Engineer Services 1998-

Construction Metrication Council, NIBS

Board Member, 1997-2001; *Interagency taskforce* for federal metrication, 1991-1997

2.1.4.3
Influence through Outreach

Nauta-Rodriguez shares her expertise as a Public Architect and in designing museum, cultural and scientific facilities with the AIA membership and design, construction and museum communities through tours, joint presentations, and lectures.



Primary Speaker for walking tour of the Smithsonian’s National Zoo, at AIA National Convention, Washington, DC, May, 2012.

Nauta-Rodriguez presented the historical development of the zoo’s architecture as well as current initiatives in advancing the zoo’s strategic master plan.



Panel Speaker on “Designing and Building in the Metric System” at the **AIA National Convention**, Dallas, TX, May, 1999.

Nauta-Rodriguez presented on metrication in the public realm – design and construction of federal projects in the metric system of measurement.



Panel Speaker at the Smithsonian Material Culture Forum on “Longevity – The Lifespan of Smithsonian Buildings,” Washington, DC, May 2013.

Nauta-Rodriguez discussed the revitalization of the old Patent Office Building and its rebirth as the Donald W. Reynolds Center for American Art and Portraiture.

Panel Speaker on the Role of Public Architects, sponsored by the DC|AIA Public Architects Committee, Washington, DC, July 2013.

Nauta-Rodriguez presented “Designing and Building at the Smithsonian Institution” and her role as a Public Architect in a quasi-federal agency / trust instrumentality of the United States.



Panel Speaker on “Shaping Cultural Landscapes: Linking Institutions and People,” presented at the Building Museums Symposium for Mid-Atlantic Association of Museums, New York, NY, 2010 and at the American Society of Landscape Architects Annual Conference, Chicago, IL, 2009.

This presentation paired two owner representatives and their landscape architect consultants. Nauta-Rodriguez presented the federal owner perspective.

Panel Speaker at Plenary Session: “The Donald W. Reynolds Center Renovation Project” at the 2007 Building Museums Conference for the Mid-Atlantic Association of Museums, Feb 2007.

Nauta-Rodriguez was one of 3 Smithsonian architects who presented the challenges and successes of the renovation project as well as the development of the exhibitions at the annual conference on “Building Museums.”

Lead Speaker for tour of the Old Patent Office Building (Reynolds Center for American Art and Portraiture) for the Federal Training Work Group - 37 federal agency historic preservation staff, Apr 2007.

Nauta-Rodriguez discussed the preservation challenges of this complex revitalization project to a group of federal agency preservation officers, sharing insight into the design solutions.

Lead Presenter of the “Renovation and Enhancement of the Patent Office Building (Reynolds Center for American Art and Portraiture)” and Tour, at the 2007 NCARB Regional Conference, Mar 2007.

Architects from industry and academia serving in NCARB leadership positions were the primary audience for Nauta-Rodriguez’s address to the NCARB Regional Conference.

2.1.4.3 *Influence through Outreach, continued*

Panel Presenter on the “Design and Construction of Cultural Projects at the Smithsonian Institution” to Washington Building Congress, Washington, DC, 2006.

Key Presenter on the “Planning, Design, and Construction of the National Museum of the American Indian” to the National Academy of Engineering, Washington, DC, 2005.

Plenary Speaker on the “Owner’s Role in Project Success,” Construction Industry Institute Annual Conference, Grapevine, TX, July, 2005.

Key Presenter on the “Design and Construction of the National Museum of the American Indian,” Virginia Chapter, Construction Specifications Institute, 2004.

After 2 years of research with colleagues from organizations and companies nationwide, Nauta-Rodriguez presented the team’s findings and conclusions in a plenary address to the Conference.

Nauta-Rodriguez’s presentation focused on the project’s collaborative process and innovative partnering.

2.1.4.4 *Multiplying Impact*

Nauta-Rodriguez’s **outreach multiplies impact and influence through advising and mentoring** the next generation of design and construction professionals.

Host for Zoo Construction Site Tours, sponsored by the Joint Young Constructors Forum (YCF) and the AIA through the Associated General Contractors of Washington, DC, Sept, 2012.

Lead Speaker for Presentation/Tour of Elephant Trails Project for Catholic University graduate students, Sept 2011.

Nauta-Rodriguez was the client host for these jobsite tours at the Smithsonian’s National Zoo. She introduced the projects and General Contractors, Forrester Construction and HSU Builders, to the audience of over 36 young architects and construction professionals.

Nauta-Rodriguez delivered this on-site presentation of the LEED-Gold Elephant Trails project for 20 graduate students in Associate Professor Chris Grech’s “Sustainable Design Strategies” class, part of the curriculum for the Masters of Science in Sustainable Design program at the Catholic University School of Architecture.

Guest Speaker at the Phelps Architecture, Construction, and Engineering High School ninth grade class, Architects in Schools Program, DC|AIA and Washington Architectural Foundation, Jan 2011.

Co-Presenter on the “Renovation and Enhancement of the Patent Office Building (Reynolds Center for American Art and Portraiture)” to the George Washington University undergraduate Museum Studies class, Dec 2006.

“On behalf of the Washington Architectural Foundation, thank you for making time to share your knowledge, skills and talents with the ninth grade students at Phelps Architecture, Engineering and Construction High School.” -- Mary Kay Lanzillotta, FAIA, Board Member, WAF

“...Thank you so much for your fabulous presentations last evening. Our students and alumni were all very impressed with your overview of the POB renovation....” -- Martha Morris, Associate Professor, Museum Studies Department, GWU

2.2 Significant Work – HONORS, AWARDS, AND RECOGNITION

2.2.1

American Institute of Architects (AIA) Recognition



- 2011 DC|AIA/Washington Architectural Foundation Letter of Appreciation for *Architects in Schools* program.
- 1999 National AIA Letter of Appreciation for participation in the 1999 AIA National Convention CE program.
- 1996 DC|AIA Certificate of Appreciation for distinguished service on Architects in Government Commission.
- 1991 DC|AIA Letter of Commendation and National AIA Letter of Appreciation for volunteering at the 1991 AIA National Convention in Washington, DC.
- 1990 DC|AIA Certificate of Appreciation in recognition of outstanding contributions to the Chapter as chair of the *Washingtonian Awards Program*.

2.2.2

AIA Awards for Projects Led by Nominee

- 2013 DC|AIA Presidential Citation for the American Trail / Seal and Sea Lion Exhibit at the National Zoo, awarded by the DC chapter AIA to Quinn Evans Architects and the Smithsonian Institution.
- 2010 DC|AIA Presidential Citation for Sustainable Design for the Genetics Lab at the National Zoo, awarded by the DC chapter AIA to Quinn Evans Architects and the Smithsonian Institution.
- 2010 PV|AIA Merit Award for the Genetics Lab at the National Zoo, awarded by the Potomac Valley chapter AIA to Quinn Evans Architects and the Smithsonian Institution.
- 2007 DC|AIA Award for Excellence in Historic Resources for the Reynolds Center for American Art and Portraiture, awarded by the DC chapter of AIA to Hartman-Cox Architects and the Smithsonian Institution.
- 2000 VA|AIA Excellence in Architecture award for the National Museum of the American Indian Cultural Resources Center, awarded by the Virginia Society AIA to SmithGroup, Polshek Partnership, and Smithsonian.

2.2.3

Team Collaboration Awards for Projects Led by Nominee



- 2007 Platinum “Building Team Project Award” for the Reynolds Center for American Art and Portraiture, awarded by *Building Design and Construction Magazine* to the design team, contractors, and Smithsonian.
- ←2005 Platinum “Building Team Project Award” for the National Museum of the American Indian, awarded by *Building Design and Construction Magazine* to the design team, contractors, and the Smithsonian.

2.2.4

Design and Construction Awards and Certifications for Projects Led by Nominee

2013 **LEED-Gold NC Certification** for the Smithsonian-Mason School of Conservation at the Smithsonian Conservation Biology Institute, awarded to Ayres Saint Gross Architects and the Smithsonian Institution.

2012 and 2013 **Craftsmanship Recognition** in several categories for the Seal and Sea Lion Renewal and American Trail, awarded by the Washington Building Congress to contractors and the Smithsonian.

2011 **Platinum Award for Reconstruction** for the for the Genetics Lab at the Smithsonian's National Zoo, awarded by *Building Design and Construction Magazine* to Quinn Evans Architects and the Smithsonian.

2011 **Buildy Award** for the Donald W. Reynolds Center for American Art and Portraiture, awarded by the Mid-Atlantic Association of Museums to Hartman-Cox Architects and the Smithsonian Institution.

2010 **Tucker Design Award for Excellence in the use of Natural Stone** in the Kogod Courtyard at the Reynolds Center for American Art and Portraiture, awarded by the Building Stone Institute to Gustafson, Guthrie and Nichol, Foster + Partners, SmithGroup, and the Smithsonian Institution.



←2008 **Award for the Renovation of the Old Patent Office Building**, awarded by The Victorian Society of America to the Smithsonian Institution.

2008 **Professional Award of Merit** for the Robert and Arlene Kogod Courtyard, awarded by the Washington Chapter of the American Society of Landscape Architects to Gustafson, Guthrie and Nichol and Smithsonian.

2008 **International Architecture Award** for the Kogod Courtyard at the Reynolds Center for American Art and Portraiture, awarded by the Chicago Athenaeum and Museum of Architecture and Design to Foster + Partners and the Smithsonian Institution.



←2008 **Best "New and Old"** for the Kogod Courtyard in the Reynolds Center for American Art and Architecture, awarded by the *World Architecture Festival* to Foster + Partners and the Smithsonian Institution.

2008 **Aon Build America Award for Building Renovation** for the Reynolds Center for American Art and Architecture, awarded by the Association of General Contractors (AGC) to Hensel Phelps Construction Company and the Smithsonian Institution.

2007 **Certificate of Merit for Excellence in Construction** for the Donald W. Reynolds Center for American Art and Portraiture, awarded by the Metropolitan Washington and Virginia Chapters of Associated Builders and Contractors (ABC) to the Smithsonian Institution.



←2007 **Palladio Award** for the renovation of the Patent Office Building (Donald W. Reynolds Center for American Art and Portraiture), awarded by *Traditional Building Magazine* and *Period Homes Magazine* to Hartman-Cox Architects and the Smithsonian Institution.

2006 **Project of the Year and Best of 2006 Award** for the Donald W. Reynolds Center for American Art and Portraiture, awarded by *Mid-Atlantic Construction Magazine*.

2006 **Traveling Award** for the National Museum of the American Indian, awarded by the Maryland & Potomac Chapter of the American Society of Landscape Architects to EDAW, Inc. and the Smithsonian Institution.

←2005 **Star Award for Technical Excellence** for The National Museum of the American Indian, awarded by the Washington Building Congress to the Smithsonian Institution and contractor.

2001 **Outstanding Concrete Masonry Construction Project of the Year** for the NMAI Cultural Resources Center, awarded by the National Capital Chapter of the American Concrete Institute to Genco Masonry, Inc., Clark Construction, and the Smithsonian Institution.

2000 **Public/Government New Construction Award**, for the National Museum of the American Indian Cultural Resources Center, awarded by *Buildings Magazine* to design team, contractors, and Smithsonian.

2000 **Award of Excellence** for the design of the National Museum of American Indian Cultural Resources Center, awarded by the Virginia Chapter of the ASLA to EDAW Landscape Architects and the Smithsonian.

1997 **Design Excellence Award**, for the renovation of the Alexander Hamilton US Custom House (with museum space for the NMAI George Gustav Heye Center, awarded by the General Services Administration.



2.2.5 *Acknowledgements and Appreciation Awards for the Nominee*

2006 **Recognition Award** presented by the Office of Facilities Engineering and Operations to Debra Nauta-Rodriguez for the planning, design, and construction of the Reynolds Center for American Art and Portraiture.

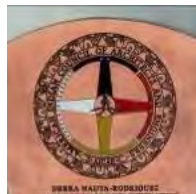
2006 **Robert Mills Medal** presented by the Smithsonian American Art Museum to Debra Nauta-Rodriguez for leadership of the Renovation and Enhancement of the Patent Office Building (Reynolds Center).

2005 **Special Act Award** presented by the Smithsonian's Deputy Secretary / COO to Debra Nauta-Rodriguez for support in securing design approval for the Kogod Courtyard Enclosure project.

2004 **Recognition Award** presented by the Office of Facilities Engineering and Operations to Debra Nauta-Rodriguez for the planning, design, and construction of the National Museum of the American Indian.

←2004 **Special Recognition Award** for professional contributions to National Museum of American Indian projects, awarded to Debra Nauta-Rodriguez by the American Indian Council of Architects and Engineers.

2002 **Commanding General, Chief of Engineers Medallion** (US Army Corps of Engineers) awarded to Debra Nauta-Rodriguez for presenting on the design and construction of the National Museum of the American Indian at the Department of Army's *American Indian Heritage Week* program.



.3 Significant Work – PUBLICATIONS / MEDIA

2.3.1
*Local and National News/
Publications about Projects the
Nominee Led*

NATIONAL ZOO PROJECTS



Barron, Christina. “National Zoo Reopens American Trail.” *The Washington Post*, September 14, 2012. [news article about the reopening of the valley at the National Zoo with an American Trail exhibit]

Santiestevan, Cristina. “**Americans Coming Home** to an American Trail.” *Smithsonian Zoogoer*, July-Aug 2012.

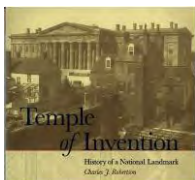
Pekow, Charles. “National Zoo Facility in Virginia to get Upgrade?” *Examiner.com*, September 23, 2010. [news article about the Smithsonian partnership with George Mason University]

Ruane, Michael. “National Zoo Debuts New, Large Home for Elephants,” *The Washington Post*, September 3, 2010. [news article about the opening of Elephant Trails, phase 1]

Neibauer, Michael. “Smithsonian’s Plans for National Zoo Aerial Tram, More Parking,” *The Washington Examiner*, May 20, 2008.

Ruane, Michael. “National Zoo Weighs a Sea Change: Broad Updates Could Include an Aerial Tram, New Exhibits,” *The Washington Post*, June 30, 2007.

REYNOLDS CENTER PROJECTS



Fortmeyer, Russell. “Foster + Partners Shroud a Courtyard with a Quiet, Ethereal Glass Canopy for two Museums at the Smithsonian Institution,” *Architectural Record*, March 2008.

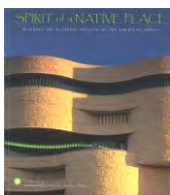
Renzi, Jen. “Hartman-Cox Architects **Preserves and Innovates** in its Renovation of two Smithsonian Icons,” *Architectural Record*, March 2007.

Ouroussoff, Nicolai. “A Delicate Glass Roof with Links to the Past,” *The New York Times*, November 19, 2007.

Rosenbaum, Lee. “Extreme Makeover: Smithsonian Edition,” *The Wall Street Journal*, August 29, 2006.

Robertson, Charles J. *Temple of Invention: History of a National Landmark*, 2006.

AMERICAN INDIAN PROJECTS



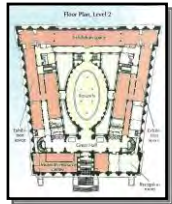
Blue Spruce, Duane, and Tanya Thrasher, editors. *The Land Has Memory: Indigenous Knowledge, Native Landscapes, and the National Museum of the American Indian*, 2009.

Blue Spruce, Duane, editor. *Spirit of a Native Place: Building the National Museum of the American Indian*, September, 2004. [Nominee recognized in Acknowledgements section]

“National Museum of the American Indian Opens in Washington, DC,” *Architectural Record*, September 2004.

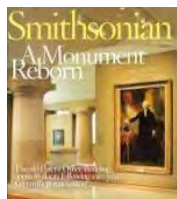
Macy, Adam. “**Symbolic Design** for New Smithsonian Museum Challenges Craftsmen, Engineers Alike,” *McGraw-Hill Construction*, January 2004.

Post, Nadine M. “Going to Great Lengths and Curves to Mimic Nature in the Nation’s Capital [at the National Museum of the American Indian],” *Engineering News Record*, August 5, 2002.



2.3.2

Publications and Media Contributed to and/or Authored by the Nominee



Lacayo, Richard. "A Place to Bring the Tribe," *Time*, September 20, 2004.

Cullen, Dominic. "Native American Imprint," *Civil Engineering*, September 2001. [structural concept]

Madsen, Jana Smith. "House of Dignity: The Cultural Resources Center **Combines Institutional Responsibility and Native Spirit**," *Buildings Magazine*, October, 2000.

Forgey, Benjamin. "Reflection on Indian Culture: Museum's Resource Center is **both a Symbol and a Home** for Collections," *The Washington Post*, August 14, 1999.

Patterson, Maureen. "Alexander Hamilton US Customs House: Renovation Preserves Exquisite Art while Creating Functional Tenant Spaces," *Buildings Magazine*, April 1997.

Gregerson, John. "Custom House aims for a Custom Fit," *Building Design and Construction*, May, 1995.

"A Building Inside a Building," *Progressive Architecture*, October, 1994.

Smithsonian Contributions to Museum Conservation #4 "Conservation of the National Museum of the American Indian Building," to be published by SI Scholarly Press in 2013. [nominee co-authored chapter]

"A Day at the Smithsonian," recruitment video to attract minorities and young professionals to federal service at the Smithsonian, 2010. [nominee featured in cameo appearance]

"Legislation to Benefit Biology Institute: Funds aimed at **increasing partnership** between Smithsonian center and George Mason," *NV Daily.com*, July 20, 2010. [nominee quoted]

Lallande, Ann. "Making Waves: Never has glass been so up in the air," *Glass Magazine* article on the Kogod Courtyard, January 2007. [nominee quoted]

Jaynes, Audrey. "Foster Cover: A New Canopy Graces the Smithsonian," *The Architect's Newspaper*, December 5, 2007. [nominee quoted]

Haggard, Rusty, ed. *The Owner's Role in Project Success*, Research Summary 204-1, published by The Construction Industry Institute, October 2006. [nominee was a contributor to publication]

"Grand Reopening: Back to the Future," *Smithsonian Magazine* article on the reopening of the Reynolds Center for American Art and Portraiture, July 2006. [nominee provided project details]

Dietsch, Deborah. "**Sharing a Masterpiece**," *The Washington Times*, July 1, 2006. [nominee provided details]

CRC News and Construction Report, monthly newsletter on NMAI Cultural Resources Center construction progress. 1996-1998. [written and edited by nominee]

Nauta-Rodriguez, Debra, "Smithsonian Case Study," *Construction Metrication*, Vol. 6, Issue 4, 1997.

Metric Guide for Federal Construction, 1994. [nominee contributed to publication]

STEWARDSHIP**INNOVATION****COLLABORATION****INFLUENCE****3.1 Stewardship of National Architectural Heritage**

Completed: 1849 - (on-going)

Architect of Record: multiple

3.2 National Museum of the American Indian Mall Museum, Washington, DC

Completed: September 2004

Architect of Record: Polshek SmithGroup and Jones & Jones

3.3 Reynolds Center for American Art and Portraiture, Washington, DC

Completed: July 2006

Architect of Record: Hartman-Cox Architects

3.4 Robert and Arlene Kogod Courtyard, Washington, DC

Completed: November 2007

Architect of Record: Foster + Partners, with SmithGroup

3.5 National Museum of the American Indian Cultural Resources Center, Suitland, Maryland

Completed: November 1998

Architect of Record: Polshek Tobey Davis, with the Native American Design Collaborative

3.6 Master Plan and Capital Program for the National Zoological Park, Washington, DC and Front Royal, Virginia

Completed: January 2009 / on-going implementation

Architect of Record for Master Plan: Ayers Saint Gross

3.7 Asia Trail II: Elephant Trails, Washington, DC

Phase 1 Completed: July 2010; Phase 2 Completed: November 2012

Architect of Record: VITETTA

3.8 Smithsonian-Mason School of Conservation, Front Royal, Virginia

Completed: August 2012

Architect of Record: Ayers Saint Gross

3.9 National Museum of the American Indian George Gustav Heye Center, New York, New York

Completed: October 1994

Architect of Record: Ehrenkrantz, Eckstut & Kuhn Architects, PC



Synopsis >

*“The buildings of the Smithsonian Institution not only contain impressive collections – they are themselves icons of major cultural significance, most of them important components of the historic National Mall. These unique landmarks illustrate the changing styles and sensibilities of America as it evolved as a nation....” Excerpted from Ewing and Ballard’s 2009 **A Guide to Smithsonian Architecture***

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the program listed above, on-going under her direction as Deputy Director, Smithsonian Office of Planning, Design and Construction.

Stewardship of National Architectural Heritage – The Creation, Revitalization, and Sustainability of Smithsonian Facilities

Architects of Record: **Multiple locally, nationally and internationally recognized architects**
Completed: 1849- present; legacy on-going

Role of Nominee: Debra Nauta-Rodriguez directs the formulation, execution, and sustainability of the Smithsonian’s capital program, with executive oversight of planning, design, construction, real estate, and historic preservation. She controls every dollar spent on capital projects to build and revitalize Smithsonian buildings and grounds, providing leadership in design excellence and partnership with industry professionals.

The architecture of the Smithsonian is the Institution’s largest collection, beginning with Renwick’s original Smithsonian Castle up to the latest addition to the National Mall, the National Museum of African American History and Culture, currently under construction. The architectural collection includes six National Historic Landmarks, numerous buildings located in Historic Districts, and many buildings and sites listed and/or eligible for listing in the National Register. The portfolio also contains cutting-edge research and collections facilities across the hemisphere. **Acclaimed architects of the present and past two centuries have contributed some of their finest work to this distinguished collection of American architecture.**

The civic dignity of the Smithsonian’s public museums parallels the state-of-the-art functionality of Smithsonian research centers and support buildings. The significance of much of the Institution’s recent design and construction lies as much in its approach to energy efficiency, environmental stewardship, functional optimization, and durability of materials as to historic and contemporary aesthetic design. Creating, revitalizing and sustaining a facilities portfolio with a national significance of this magnitude demands strategic innovation and collaborative leadership.

IMPACT: Nauta-Rodriguez champions best practices in **stewardship**, integrating architecture and mission. She continues to focus staff competencies and organizational goals toward advancing an **innovative, collaborative**, sustainable capital program for all current and future Smithsonian facilities. Her **influence** underlies much of the architectural development of the Smithsonian of the past two decades and will thus shape its enhancement for years to come. Nearly 30 million visits were made to Smithsonian public facilities in 2012, with guests from across the country and around the globe. Over 6,000 employees and again as many volunteers and researchers utilize the Institution’s buildings and grounds 24 hours day and 365 days a year.

Nancy Bechtel

Director,
Office of Facilities Engineering and Operations, Smithsonian Institution

3.1 STEWARDSHIP OF NATIONAL ARCHITECTURAL HERITAGE



Photo and Rendering Credits:
Jeff Tinsely, SmithGroup, BIG,
Smithsonian project files

Clockwise from lower left: Aerial view of National Mall with Smithsonian museums; National Museum of the American Indian (GBQC/Cardinal/Polshak/SmithGroup/Jones&Jones) and Sept 2004 opening day news; Arts and Industries Building exterior shell renovation (Ennead/SmithGroup); 1867 historic photo of the Castle; emergency earthquake repairs at Castle (SmithGroup with McMullan structural engineers); Sept 2013 construction site of the National Museum of African American History (Freelon Group/Adjaye Associates/Davis Brody Bond/ SmithGroup); preliminary rendering, Smithsonian Campus Master Plan (Bjarke Ingles Group)

3.1 STEWARDSHIP OF NATIONAL ARCHITECTURAL HERITAGE



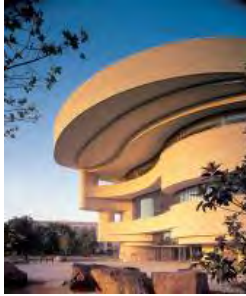
Cultural Landscape Report



Smithsonian-Mason School of Conservation

*Photo Credits:
Chris Miller, Hensel Phelps, Hartman-Cox,
Tim Hursley, National Zoo*

*Clockwise from lower left: Historic terrazzo medallions re-installed in Elephant Community Center (**VITETTA**); replicating encaustic tile for the Great Hall at the Reynolds Center (**Hartman-Cox Architects**); historic facades and new glazed canopy reflected in water scrim of Kogod Courtyard (**Foster+Partners with SmithGroup; Gustafson Guthrie Nichol**); Cultural Landscape Report for Patent Office Building (**Hartman-Cox**); Master Plan for renewal of National Air and Space Museum (**Ayers Saint Gross**); LEED-Gold award for new construction; crowds enjoying reconstructed sea lion habitat at the zoo's American Trail (**Quinn Evans/Portico Group**)*



National Museum of the American Indian (NMAI) on the National Mall Washington, DC

Architect of Record: **Polshek Tobey Davis; Jones & Jones Architects; Native American Design Collaborative**
Conceptual Design: **GBQC with Douglas Cardinal, Ltd.**
Completed: September, 2004

Role of Nominee: Debra Nauta-Rodriguez took over lead responsibility for the project after termination of the concept design contract. She reassembled the fragmented A-E consultants with a new contracting strategy and led the undertaking as Project Executive to its successful opening.

Synopsis >

*2006 Traveling Award, Maryland &
Potomac Chapter ASLA*

2005 Platinum "Building Team Project Award," Building Design & Construction Magazine "Sculpted by Wind and Water – Native Americans join a Building Team in the creation of a complex, curvilinear museum that celebrates the resiliency of their heritage." --- Larry Flynn, Senior Editor, BD+C

2005 Recognition Award, Washington Building Congress

2004 "National Museum of the American Indian Opens in Washington, DC" Architectural Record

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the project listed above, completed under her direction as Project Executive for the Smithsonian Institution.

Rounding out the trio of NMAI facilities is its \$220M flagship museum on the National Mall in Washington, DC. The 32,630m² (351,270gsf) building with its 1.75-hectare (4.25-acre) landscaped site is an award-winning public venue for the museum's exhibitions and programs. The museum was planned, designed, and constructed with the direct involvement of Native American elders, architects, engineers, artists, contractors, and craftsmen.

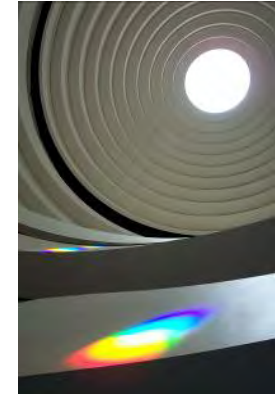
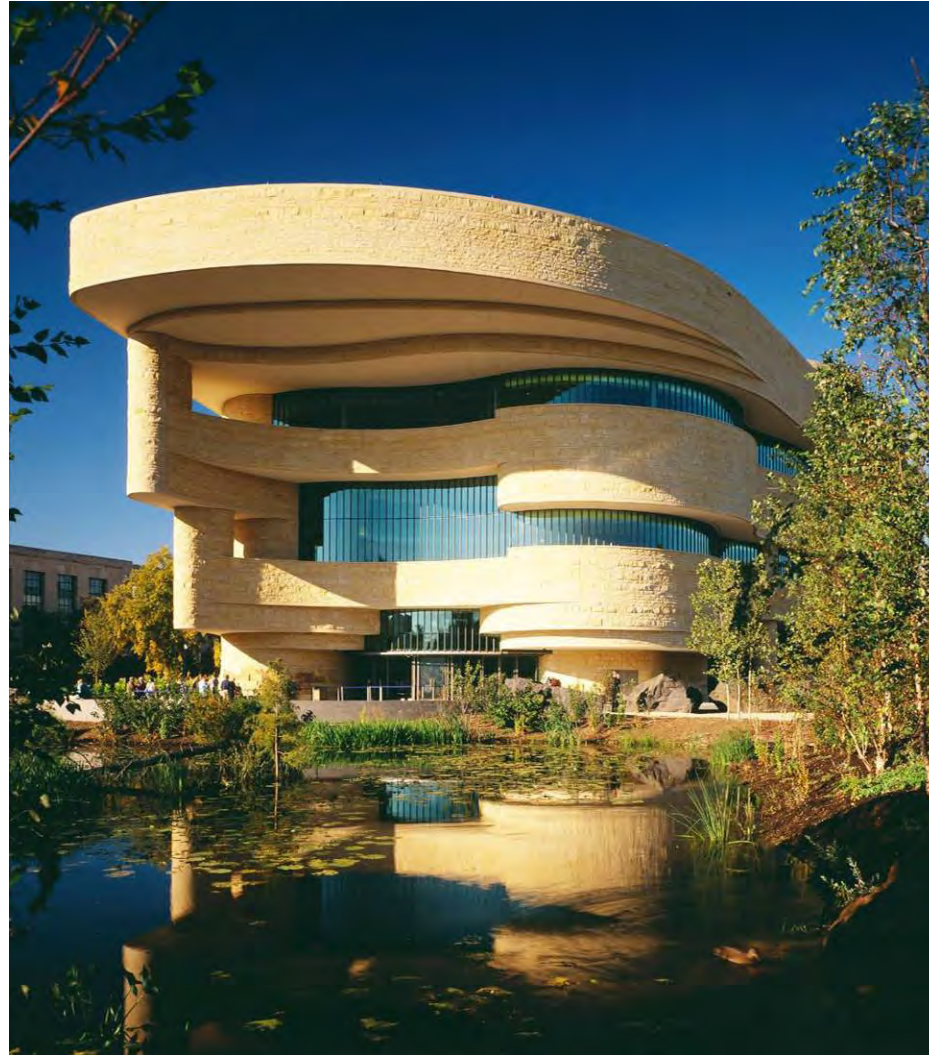
The curvilinear building was inspired by natural rock strata formations, eroded by wind and water. Inspirations from Native culture and the natural world are infused throughout the building and landscape. Grandfather Rocks watch over the entrance path as ancestral elders. The landscape hosts recreated wetlands, a forest habitat, and Native demonstration crops. Celestial references are integrated throughout the design: the central dome opens to the sky with a glazed oculus; the orbital paths of planets inscribe the astronomical birth-date of the museum in the entrance plaza paving pattern; large window prisms cast rainbow patterns throughout the central atrium, continually transforming the space with daily and seasonal rhythms.

IMPACT: Nauta-Rodriguez was a healing force in re-establishing professional and contractual relationships upon restart of the project after dismissal of the concept designer. She cultivated on-going dialogue with Native American constituencies and designers, contractors, and review authority representatives, thereby **influencing** a nationwide network of design and construction professionals and **inspiring an innovative and on-going cultural message.** Native culture is infused throughout the built environment of the NMAI and yet it fits comfortably into the National Mall – a testament to an inclusive process with Native peoples and exemplary **collaboration** with federal and local authorities. The popular "Spirit of a Native Place" audio-narrated walking tour figures prominently in the museum's educational message, demonstrating that the mission-driven architecture and landscape of the museum is integral to cultural and environmental **stewardship** and to the memorable experience of over 1.5 million visitors a year.

W. Richard West, Jr.

Founding Director

National Museum of the American Indian, Smithsonian Institution



*Photo Credits:
John Steiner, Katherine Fogden, and Max
Mackenzie for SmithGroup*

Clockwise from lower left: welcoming waterfall drowning out sounds of traffic; integration of mission with architecture – installing totem during construction; eastern-facing main entrance as seen across the wetlands landscape; reflection of prism rainbow on the interior of the museum’s central space; double-height Native Foods Café seating area; corner entrance to site from the National Mall



Donald W. Reynolds Center for American Art and Portraiture in the old Patent Office Building Washington, DC

Original Architects (1836-1880): Robert Mills, Thomas U. Walter, Edward Clark, Adolf Cluss
Rehabilitation Architect of Record (1993-2006) : **Hartman-Cox Architects**
Completed: July 2006

Role of Nominee: Debra Nauta-Rodriguez was the Smithsonian's Project Executive with overall responsibility for scope, quality, cost, and schedule during the construction phase. She led the integration of the courtyard enclosure with the base building renovation, successfully orchestrating the efforts of independent design firms in resolving complex technical and political issues.

Synopsis >

2007 Award for Excellence in Historic Resources, DC/AIA

2007 Palladio Award, Traditional Building Magazine

2007 Platinum "Building Team Project Award," Building Design & Construction Magazine. "The architectural details of the restoration were extremely carefully thought out," said Walker Johnson FAIA, "The inclusion of mechanical elements within this bearing wall structure is an indication of the length the Building Team went to maintain the original design while still modernizing and restoring the building."

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the project listed above, completed under her direction as Project Executive for the Smithsonian Institution.

The renovation and enhancement of the old Patent Office Building brought new life to this National Historic Landmark as the home of the Smithsonian American Art Museum and the National Portrait Gallery. The original building is considered one of the finest examples of Greek Revival architecture in the United States.

Renamed the Reynolds Center for American Art and Portraiture upon final completion, this 35,640m² (383,620gsf) building underwent a multi-phased, \$283M comprehensive interior renewal after the exterior envelope was restored. Interior features, including vaulted galleries of multiple historic styles and exquisite historic materials, were painstakingly restored. Modern building systems and structural reinforcement were inserted beneath the historic fabric of its 19th century skin. The rehabilitation philosophy that guided the intervention was developed through collaborative consultation with the designers, architectural historians, museum staff and preservation agencies.

IMPACT: While the project was already under construction, Nauta-Rodriguez was particularly **influential** in resolving unfinished design challenges, such as code compliance at the historic grand stair and location of the cooling towers. She established an effective discussion and decision-making process that incorporated extensive **collaboration** between technical experts, Smithsonian officials and oversight agencies. A permanent exhibit off the entrance lobby interprets the building's architectural history and immortalizes the stories of its many architects. The websites of both museums housed in the Reynolds Center feature slideshows depicting the architectural history and the fascinating renovation process creating their revitalized home. On-site guests and virtual visitors alike experience the architectural impact of the award-winning renovation and enhancement of this National Landmark. Many **innovative stewardship** strategies are featured in the exhibit and serve as lessons learned for the architectural profession as well as for the general public.

Dr. Elizabeth Broun
 Director
 Smithsonian American Art Museum

3.3 REYNOLDS CENTER FOR AMERICAN ART AND PORTRAITURE



*Photo Credits:
Carl Hansen, Tim Hursley, Ken Rahaim*

Clockwise from lower left: restored Lincoln Gallery with exhibit; library stack area transformed into Luce Center visible storage display; view through historic portico; restored Great Hall; North entrance; Grand Stair



Robert and Arlene Kogod Courtyard at the Reynolds Center for American Art and Portraiture Washington, DC

Architect of Record: **Foster + Partners, with SmithGroup**
Completed: November 2007

Role of Nominee: Debra Nauta-Rodriguez was the Smithsonian’s Project Executive with overall responsibility for scope, quality, cost, and schedule during design and construction. She led the integration the base building renovation project with this undertaking to enclose the courtyard, successfully orchestrating the efforts of independent design firms in resolving complex political and technical issues.

Synopsis >

2008 International Architecture Award, Chicago Athenaeum & Museum of Architecture & Design

2008 Best “New and Old,” World Architecture Festival

2008 Professional Award of Merit, ASLA Washington Chapter

Fortmeyer, Russell. “Foster+Partners shroud a courtyard...,” Architectural Record, March, 2008

Enclosing the 2,555m² (27,500gsf) courtyard in the center of the landmark Patent Office Building created a programmatic transformation -- a new gathering space that could be enjoyed by the public 364 days a year. Upon its opening, architect Norman Foster stated: “The design for the Robert and Arlene Kogod Courtyard is driven by a deep respect for the Old Patent Office Building, reinforcing the character of the existing building without competing with it. Floating above the courtyard, the canopy catches the light, creating a new heart at the center of this landmark in the nation’s capital.”

The new interior landscape features a water scrim, marble benches, trees, and plantings that recall historic landscape features through modern interpretation rather than through replication. Kathryn Gustafson, landscape architect, stated “The landscape design of the courtyard celebrates the past and future of this extraordinary building. The water scrim, which traverses the length of the courtyard, reflects the historic fabric of the walls and the glass canopy above. It fills the space with [sound] and movement.”

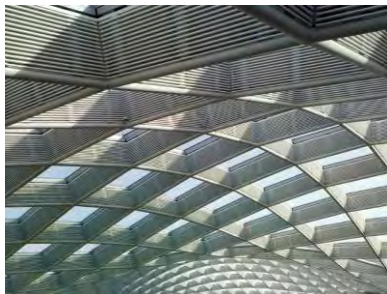
IMPACT: When public debate over preservation ideals and mitigation strategies challenged the project’s progress, Nauta-Rodriguez successfully led an international design and construction team in **collaborating with diverse stakeholders from public review agencies**. Building the **innovative** courtyard enclosure and landscape in the midst of two functioning museums was both an operational challenge and an unexpected opportunity: visitors witnessed **stewardship in action** through windows into the courtyard as the entire construction process unfolded. In a permanent record of the extraordinary, award-winning undertaking, the architecture of the glazed courtyard and its design and construction are captured in exhibit panels, museum shop offerings, and website slide shows.

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above, completed under her direction as Project Executive for the Smithsonian Institution.

Marc Pachter
Director Emeritus
National Portrait Gallery

3.4 ROBERT AND ARLENE KOGOD COURTYARD



Clockwise from lower left: close-up of structural roof diagrid with glazed panels; interior view of courtyard at night; nighttime exterior view of undulating glazed roof; courtyard interior with water scrim and landscape

*Photo Credits:
Ken Rahaim, Timothy Hursley and
Nigel Young (Foster+Partners)*



National Museum of the American Indian (NMAI) Cultural Resources Center (CRC) Suitland, Maryland

Architect of Record: **Polshek Tobey Davis, Joint Venture; with the Native American Design Collaborative**
Completed: November 1998

Role of Nominee: Debra Nauta-Rodriguez was the Smithsonian's Design Manager and Contracting Officer's Technical Representative (COTR) for the Architect-Engineer (A-E) contract, responsible for design quality as well as for the ensuring the successful execution of the architectural and programmatic vision during construction. She was the first Smithsonian Design Manager to advocate for and fulfill a permanent, on-site presence in the construction trailer, ensuring that design oversight was meaningful and proactive throughout the construction.

Synopsis>

The second of three NMAI facilities, the \$50M, 13,500m² (145,000gsf) Cultural Resources Center (CRC) is located on the Smithsonian's Collections Center campus in suburban Maryland. Often called the "heart and soul" of NMAI operations, the CRC is the hub of exchange with its Native American constituency, as well as the home of its collections. The site houses state-of-the-art facilities for the proper conservation and study of the NMAI's collections. The distinctive, Native-inspired design acknowledges both the tribal diversity as well as the cultural continuity among the indigenous peoples of the Western Hemisphere.

2000 Public/Government New Construction Award, Buildings Magazine

2000 Award of Excellence, Virginia Chapter of the American Society of Landscape Architects

2000 Excellence in Architecture Award, Virginia Society of AIA

Benjamin Forgey, "Reflection on Indian Culture," The Washington Post, 1999

The building was planned, designed, and constructed with the direct involvement of Native American designers, architects, engineers, consultants, contractors, and craftsmen. One of the first activities in the design process was a two-day workshop held in Santa Fe, NM, where teams of architects, engineers, museum professionals, Native elders, students, and NMAI staff participated in a spoken, written, and graphic dialogue about the design. The massing of the building employs a radial roof that emerges from a rectilinear base. The organic roof form was inspired by spiral/radial forms found in nature, such as a nautilus shell, pinecone, or butterfly wing.

IMPACT: Nauta-Rodriguez led the **collaborative** development of the project through design and construction with workshops, consultations, and the first formal partnering program undertaken by the Smithsonian. The **innovative** partnerships that formed for this project fostered lasting relationships across cultures and the design profession. The success of the CRC facility is demonstrated by its ability to house collections in a manner that is sensitive to both tribal as well as museum requirements for access, **stewardship** and preservation. It is recognized as a model facility for collections care – museums and their architects around the globe request advice on designing and building similar facilities. Special tours of the building feature commentary on the architectural design as well as the collections within.

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the project listed above, completed under her direction as Design Manager for the Smithsonian's Office of Physical Plant.

Dr. Douglas Evelyn

Former Deputy Director

National Museum of the American Indian, Smithsonian Institution

Debra Nauta-Rodriguez, AIA

Section 3.0 Exhibits – p 31



Photo Credits: SmithGroup, Katherine Fogden; RJ Ojibway

Clockwise from lower left: water pool surrounded by oyster shells at entrance plaza; skylit entrance lobby geometrically aligned to the cardinal directions; approach and entry plaza with open-structure spiral roof canopy stepped water feature



Facilities Master Plan and Capital Program for the National Zoological Park (NZNP) Washington, DC and Front Royal, VA

Architect of Record for Master Plan Documentation: **Ayers Saint Gross**
Master Plan Completed: December 2008
Capital Program and Project Implementation: **On-going with various architects**

Role of Nominee: Debra Nauta-Rodriguez oversaw the final completion and approval of the Comprehensive Facilities Master Plan, taking over after the development phase and reviving a stalled decision-making process. From 2008-2012, she was responsible for the annual formulation of the capital plan, scope and budget definition, and quality implementation.

Synopsis >

2013 Presidential Citation for “American Trail” / Seal & Sea Lion Facility at the National Zoo, DC|AIA

2010 Presidential Citation for Sustainable Design” for Genetics Lab at the National Zoo, DC|AIA

*“Thank you [Debra] so much for taking the zoo under your wing so incredibly well! You are a miracle worker, who can keep countless balls in the air and forward momentum on many fronts against the strongest headwinds! Thank you for your support of the zoo and for your magic and leadership.”
-- The Honorable John Berry, Director, National Zoo, 2009*

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above, completed under her direction as Project Executive for the Smithsonian Institution.

The National Zoological Park occupies 66 hectares (163 acres) in Washington, DC, and 1,296 hectares (3,200 acres) in Front Royal, Virginia -- headquarters of the Smithsonian Conservation Biology Institute (SCBI). There are approximately 243 separate buildings on both sites, housing over 106,700m² (1,148,675gsf) of area. NZP is home to over 2,000 animals representing nearly 400 species, a quarter of which are endangered.

The 2008 NZP Comprehensive Facilities Master Plan provides a physical framework for implementing the zoo’s Strategic Plan over the next 25 years. The effort included an Environmental Assessment, visitation research, transportation planning, cultural resources documentation, and facilities condition assessments. The plan updates and builds upon earlier master plans, including the earliest: the original 1889 Olmsted Concept. There are many areas of the zoo that contain infrastructure dating back to the early 20th century. A fundamental goal of the CFMP is to systematically replace and upgrade building, site, circulation, utility, and fire protection infrastructure systems so that the zoo can provide the highest quality care for animals, support cutting-edge conservation research, offer an exceptional visitor experience, and practice leadership in sustainability.

IMPACT: Nauta-Rodriguez led the collaborative development of the master plan, secured its ultimate approval, and launched its innovative strategic implementation plan. She addressed the challenges of constructing amidst a living collection and oversaw completion of the capital projects with acclaimed results. Her continued influence is seen in repeated requests for tours and presentations by the profession as well as from academia. The Smithsonian’s *National Zoo is the number one family destination in our nation’s capital.* Implementing the zoo’s Master Plan with this audience in mind requires extensive coordination with many internal and external stakeholders, human and non-human, demonstrating that **stewardship of natural and architectural resources** at our Nation’s Zoo is an extraordinary and unique process.

Walter Ennaco, PE
Deputy Director
Office of Facilities Engineering and Operations, Smithsonian Institution

3.6 MASTER PLAN AND CAPITAL PROGRAM FOR THE NATIONAL ZOO



Master Plan Graphics: Ayers Saint Gross; Photo Credits: Quinn Evans Architects; Forrester Construction; Smithsonian project archives.

Clockwise from lower left: restoration of historic stone bridge over Rock Creek, made possible by the 2010 American Recovery and Reinvestment Act (ARRA); Facilities Master Plan for the Smithsonian's National Zoo (Ayers Saint Gross); exterior and interior of award-winning Genetics Laboratory (Quinn Evans); aerial view of renovated animal facilities at the zoo's Front Royal site, made possible by ARRA; Land Development Plan for Zoo-Front Royal, part of the Facilities Master Plan (Ayers Saint Gross); renewal of the valley for the "American Trail" exhibit, with revitalized Seal and Sea Lion facilities (Quinn Evans with Portico Group).



**Asia Trail II: Elephant Trails at the National Zoo
Washington, DC**

Architect of Record: **VITETTA**

Phase 1 Completed: July, 2010; Phase 2 Completed: November, 2012

Role of Nominee: Debra Nauta-Rodriguez became the Smithsonian’s Project Executive during the construction phase of this design/build project with overall responsibility for scope, quality, cost, and schedule. She led in the project team in resolving competing goals, balancing stewardship and modernization, scope and program. When the general contractor partner of the design-build team pulled out after the completion of Phase 1, Nauta-Rodriguez ensured through a strategic contracting approach the continuation of responsibility and input from the Architect-of-Record while construction on Phase 2 proceeded with a new general contractor.

Synopsis >

Ruane, Michael. “National Zoo Debuts New, Large Home for Elephants,” The Washington Post, September 3, 2010.

*“This massive renovation over a number of years reflects the Zoo’s cutting-edge animal care, breeding, education and scientific research program designed to help elephant experts and scientists better care for elephants in zoos, while saving these endangered, beloved animals in the wild.”
-- Dennis Kelly, Director, National Zoo*

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above, completed under her direction as Project Executive for the Smithsonian Institution.

The renovation and expansion of the historic Pachyderm House (c. 1935, Edwin H. Clark, Architect) and yards provide the zoo’s current and future elephant community with a variety of indoor and outdoor environments that support the natural behavior of a multi-generational herd. The project is on track for LEED Gold certification and clearly demonstrates the integration of the zoo’s mission in advancing the sustainability of the planet with sustainable architectural design and construction.

The undertaking included conversion of the existing historic building into an Elephant Community Center, the addition of a new Elephant Barn for off-exhibit holding and care, an exercise path called the Elephant Trek, outdoor habitats with pools, and the Elephant Outpost, an interpretive area for visitors. Best practices in animal care informed the program and resulted in features that provide comfortable living quarters as well as stimulating environments for the elephants. Operable skylights allow natural ventilation and day lighting. Green roofs help meet the project sustainability goals. Over 30 geothermal wells supplement the building heating and cooling systems.

IMPACT: Nauta-Rodriguez’s team worked closely with animal keepers, technical experts, and curators to incorporate **innovative** solutions for elephant management as well as building performance. Effectiveness of the design was tested daily by the elephants themselves and continued consultation with the design team allowed for improvements and corrections in the field – an iterative, multi-species, interdisciplinary, collaborative effort. Both the historic and green features of the building and landscape are highlighted in the interpretive panels so that guests may learn the value of **stewardship** of both architectural and environmental resources, as well as the threats facing the facility’s honored species in their native habitats.


Dennis Kelly
Director
National Zoological Park, Smithsonian Institution

3.7 ASIA TRAIL II: ELEPHANT TRAILS AT THE NATIONAL ZOO

Photo Credits:
Meghan Murphy and Chris Miller



Clockwise from lower left: aerial view of new entrance plaza off of Olmsted Walk; new barn abutting historic Pachyderm House; operable skylight and green roof over new barn; Asian elephant enjoying indoor pool and shower; interior of renovated elephant community center in Pachyderm House with operable skylight for ventilation and daylighting; panoramic view of exterior elephant yards and enrichment pool



**Facilities for the Smithsonian-Mason School of Conservation
Front Royal, VA**

Architect of Record for the Academic Center: **Ayers Saint Gross**
Completion: August 2012

Role of Nominee: Debra Nauta-Rodriguez was the Smithsonian’s Project Executive with overall responsibility for scope, quality, cost, and schedule. She had a leading executive role in developing several, detailed memoranda of understanding between the Smithsonian Institution and George Mason University, addressing ground leasing, architectural program, design standards, maintenance and operation.

Synopsis >

In October 2008, the Smithsonian and George Mason University (GMU) entered into a new partnership to establish an accredited educational program in conservation studies and build facilities to house the program.

*Smithsonian’s first project to achieve
LEED-Gold Certification for New
Construction (NC) – Aug 2013*

GMU built new residential (approximately 42,743 gsf / 120 beds) and food service (approximately 10,203 gsf) facilities on the zoo’s Front Royal property via a ground lease with the Smithsonian. The Smithsonian rehabilitated and expanded an old animal facility, transforming it into the program’s new \$10M academic center. Geothermal wells provide heating and cooling capacity. Existing, historic clay roofing tiles were salvaged and reinstalled after the roof structure was reinforced and upgraded to current code requirements. A green roof over part of the laboratory section forms an outdoor terrace for the offices above. All facilities were designed to achieve LEED-Gold certification, clearly demonstrating integration of mission with architecture.

*“Legislation to Benefit Biology Institute:
Funds aimed at increasing partnership
between Smithsonian center and
George Mason,” NV Daily.com,
July 20, 2010*

Planning the project was an inclusive and collaborative process. Representatives from the leadership, academic, and operations staff of both partners, along with the contracted design consultants participated in several design workshops. Throughout the entire process, economy as well as sustainability were stressed – stewardship of financial as well as natural resources.

*“There is no greater goal than to invest
in educating and training the next
generation of conservation
professionals.”
– Director Steve Monfort,
August 2012*

IMPACT: Nauta-Rodriguez led a dynamic and iterative conceptual design phase where stakeholders and design consultants from both the Smithsonian and George Mason University jointly collaborated on design objectives for innovative facilities that house a unique, strategic partnership and mission-driven functions. These facilities will have an enduring impact on the students and professionals who are educated in them and their future role as stewards of the earth’s biodiversity.

Declaration of Responsibility
*I have personal knowledge of the
nominee’s responsibility for the project
listed above, completed under her
direction as Project Executive for the
Smithsonian Institution.*

Dr. Steven Monfort /
Director
Smithsonian Conservation Biology Institute



Clockwise from upper left: Students in class in the teaching lab; front elevation of SI-Mason School of Conservation classroom wing in repurposed animal holding facility; rear view of facility with green roof-terrace; LEED-Gold plaque; laboratory space; Ayres Saint Gross architects with Smithsonian scientist and design staff planning the next phase of expansion

Photo credits: Ayer Saint Gross, nominee



**National Museum of the American Indian George Gustav Heye Center (GGHC)
New York, New York**

Original Building Architect (1904): Cass Gilbert

Rehabilitation Architect of Record (1990-94): **Ehrenkrantz, Eckstut & Kuhn Architects, PC**

Completed: October 1994

Role of Nominee: Debra Nauta-Rodriguez was the Smithsonian’s Design Manager and Contracting Officer’s Technical Representative (COTR) for the Architect-Engineer (A-E) contract, leading the interdisciplinary team of Smithsonian staff and other stakeholders during design and construction.

Synopsis >

The George Gustav Heye Center is the National Museum of the American Indian’s exhibition, education, and public program venue in the New York City, where the museum “explores the diversity of Native people of the Americas and the strength and continuity of their cultures from earliest times to the present.” [NMAI website] The General Services Administration’s adaptive reuse/renovation of the 1907 Alexander Hamilton US Custom House on Bowling Green in lower Manhattan included a ground lease to the Smithsonian for its \$20M installation of museum space. The project was funded through a collaborative federal/state/local agreement between the Smithsonian, the state of New York and New York City.

1997 Award for Excellence, US General Services Administration

1997 Modernization Award, Buildings Magazine

1994 Preservation Award, Municipal Art Society of New York

“A Building Inside a Building,” Progressive Architecture, October, 1994

Three floors (approximately 7,710m² or 83,000gsf) of this exquisite Beaux-Arts style, National Historic Landmark were restored and rehabilitated to house museum exhibition galleries, retail, research, office and support space. State-of-the-art environmental systems were incorporated to achieve museum standards for galleries inserted in the building wings along three sides of its trapezoidal-shaped floor plan. **Innovatively** conceived of as a “building within a building,” great care was taken to insert modern gallery spaces that complemented and respected historic architectural elements left visible and protected those hidden behind new, interior partitions. Temperature and humidity measuring devices were installed on historic perimeter walls behind the gallery partitions so that building engineers could monitor impact on historic fabric.

IMPACT: Nauta-Rodriguez’s leadership during the design effort fostered **collaborative teamwork and innovative preservation strategies.** On-going **stewardship** of this National Historic Landmark is shared with the building landlord, GSA. With over 600,000 visitors a year, the Heye Center has been hailed as a cornerstone in lower Manhattan’s growth as a tourist destination. Compelling exhibitions and exciting public programs continue to energize this architectural landmark building only blocks from Ground Zero.

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above, completed under her direction as Design Manager for the Smithsonian Institution.

Dr. Douglas Evelyn V
Former Deputy Director
National Museum of the American Indian



Clockwise from upper left: exterior view of historic US Custom House; historic Cashier's Office transformed into Learning Resource Center; life-long learning in the Resource Center; gallery exit to Great Rotunda; plains shirts exhibit in gallery

Photo credits: Walter Dufresne and Katherine Fogden



Davis Buckley FAIA
Davis Buckley Architects and Planners

Barbara Heller FAIA
Design + Construction Strategies

Mary Oehrlein FAIA
Architect of the Capitol

Mary Kay Lanzillotta FAIA
Hartman-Cox Architects

Luanne Greene AIA
Ayers/Saint/Gross

Dennis Meyer ASLA
The Portico Group

Gustavo Araoz
International Council on Monuments and Sites (ICOMOS)

William Brenner FAIA
National Institute of Building Sciences (retired)

Spencer de Grey FRIBA
Foster + Partners

Johnpaul Jones FAIA
Jones and Jones

Sheryl Kolasinski FAIA
The Menil Collection

Nancy McCoy FAIA
Quimby McCoy Preservation Architecture, LLP

James Polshek FAIA
Polshek Partnership/Ennead Architects (retired)

