

MINUTES OF THE JANUARY 23, 2012, MEETING OF THE BOARD OF REGENTS

ATTENDANCE

This scheduled meeting of the Board of Regents was held on Monday, January 23, 2012. The Board conducted morning, afternoon, and executive sessions in the Regents' Room in the Smithsonian Castle Building. Board Chair Patricia Q. Stonesifer called the meeting to order at 8:30 a.m. Also present were:

The Chief Justice ¹	Shirley Ann Jackson	John W. McCarter Jr.
Xavier Becerra	Sam Johnson	Jack Reed ²
Stephen M. Case	Robert P. Kogod	David M. Rubenstein
Thad Cochran	Patrick J. Leahy	Roger W. Sant
France Córdova		Alan G. Spoon

Paul Neely, Smithsonian National Board Chair
David Silfen, Investment Committee Chair

Vice President Joseph R. Biden Jr. attended the luncheon. Representative Steven LaTourette was unable to attend the meeting.

Also present were:

G. Wayne Clough, Secretary	Evelyn S. Lieberman, Director of Communications and External Affairs
Patricia L. Bartlett, Chief of Staff to the Secretary	Tom Ott, President of Smithsonian Enterprises
Claudine K. Brown, Assistant Secretary for Education and Access	Nell Payne, Director of Government Relations
Amy Chen, Chief Investment Officer	Eva J. Pell, Under Secretary for Science
Virginia B. Clark, Director of Advancement and Philanthropic Giving	Jeffrey P. Minear, Counselor to the Chief Justice
Scott S. Dahl, Inspector General	T.A. Hawks, Assistant to Senator Cochran
Bruce Dauer, Director of the Office of Planning, Management, and Budget	Kevin McDonald, Assistant to Senator Leahy
Barbara Feininger, Office of the Regents Senior Writer-Editor (recorder)	Moira Lenehan-Razzuri, Assistant to Senator Reed
Albert Horvath, Under Secretary for Finance and Administration and Chief Financial Officer	Melody Gonzales, Assistant to Congressman Becerra
Richard Kurin, Under Secretary for History, Art, and Culture	David Heil, Assistant to Congressman Johnson
John K. Lapiana, Chief of Staff to the Regents	Sarah Cannon, Assistant to Congressman LaTourette
Judith Leonard, General Counsel	Elizabeth Broun, Director of the Smithsonian American Art Museum ³
	Cristián Samper, Director of the National Museum of Natural History ³
	Carlene Stephens, Work and Industry Curator at the National Museum of American History ³

¹ The Chancellor, Chief Justice John G. Roberts Jr., participated in the luncheon and afternoon session.

² Senator Reed participated in the luncheon and afternoon session.

³ Ms. Broun, Dr. Samper, and Ms. Stephens gave special presentations to the Board of Regents.

MORNING SESSION

REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

Introductory Remarks

Ms. Stonesifer welcomed the attendees and thanked the Regents for their participation in the previous evening's dinner at the Renwick Gallery. She noted this meeting signified her last as Board and Executive Committee Chair, and thanked Board and Executive Committee Vice Chair Alan Spoon and Executive Committee member Robert Kogod for their contributions and support during her term. The meeting also concluded the service of Mr. Kogod and Mr. Spoon on the Executive Committee. Following the meeting, France Córdova will serve as Chair, Ms. Stonesifer will serve as Vice Chair, and Shirley Ann Jackson will serve on the Executive Committee. Ms. Stonesifer said the members of the new Executive Committee met the previous day to effect a smooth transition in the Board's leadership.

Ms. Stonesifer noted that the many agenda items for this meeting mandated that the Board closely adhere to the timed agenda. She welcomed two new members of the Smithsonian leadership team, Inspector General Scott S. Dahl and Under Secretary for Finance and Administration and Chief Financial Officer Albert Horvath. She also encouraged the Regents to participate in two upcoming milestone events: the February 22 groundbreaking ceremony for the National Museum of African American History and Culture and the April 17 arrival and April 19 ceremony for the spaceship shuttle *Discovery*.

2011 Regents' Self-Assessment

Ms. Stonesifer summarized the results of the 2011 Regents' self-assessment survey. She characterized the results as very positive, including the noteworthy increase in the Regents' understanding of Smithsonian fundraising practices and policies. Going forward, additional attention will be directed to increasing the Regents' understanding of the strategic plan's progress.

Actions Taken on Behalf of the Board

The Executive Committee took four actions on behalf of the Board after the September 19, 2011, Regents' meeting. The actions included the approval of a gift from Regent David Rubenstein to the National Zoological Park to support the conservation and study of pandas.

Tribute to Former Secretary I. Michael Heyman

The Board commended the leadership and fundraising abilities of the late I. Michael Heyman, the 10th Smithsonian Secretary and former Regent. Secretary Clough said the Smithsonian will host a memorial tribute, tentatively scheduled for June 2012. The Board approved a motion to express its grateful appreciation for Secretary Heyman's contributions.

See attached Resolution 2012.01.02 (Minutes of the Board of Regents, Appendix A).

September 19 and October 18, 2011, Board Meeting Minutes

The minutes of the September 19 and October 18, 2011, meetings of the Board of Regents were approved without comment or revision.

See attached Resolution 2012.01.03 (Minutes of the Board of Regents, Appendix A).

Alexander Graham Bell and the Smithsonian Institution

Noting that the Regents would later discuss Regent succession planning and the leadership qualities desired in future members, Ms. Stonesifer reminded the Board of a former Regent who helped shape the future of the Smithsonian: Alexander Graham Bell, who served on the Board from 1898 to 1922. She asked Consortium for the American Experience Director Michelle Delaney to introduce a short presentation on Bell by National Museum of American History (NMAH) Work and Industry Curator Carlene Stephens. Ms. Stephens' presentation was assisted by fellow curators Paula Johnson, Susan Tolbert, and Hal Wallace.

Ms. Stephens noted some of the significant contributions Bell made during his tenure as a Smithsonian Regent. He funded the creation of the Smithsonian Astrophysical Observatory; retrieved the remains of James Smithson from Italy; secured the transformational gift that resulted in the creation of the Freer Gallery of Art; supported Secretary Samuel P. Langley's research into aerodynamics; and donated numerous objects to the national collection.

Bell, who invented the first practical telephone, was especially interested in the pathologies of speech and hearing. His relationship with the Smithsonian began in 1875 when the 28-year-old scientist consulted Secretary Joseph Henry about telephony. He was soon introduced to Spencer Baird, for whom he built a wind gauge. Later, when Baird became Secretary, Bell and his associates at Volta Laboratory Associates deposited three sealed tin boxes at the Smithsonian on three separate occasions between 1880 and 1881. Bell had faced many challenges in response to his 1876 telephone patent and so had prepared for the possibility of a future patent fight by sealing his sound recording inventions in the three boxes.

The boxes were kept unopened in a Smithsonian vault until 1937. Inside were found 200 experimental sound recordings and experimental recording equipment, including Bell's "graphophone," an improvement on Thomas Edison's 1877 phonograph. The graphophone, as well as the bottom of one tin box and the lid of another, were shown to the Regents.

Ms. Stephens explained that these objects had remained "mute" artifacts until 2011. In a collaborative research project between the NMAH, the Library of Congress, and Lawrence Berkeley National Laboratory, researchers used high-resolution digital scans, a non-invasive technique, and created digital wave files to retrieve sounds from the original Volta discs. With the help of Ms. Stephens, the Board then listened to sound files recovered from two of the shorter recordings. Although somewhat difficult to understand, some phrases and exclamations could be discerned. Ms. Stephens outlined future plans for the initiative, which include additional sound recovery, conservation, and research work, as well as sharing the results with the public.

REPORT OF THE SECRETARY

Introductory Remarks

Secretary Clough commented on the items that had been placed at each Regent's seat. Included were copies of *Saving Haiti's Heritage: Cultural Recovery after the Earthquake*; *The Jefferson Bible*; *Atlantic* magazine; "The Best Places to Work in the

Federal Government”; and an internal branding card, copies of which had been distributed at an internal launch event that attracted 700 staff. Edited by Under Secretary Kurin, *Saving Haiti’s Heritage* reviews the efforts of the Smithsonian’s Haiti Cultural Recovery Project. Senator Leahy later said that he and Representative Becerra will visit Haiti in February 2012, and will see some of the Smithsonian’s efforts to conserve the cultural history and artifacts impacted by the devastating 2010 earthquake.

The issue of *Atlantic* magazine included articles on the work of the Consortia and the Smithsonian’s programs to commemorate the 150th anniversary of the Civil War. The Secretary noted that the Smithsonian was again listed as the fourth best place to work in the Federal government.

Seriously Amazing Activities The Secretary cited several examples of current Smithsonian initiatives that reflect the brand tagline “Seriously Amazing.” Using data gathered by the Kepler satellite, Smithsonian Astrophysical Observatory scientists recently discovered a planet that rotates around two stars. Casting began at the University of Arizona for the second Giant Magellan Telescope mirror. Secretary Clough displayed a sample of the borosilicate glass that is melted, turned into an almost perfect parabolic shape, and then polished over several months to perfect the 27.6-foot diameter mirror.

This year marks the 100th anniversary of the gift of cherry trees from the city of Tokyo, Japan, to the nation’s capital. The Sackler Gallery of Art will open two exhibitions in recognition of this event: *Hokusai: 36 Views of Mount Fuji* and *Masters of Mercy: Buddha’s Amazing Disciples*.

Visitation The Secretary reported that visitation to Smithsonian museums is slightly down. Overall visitation in fiscal year 2011 reflected about a 2 percent drop from fiscal year 2010. Comparisons of calendar years 2011 and 2010 data reflect a 5 percent decline. The National Gallery of Art has experienced similar declines. Both institutions believe the decline reflects funding cuts for school trips. Museum store sales, however, have remained steady.

Digital outreach is increasingly robust, and the Smithsonian’s online visitation continues to grow. More people are visiting Smithsonian websites than ever before. The Smithsonian now has around 1.8 million followers on Twitter and Facebook, and hosts over 700 social media sites. As more of the collections are being digitized, online visits to the museums’ collections are growing. There have been nearly 260,000 views of the Smithsonian’s science-related videos on YouTube, 20 of which include “Meet Our Scientist” videos.

Financial Update The Secretary expressed his appreciation for the positive outcome of the fiscal year 2012 Federal appropriations process. Appropriated funds for Smithsonian’s salaries and expenses remained the same. Baseline funding for facilities capital was reduced by \$5 million but was up overall because of \$75 million in funding for NMAAHC.

The Secretary reported that the fiscal year 2013 budget negotiations with the Office of Management and Budget also have been positive; he added that this is the beginning of a year-long process. The budget includes \$13 million in funding to

increase staffing for NMAAHC, as well as \$85 million in facilities capital for the new museum. Also included is nearly \$17 million to support earthquake remediation work. The Secretary highlighted the contributions of Director of the Office of Planning, Management, and Budget (OPMB) Bruce Dauer and OPMB Associate Director Ken Johnson.

Philanthropy and the National Campaign

Philanthropic giving in fiscal year 2011 totaled \$182 million, surpassing the Smithsonian's stretch goal of \$175 million. In comparison, \$158 million was raised in fiscal year 2010. The fiscal year 2012 fundraising goal is \$200 million.

At calendar year-end, \$420 million was raised in support of the Smithsonian campaign, of which about \$127 million will be directed to the endowment goal. Director of Advancement and Philanthropic Giving Ginny Clark and her staff were thanked for their successful contributions to the Smithsonian's fundraising initiatives.

Secretary Clough thanked Regents Jackson, Rubenstein, Sant, Spoon, and Stonesifer for their recent gifts to the Smithsonian. He also thanked Smithsonian National Board Chair Paul Neely for his gift to establish a new type of fellowship program. The program will bring young people to Washington, D.C., where they will learn about not only the Smithsonian's resources, but also the leadership and governance of the nation.

Other Revenue Growth

In fiscal year 2011, grant and contract awards to the Smithsonian again set a record, growing by 5 percent over fiscal year 2010. The Smithsonian hopes to achieve \$200 million in grant and contract awards by 2015. At fiscal year-end, Smithsonian Enterprises (SE) recorded \$29.1 million in net gain, reflecting the fifth consecutive year it has achieved net gain growth. The Secretary thanked SE President Tom Ott for his leadership.

Exhibitions and Events

There are 185 exhibitions currently on view throughout the Smithsonian, 27 of which have opened since the beginning of fiscal year 2012. Due to time constraints, the Secretary could not highlight individual exhibitions but noted they are excellent and have generated positive reviews. The Warner Bros. Theater at the National Museum of American History (NMAH) will open on February 1, 2012, and award-winning actor and director Clint Eastwood, the event's honoree, will be awarded the James Smithson Bicentennial Medal.

The Consortia

The Secretary spoke of the outstanding work of the Consortia, which have generated 43 major proposals for external funding. To date, nine collaborative initiatives, such as "Recovering Voices" and "Earth Matters," have received nearly \$6 million in funding. A partnership with New America Media and the Newseum is being explored by the Office of Education and Access and the Consortia directors for Understanding the American Experience and Understanding World Cultures. With the support of ethnic news organizations, the project will reach out to immigrant communities and gather immigration stories that will inform understanding of this country's cultural history of migration and immigration.

Recognitions

General Jack Dailey, director of the National Air and Space Museum, received the Elder Statesman of Aviation Award from the National Aeronautic Association.

National Museum of African Art (NMAfA) Director Johnnetta Cole received the 2011 Mosaic Woman Lifetime Achievement Award. Dr. Cole, Ms. Stonesifer, and Smithsonian American Art Director Betsy Broun were included in *Washingtonian* magazine's recent list of the 100 most-powerful women in Washington, D.C.

Education and Outreach

The Secretary highlighted several initiatives being forwarded by the Office of Education and Access. In fiscal year 2011, over \$1.7 million in funding was awarded through the Youth Access Grants Program. The Smithsonian and George Mason University formalized their collaborative degree program; 93 students are currently enrolled master of arts in the history of decorative arts degree program. The Smithsonian Content Center was launched on ePals, the world's largest K–12 social learning network that supports online access for 700,000 schools. The Smithsonian's site received 700,000 visitors in its first year and nearly 2 million page views. Some 3,000 educators receive weekly e-mails with Smithsonian content and 75,000 have downloaded examples of Smithsonian-inspired learning.

The National Science Resources Center completed its first year of a \$30 million i3 grant from the Department of Education. The high-impact program reached 1163 teachers in three regions and over 59,000 students. In fiscal year 2011, the Smithsonian Institution Traveling Exhibition Service circulated 52 exhibitions to 492 venues in all 50 states.

Infrastructure and People

The Secretary reported that over \$1 billion in new construction projects are currently under way throughout the Smithsonian. Forty percent of the projects' funding will be raised from the private sector. He said that the Strategic Planning and Programs Committee and the Facilities Committee are working on a master planning effort designed to link the Castle, the Arts and Industries Building (AIB), the Hirshhorn Museum and Sculpture Garden, NMAfA, the Freer and Sackler Galleries, and the Quad. The effort also will consider the uses of AIB.

The search for the new NMAH director, which is being led by Under Secretary Kurin, is under way. Applicants include professionals from some of the best institutions, museums, and presidential centers in the country. The search for the new SE president is in its final stages, with two to three candidates under serious consideration.

The Secretary announced that National Museum of Natural History (NMNH) Director Cristián Samper has accepted the position of president and CEO of the Wildlife Conservation Society, effective August 2012. A search for the new NMNH director will soon commence under the leadership of Under Secretary Pell.

BRANDING INITIATIVE UPDATE

Overview

Director of Communications and External Affairs Evelyn Lieberman updated the Board on the Smithsonian branding initiative. She reported that the internal brand implementation, which began in August 2011, is going well. Staff are learning what the brand is, how to use it, and that a brand strategy is more than the tagline

Seriously Amazing. To date, 17 branding presentations have been made to Smithsonian units and 10 to Smithsonian advisory boards.

The Smithsonian's internal website now hosts "Brand Central Station," which provides units with information and guidelines on the use of the Smithsonian brand. Mrs. Lieberman noted recent changes designed for immediate impact: brand messages are being infused into the Secretary's speeches, the redesign of the annual report's content and design, and press releases. Efforts are under way to place brand messages on unit websites and museum signage. New communications, such as cards and other "take-away" materials, are being explored. Mrs. Lieberman directed the Regents' attention to copies of brand message cards that are being used for the internal brand implementation. She then commented on the challenges of the brand's external launch. The external launch will require the translation of "Seriously Amazing" into concrete changes in what the Smithsonian offers to the public, as well as successfully and consistently communicating brand messages across all platforms.

Discussion

Mr. Silfen asked if the brand and its advertising campaign will be integrated into the Smithsonian Channel. Mrs. Lieberman said the two will be closely aligned. SE President Tom Ott and his successor will continue to support the initiative. Mr. Ott added that the Smithsonian can easily incorporate brand advertising into the Smithsonian Channel.

Mr. Spoon commented on the importance of the initiative's media budget, including how that budget is allocated and monitored. He asked that an update on the media budget be provided to the Board when the media plan is further along in its development.

Mr. McCarter expressed his support for the initiative's focus on "Aware Millennials," who are defined for this project as Americans ages 18 to 34 with general interests that align with the learning experiences offered by the Smithsonian. Ms. Stonesifer asked if efforts are under way to inventory and assess the Smithsonian's "core product," not just brand messaging, with regard to this key demographic group. Mrs. Lieberman said that staff are identifying Smithsonian qualities and resources that Aware Millennials would embrace as *Seriously Amazing*. She emphasized that audiences must understand that *Seriously Amazing* is not just what the Smithsonian *has* but what it *does* with what it has, adding that there would be no purpose in pursuing an advertising campaign if only the former were addressed. She acknowledged the challenge of getting Aware Millennials to physically visit the Smithsonian but said that it is equally—if not more—important that brand messages deeply wed both what the Smithsonian does and what it has.

Mr. Case asked if partnerships with other groups have been explored. Mrs. Lieberman expressed her opinion that outreach to potential partners should not occur until the final media product has been defined or created. Mr. Spoon and Ms. Stonesifer agreed with Mr. Case's suggestion that the brand strategy would benefit from early feedback from organizations that are especially familiar with Aware Millennials. The presentation concluded with a screening of the video created for the internal brand implementation.

DIRECTOR'S REPORT: NATIONAL MUSEUM OF NATURAL HISTORY

Dr. Cristián Samper thanked the Board for the opportunity to discuss the National Museum of Natural History's (NMNH) goals, achievements, challenges, and opportunities.

Overview of the National Museum of Natural History

Dr. Samper said the vision of the National Museum of Natural History is to help people understand the natural world and our place in it. The museum uses its research, collection, exhibition, and education programs to focus on three main issues: understanding the formation and evolution of the Earth and similar planets; discovering and understanding life's diversity; and studying human diversity and cultural change.

Dr. Samper said that the museum receives about 7 million visitors each year, making it one of the three most-visited museums in world. The museum's goal, however, is not to increase the number of its visitors but to develop better ways of reaching people, improving the quality of their experiences, and engaging them in more substantial ways. The average amount of time visitors have spent in the museum over the last five years has doubled to more than two hours, allowing the museum to have a bigger impact on what visitors both experience during their visit and what they take away.

What the public sees, however, is only 10 percent of NMNH and less than 1 percent of its collections. With holdings of about 127 million objects and specimens, or 92 percent of the entire Smithsonian collections, the museum possesses the largest collection of any museum, in any field, in any place in the world. The NMNH collections are global in scope, depth, and history. Their size is growing by 250,000–500,000 objects each year, and staff must carefully consider what is collected and how objects can be cared for and documented. Reference data collected over several decades is being reviewed in a long-term effort to make information available online.

NMNH collections and research are used by a large academic community that spans the globe. The museum hosts about 10,000 visiting scientists each year, including fellows, interns, adjunct scientists, research associates, and collaborators. The collections are used to generate research, knowledge about planet, and inform publications. Over the last five years, an average of 600 peer-reviewed publications has been annually generated by NMNH scientists.

The museum has a large number of partnerships. It has close relationships with many Federal agencies who together seek to address important questions and issues directly related to human society. These efforts represent about \$10 million in human capital. It also has extensive collaborations with other natural history museums and universities across the United States and in many countries across the world.

Setting a New Course: The NMNH 2004–2009 Strategic Plan

Dr. Samper discussed the strengths and weakness he found when arrived at the museum in 2003. Among the strengths were the museum's world-class collections and dedicated staff. Weaknesses included the lack of a strategic plan with clear priorities and measurable outcomes, and an imbalance in staff demographics. The

findings led to and informed the development of the museum's 2004–2009 strategic plan.

The strategic plan identified three priority areas of focus: oceans, human origins, and the Encyclopedia of Life. The planet's oceans cover two-thirds of its surface and about 97 percent of the Earth's biosphere. The support of the Roger and Vicki Sant, the National Oceanic and Atmospheric Administration, and the Congress allowed the museum to develop the Sant Ocean Hall, one of the best exhibitions on oceans in the world. The museum also is doing field research, analyzing its collections, and developing a marine global earth observatory network to document and better understand what is happening in the oceans today. These efforts have been supported by the creation of the endowed Sant Chair in Marine Science and several strategic hires of new staff.

The strategic plan also committed to advancing research and knowledge about the field of human evolution. As reflected in the construction of the Koch Hall of Human Origins and the creation of the endowed Peter Buck Chair in Human Origins, NMNH is helping visitors understand who we are and where we come from. With regard to the Hall of Human Origins, Dr. Samper said the museum successfully negotiated potential sensitivities about the topic of human origins by emphasizing that the exhibition content is based on science.

While recognizing that the museum is an excellent destination, NMNH also committed to making its resources available to the world. With \$25 million in grants from the John D. and Catherine T. MacArthur and the Sloan foundations, the museum created the Encyclopedia of Life (EOL), an electronic gateway to knowledge about all life on earth. A second version, EOLv2, was launched in September 2011. As of January 22, 2012, there are pages for 951,059 of the 1.9 million living species on Earth. Dr. Samper said that EOL is a "game-changer" that will impact the geo-politics of science by putting research at the fingertips of scientists, empowering their work, and building a global community. With 162 collaborating institutions and partnerships across the world, the challenge will be maximizing the use of EOL information.

Dr. Samper discussed progress on other strategic plan goals. In an effort to build the human capital that will drive the museum's intellectual power for the next two decades, the museum has made a concerted effort to attract and hire the next generation of cutting-edge scientists. Twenty-five new research curators have been hired to date. With the support of Dr. Buck, an endowed fellowship program has been established to train young scientists and bring in new ideas. The Peter Buck Chair in Human Origins and the Sant Chair in Marine Science are the museum's first two endowed chairs in 102 years.

As part of its strategic plan, the museum re-engineered and redesigned its education team. The museum is moving towards exhibitions that focus on concepts and ideas, bringing science to the forefront, and keeping it current. Two-thirds of the museum's public space and exhibitions have been redone in an effort to show natural history and science in new ways. Examples include the Sant Ocean Hall, the Kenneth E. Behring Family Hall of Mammals, Hall of Mammals, the Butterfly Pavilion, and the

David H. Koch Hall of Human Origins.

The museum has developed analytical tools and metrics to assess its collections with regard to such issues as such as condition and available research. The collections were grouped into about 266 distinct clusters and ranked according to 23 criteria. To ensure that the museum's resources will be available over the next two centuries, the rankings are informing decisions about the museum's priorities and where funding should be invested. This initiative has led to investment of \$100 million to support the renovation and expansion of the Museum Support Center, now considered to be the best collections storage facility in the world. The care of specific NMNH collections was improved by their move into Pod 5. These efforts, said Dr. Samper, have attracted the attention and support of the Office of Management and Budget, as well as helped secure additional investments. The NMNH collections metrics framework is now being rolled out across the Smithsonian.

Dr. Samper said the museum's progress could not have been achieved without the support of its advisory board. He credited Mr. Sant with the development of an excellent board that is populated by a diverse, committed set of members.

**Moving to the Future:
The NMNH 2010–2015
Strategic Plan**

Dr. Samper said his 2008 return to the museum after serving as Acting Secretary prompted a fresh review of NMNH and the development of an updated strategic plan. The 2010–2015 strategic plan identified organizational initiatives the museum will continue doing and 10 areas in need of additional organizational change. Of the latter, examples include shifting the museum's focus from activities to outcomes; enhancing not the number of visits but the meaning of visitors' experiences; diversifying the museum's workforce and funding base; and increasing collaborations both within and outside of the museum and the Smithsonian.

Dr. Samper discussed specific challenges facing the museum over the next five to 10 years. He spoke of the number, type, and culture of NMNH staff. The Board reviewed a chart that reflected the 10 percent decrease in NMNH Federal employees over the past five years because of base erosion. In many cases, staff have not been replaced and, in areas such as collections management, entire collections have been shut down as no one is available to process loans. The overall number of employees in the museum, however, has remained relatively stable because the number of trust-funded employees has doubled. This, however, represents a shift in funding sources. Employees also need different sets of skills and approaches to work. Collections management, for example, now requires good informatics skills. Such changes, Dr. Samper said, will result in a cultural shift that will occur over the next 20 to 25 years.

Dr. Samper reviewed the museum's funding challenges. The NMNH annual budget is about \$100 million, which is largely funded by Federal appropriations. Because only 25 percent of the budget comes from the museum's trust sources, NMNH must reduce its vulnerability by diversifying funding sources and increasing the size of the endowment. The NMNH endowment was less than \$30 million in 2003; it now stands at nearly \$70 million, and pledges are in hand that will raise it to \$90 million. The overall size of the endowment, however, is small in proportion to the museum's budget, as only 4 percent of the NMNH budget comes from the endowment payout. Dr. Samper said the funding model for science is extremely challenging, and the

museum's ability to access potential partnerships is problematic. Funding must be increased to support the research of NMNH's world-class scientists.

The campaign will be a critical element in the museum's success. The NMNH campaign goal of \$230 million is directly tied to museum initiatives. Of the campaign goal, \$120 million will be directed to the museum's endowment. Between current and pending pledges, the museum will have raised \$117 million, over half of its campaign goal, by spring 2012.

Dr. Samper spoke about the digitization initiative. The museum's efforts to digitize its collections have resulted in the digitization of about 120,000 type specimens. Loans of these digitized specimens have decreased by 90 percent and the use of the collections has increased. However, the current pace and approach to digitization means it will take more than 100 years to digitize the 127 million objects in the NMNH collection. Dr. Samper emphasized his support for the Smithsonian's digitization initiative but said that a pan-institutional digital outreach strategy must be developed that addresses such issues as establishing priorities, selecting content, determining which technologies to use, and building and identifying destinations and platforms.

Big Ideas

Looking forward, the museum developed four "big ideas" that will increase the museum's impact tenfold over the next decade. The ideas were identified through a bottom-up process using an established set of criteria. The criteria included relevance to mission; relevance to society; impact on the museum's collections, science, and education; potential partnerships; leadership opportunity; and potential funding. Beginning with 30 ideas from across all fields in the museum, four game-changing areas were identified: the Recovering Voices Initiative, the Global Genome Initiative, the Deep Time Initiative, and the Education Initiative. The Recovering Voices Initiative is dedicated to preserving endangered languages and traditional knowledge; the Global Genome Initiative focuses on preserving the genomic diversity of the tree of life; the Deep Time Initiative is directed to understanding the impacts of environmental change on the evolution of life; and the Education Initiative is directed to increasing the public's understanding of how science is done. Work has already begun on each initiative.

With respect to the Recovering Voices Initiative, Dr. Samper reported there are approximately 6,800 languages spoken in the world today, of which about 80 percent are estimated to disappear by the year 2100 due to the impact of globalization. The museum possesses important collections from the Bureau of American Ethnology that document Native American languages and traditions in this country from 150 years ago. Such resources, he said, have already enabled "lost" languages to be reintroduced to communities.

Noting that this will be a "century of genomics," Dr. Samper said the Global Genome Initiative will advance the identification, retrieval, and preservation of the genomic diversity. The impact and implications of genomics in areas such as agriculture and health, for example, will be fundamental. The museum has built a \$10 million cryoconservation facility at the Museum Support Center, the largest apart from the health and medical repositories. One overarching challenge is that much of genetic diversity is not easily available and legal requirements are increasingly complex.

Methods of extracting DNA from old collections, continue to improve, but major gaps remain. The museum is committed to sampling and surveying every major branch of the tree of life, preserving about 80 percent of the planet's phylogenetic diversity, and creating a global genome network within the next five years.

The Deep Time Initiative recognizes that fossil records provide an important window into the past. Some 99 percent of life on Earth has gone extinct. NMNH collections include some 40 million fossils that document, among other things, periods of rapid transitions in the evolution of life. This information, said Dr. Samper, will allow the museum to make important, science-based, and apolitical contributions to such current issues as the impact of global warming. The Deep Time Initiative also will result in the renovation of the last major public space in the museum: the Dinosaur Hall. The space, which was last renovated in 1963, showcases some of the extraordinary specimens in the NMNH collections. The exhibition's museology, however, is outdated. The renovation of the space will affect about one-third of the ground floor of NMNH, and will complete the transformation of the museum's entire public space. The museum is in the final stages of closing a leadership gift for the hall and has \$20 million in Federal funding for the renovation of the space's HVAC system, which is expected to begin this year.

The Education Initiative will support the creation of a new education center that allows visitors to understand not just the results but the process of science. The museum is taking 15,000 square feet of behind-the-scenes space to build an innovative education center where visitors will be able to interact with some 20,000 objects from the museum's collections. When completed, the center will offer new technologies that allow visitors' to ask and answer questions, enable live feeds from scientists working in the field, and connect scientists and the museum's collections with any classroom in the world. Additional funding must be secured to finish the center.

Dr. Samper concluded his remarks by noting that he will become president and CEO of the Wildlife Conservation Society in August 2012. He expressed his appreciation to Dr. Rubinoff, Mr. Sant, and the Smithsonian for the opportunities he has had during his Smithsonian career.

Discussion

The Regents thanked Dr. Samper for his leadership at the museum and as Acting Secretary.

Mr. Case asked Dr. Samper if, given his unique perspective of the Smithsonian, he had thoughts about what the Board of Regents should focus on and where the Smithsonian should be in the future. Dr. Samper has experienced the Smithsonian from three perspectives: off of the National Mall at STRI, at the NMNH, and within the central administration at the Castle. He stated that the Smithsonian has all of the strengths and weaknesses of a 165-year-old institution, and noted the challenges of the current organizational structure and the obstacles it can present. The Consortia, he said, is a good way to start addressing this issue but said that the Smithsonian must determine a few areas where, as a whole, it can achieve game-changing impact. He advocated the "big idea" process of identifying very clear priorities with the intention of not only changing the Smithsonian but changing the world. He also noted

that the Smithsonian is far behind the curve in its digital outreach efforts and must establish a course for addressing this key area.

Dr. Córdova noted that most of the public is unaware of the Smithsonian’s science, and asked Dr. Samper about how the Smithsonian can emphasize science as a core part of its mission. Dr. Samper said that the Smithsonian should determine the comparative advantages of the Smithsonian’s educational resources and decide what it should—or should not—be doing, as well as who it should work with. He said that science education should be treated as a two-way process that actively involves people in research activities, adding that platforms must be created to support this process.

Mr. Spoon agreed and said the Smithsonian’s collections are one of the key things that set it apart from other organizations. He said that communication costs will plummet over the next five to seven years while digital engagements will soar. The Smithsonian, said Mr. Spoon, should be poised to engage new kinds of digital engagement to share its resources, and assume a leadership role in the advancement of citizen science.

Dr. Samper concluded by reiterating his gratitude for the opportunity to work at the Smithsonian, pointing out this has allowed him to grow personally and professionally, and making him a better person. He indicated he looks forward to continuing to help the museum and the Smithsonian.

SMITHSONIAN REDESIGN: DASHBOARD

Introduction

Secretary Clough introduced the presentation on the Metrics Redesign initiative and the SI Performance Dashboard. The purpose of the project is to identify a limited set of institutional metrics that can be used to monitor performance related to the Smithsonian’s strategic priorities. Overseen by Dr. Samper, the project has been under way for about one year. The Secretary noted the contributions of Dr. Samper and introduced other key team leaders, including Special Advisor for Organizational Effectiveness Janet Abrams and two members of the Office of the Chief Information Officer: Office of System Modernization Director Deron Burba and Supervisory Computer Scientist and Collections System Director Mathew Jenkins. The Secretary invited Dr. Samper to give an overview of the Metrics Redesign initiative and the SI Performance Dashboard.

Project Overview

Dr. Samper said that the key point of the project is to identify a list of key metrics that could be used to measure performance against goals across the Smithsonian, and also to simplify the data collection and reporting. He explained that the Metrics Redesign Team consisted of some 250 members from across the Smithsonian who reviewed more than 500 sample metrics; determined the criteria for the Smithsonian’s metrics; and identified a workable set of metrics, each of which has to be meaningful, measurable, and have the ability to be scaled. Key audiences for these metrics include the Secretary and his cabinet; museum directors and advisory boards, the Board of Regents, and the Office of Management and Budget and Congress.

SI Performance Dashboard

Dr. Samper noted that the dashboard will include three mission-based categories—mission, organizational excellence, and strategic initiatives—and that each is divided into three sub-categories. The mission metrics are intended to measure the outcomes of research; collections; and access, exhibition, and education activities. The organizational metrics will measure people, infrastructure, and finances. The strategic initiatives metrics will measure key strategic initiatives determined to be of the highest priority for each target audience.

Dr. Samper noted that the system will allow users to see trends and changes over time, and that longer-term data can be exported and used to support different types of analysis. The system supports analysis by unit or clusters of units, which will be useful for the central administration, unit directors, and unit advisory boards.

Challenges and Next Steps

Dr. Samper discussed current and future challenges to the initiative. The overall challenge to the metrics program is the need to establish meaningful metrics that can be applied pan-institutionally to the diverse holdings that comprise the Smithsonian. He noted that certain metrics, such as citation data, are not equally meaningful in analyses of Smithsonian programs as different as, for example, the Smithsonian Astrophysical Observatory and Cooper-Hewitt, National Design Museum.

He reviewed three specific challenges: targets must be established, the program must be translated into an effective management tool, and outcome and impact metrics must be strengthened.

Noting that 2012 is the “beta” year for the project, Dr. Samper outlined short-term plans. Linkages to data sources will be completed, metric baselines will be established, targets and benchmarks must be established and reviewed, tests to ensure functionality and accuracy of data will be made, and the project will be disseminated to the entire Smithsonian community. Five units (Archives of American Art, National Museum of American History, National Museum of Natural History, National Zoological Park, National Portrait Gallery) have volunteered to test the metrics dashboard at a unit level, which will allow the team to identify and address less-functional parts of the system. The team also needs more feedback from key audiences, such as the Board of Regents, about how they want to use the program and what types of reports should populate it. Feedback from the Secretary’s cabinet will help establish goals and benchmarks that will enable the program to be used for performance metrics.

Dr. Samper said the team’s goal is to provide a progress report to the Board next summer that reflects strong progress towards establishing meaningful and highly functional metrics. He added that the process of integrating the project into the Smithsonian culture and using it in intelligent, effective ways will probably take two to three years.

Discussion

Dr. Córdova noted her enthusiasm for the initiative. She asked how, given the Smithsonian’s diverse group of enterprises, the program can be used to measure quality and competitiveness. Dr. Samper agreed that some metrics, such as citations, don’t translate across disciplines and that both internal and external metrics may be used in some areas.

Mr. Sant applauded the project's emphasis on effectiveness, efficiency, and productivity, and the intention to establish targets against which to measure.

Mr. Case asked how broadly the information will be distributed. He also noted that the targets should be explained. He said that competitive metrics should be established later that measure the Smithsonian's progress in specific areas, such as outreach and education, against the efforts of similar organizations. Dr. Samper said that the current dashboard is primarily a management tool that will be used by individual units who must define their priorities and then measure and record their progress against stated goals. He said the dashboard could be reframed into a tool for public use.

Ms. Stonesifer said the metrics dashboard should be a framework that expresses the Smithsonian's view of what matters and measures its progress against established goals. She said the dashboard is "cool as a tool" but emphasized that its true importance lies in its ability to advance a cultural shift in which initiatives are directed to and measured against the Smithsonian's highest priorities.

QUARTERLY FINANCIAL REPORT

Under Secretary for Finance and Administration and Chief Financial Officer Al Horvath discussed the fiscal year 2011 financial report. The report reflects the preliminary audit results provided by the Smithsonian's external auditors, KPMG. That audit will be completed in a few weeks, after which the final fiscal year 2011 report will be released.

Mr. Horvath highlighted several noteworthy items in the report. Despite considerable uncertainty about the Federal budget and the impact of Continuing Resolutions, the Smithsonian successfully navigated the Federal budget negotiations. Anticipated cuts in fiscal year 2011 Federal appropriations were limited to a 0.2 percent reduction to fiscal year 2010 appropriations. New gifts in fiscal year 2011 totaled \$182 million, exceeding the Smithsonian's fundraising goal by \$7 million. New sponsored research awards surpassed budget by 17 percent, largely driven by a \$25 million grant from the Department of Education for the National Science Resources Center. Despite lower revenues, Smithsonian Enterprises (SE) was able to meet its fiscal year 2011 net income projections. Driven by conservative spending, institutional expenses were below budget but in line with Federal support. The Endowment's market value on September 30, 2011, was \$969 million.

Mr. Horvath discussed a recently released report on first quarter fiscal year 2012. The report demonstrates that the Smithsonian is essentially on track across all revenue sources. The Smithsonian's fiscal year 2012 Federal budget, which was passed by Congress and signed by the President in December 2011, is favorable. Funding for ongoing operations and capital is essentially equal to that for fiscal year 2011, which is noteworthy in light of the Federal government's current fiscal challenges. One important and very positive element of the fiscal year 2012 budget is the inclusion of \$75 million capital for the construction of the National Museum of African American

History and Culture, which is an increase of \$55 million above the fiscal year 2011 appropriation.

Private gifts and SE revenues were slightly ahead of plan in the first quarter; sponsored research awards were slightly below plan but have picked up in the second quarter. First quarter institutional expenses were in line with corresponding revenue streams. The Endowment's value on December 31, 2011, was \$988 million. Concluding his remarks, Mr. Horvath stated he will focus on improving the quality, clarity, and timeliness of future financial reports and will welcome the input of the Board in this initiative.

REPORT OF THE FINANCE COMMITTEE

Fiscal Year 2013 Federal Budget Submission

Finance Committee Chair David Rubenstein reported that the committee met on January 17, 2012. The committee reviewed the Smithsonian's fiscal year 2013 Federal budget request and agreed to ask the Board to authorize the Secretary to submit the request for appropriated funds to Congress. The fiscal year 2012 Federal appropriations process resulted in a Federal budget of \$810 million; the fiscal year 2013 Federal budget negotiations with the Administration resulted in a Federal budget request of \$857 million. Given current Federal funding restraints, the fiscal year 2013 Federal budget negotiation outcome was very positive.

Mr. Rubenstein explained that, when compared to the fiscal year 2012 Federal budget, the fiscal year 2013 Federal budget request reflects an overall increase from \$635 million to \$660 million for salaries and expenses, and an overall increase from \$100 million to \$112 million for facilities capital, including \$17 million for earthquake repairs. In addition, negotiations resulted in "above the line" funding requests of \$13 million for salaries and expenses and \$85 million for facilities capital for the National Museum of African American History and Culture (NMAAHC). Mr. Rubenstein said that the successful budget negotiations reflect the Smithsonian's outstanding teamwork and strong relationship with the Office of Management and Budget, as well as an excellent strategic approach to the development of the NMAAHC budget. The Board agreed to authorize the Secretary to submit to Congress the proposed fiscal year 2013 Federal budget request.

See attached Resolution 2012.01.04 (Minutes of the Board of Regents, Appendix A).

Ms. Stonesifer thanked the congressional Regents, as well as staff, for the positive outcome of the Federal budget negotiations, particularly with regard to the NMAAHC.

REPORT OF THE INVESTMENT COMMITTEE

Investment Committee Chair David Silfen provided the committee's report. He commented on the challenge of comparing the performance of the Smithsonian's Endowment against peer organizations that operate under different fiscal years. The Smithsonian's reporting period, which ends each September 30, is different than the

reporting periods used for many other endowments, which use a June 30 fiscal year.

Mr. Silfen reported that the Endowment's performance was consistent over the last year. All asset classes did well against stated benchmarks. Three- and five-year numbers were solidly in the second quartile versus peer institutions. As of September 30, 2011, asset allocations were either at long-term policy targets or within allowable ranges. Compared to its status in 2005, the Endowment's current allocations are more diverse and include investments in 80 funds with 63 managers around the world. The Endowment maintains strong flexibility with regard to portfolio liquidity.

Over the last six months, the Investment Committee conducted a comprehensive review of the portfolio. The review included manager selection, and about 30 percent of the Endowment was redirected to new managers.

Mr. Silfen shared graphics of the Endowment's diversification, growth, and pay-out history. The charts, which demonstrate the strong management of the Endowment, were developed to educate and encourage both prospective and current donors. The committee has been working with the Office of Advancement to develop donor cultivation presentations, and recently conducted a successful presentation to the Smithsonian National Board.

Mr. Silfen welcomed the addition of Mr. Case to the committee. He thanked Ms. Chen and her staff for their contributions to the Endowment's performance.

REPORT OF THE AUDIT AND REVIEW COMMITTEE

Audit and Review Committee Chair John McCarter reported that the committee welcomed two new senior personnel, Under Secretary Horvath and Inspector General Dahl, at its January 19, 2012, meeting. Also present were representatives from the Smithsonian's external auditors, KPMG, who presented the results of the Federal review. No material weaknesses or significant deficiencies were reported. KPMG also presented required communications regarding its progress on the Smithsonian-wide financial audit statements, which are on track to meet the target date of February 24, 2012.

Inspector General (IG) Dahl provided the committee with the IG report and strategies for the near future. The committee's discussion included a substantive review of issues outlined in the September 2011 IG report on Smithsonian Enterprises' financial management. Mr. McCarter reported that nearly all of the issues are close to closure. One issue remains outstanding, and will be a key priority for the IG. It is anticipated that all issues will be closed by the next meeting of the committee.

The committee received the Report of the Chief Financial Officer from Mr. Horvath. The report primarily focused on the continued implementation of high-risk internal control issues. One area, contributions, has not yet achieved a green rating. The committee is committed to assuring that contribution accounting controls are firmly in place prior to the public launch of the national campaign. Because most internal control issues have been addressed, Mr. Horvath suggested that the Smithsonian next

focus on state-of-art enterprise risk management controls.

Mr. McCarter assured the Board that it would receive the Smithsonian's IRS Form 990 next summer with adequate time for review. He added that the returns will be redesigned to better explain what the Smithsonian is and what it does.

REPORT OF THE ADVANCEMENT COMMITTEE

National Campaign: One Year Review

Advancement Committee Chair Alan Spoon presented the first annual review of the national campaign since its endorsement by the Board in January 2011. His comments highlighted the campaign's progress and outlined forthcoming challenges.

Mr. Spoon reported that the campaign's first year was marked by strong progress. The year was devoted to strengthening and developing the campaign's framework, which is based on the strategic plan. Compelling projects are emerging, potential donors are being engaged, and a sound infrastructure is being established to support staffing, budgets, and frontline efforts. Exceptional professionals have been hired. Notably, fundraising is ahead of forecast and substantial campaign gifts have been received.

Mr. Spoon emphasized the Advancement Committee's enthusiasm for the campaign and his strong belief in its potential. He said that the foundation for the campaign's success will be the Regents' enthusiasm and personal commitment. The support and involvement of unit advisory boards also will be important. The leadership contributions of Regents, Smithsonian National Board members, and members of several advisory boards were highlighted.

Mr. Spoon reported that overall campaign volunteer efforts are on pace but that unit advancement committees will benefit from further development. The campaign steering committee, which is cochaired by Mr. Rubenstein and Mr. Spoon, and staff are working with the units to identify unit-based campaign leaders, cases, themes, and goals. Unit advancement committee leaders will be members of the pan-institutional campaign steering committee.

Secretary Clough commented on unit-based efforts to develop long-range, transformative campaign ideas while concurrently dealing with immediate fundraising challenges. He noted that the Consortia have generated exciting ideas that promise significant campaign opportunities that will benefit the units.

The Secretary emphasized the positive message that is generated, and the momentum that is gathered, when donors see the results of their campaign contributions. He noted that donor support is transforming the Smithsonian's construction program and physical capabilities; accelerating cross-disciplinary programming; and expanding educational opportunities.

Mr. Spoon expressed his enthusiasm for the campaign and his strong belief in its potential. Looking forward, he emphasized that the campaign's next steps will be exciting—and challenging. He said that more exceptional gifts must be secured. New

and robust prospect pipelines must be developed and the number of qualified donor prospects at multiple giving levels must increase. The quantity of engaging, transformative ideas also must expand. The campaign team must become more robust: unit board leadership must be strengthened and additional staff hired.

Discussion

Senator Leahy asked about the Smithsonian's use of online fundraising. Mr. Rubenstein said that exceptional gifts, such as the type sought in a capital campaign, are typically not made online. He agreed, however, that online giving is an important funding source. Ms. Clark reported that many Smithsonian museum websites include donation links; that online donations to the Smithsonian are made by people of all ages; and that some donors who previously gifted by mail are now giving online. She also noted that a new staff member with strong online giving experience will work with the central membership program. Mr. Rubenstein emphasized that one of the goals of the national campaign is to secure sustaining donors who later will make regular contributions to the Smithsonian. Online giving, he said, will facilitate their ongoing support.

Gift Actions

Ms. Clark presented 13 gifts for the Board's approval. Six were from members of the Board of Regents or the National Board. With regard to the four principal areas of the campaign, she noted that two of the gifts were for "People," three for "Places," five for "Programs," and three for "Treasures." The motions were approved en bloc.

See attached Resolutions 2012.01.05–2012.01.16 (Minutes of the Board of Regents, Appendix A).

The morning session was adjourned at 11:55 a.m. and an executive session was held. The Board adjourned for lunch at 12:20 p.m.

**Luncheon Speaker:
Vice President
Joseph R. Biden Jr.**

Ex officio Board member Vice President Joseph R. Biden joined the Regents for lunch in the Castle Commons. During his remarks, the Vice President emphasized the important role of the National Museum of African American History and Culture and the many contributions it will make to the nation. He thanked the Regents and the Smithsonian for supporting this landmark project. A group portrait also was taken.

AFTERNOON SESSION

The Chancellor called the afternoon session to order at 1:40 p.m.

REPORT OF THE STRATEGIC PLANNING AND PROGRAMS COMMITTEE

**Review of Two Exhibitions:
The “Jefferson Bible” and
*Jefferson and Slavery at
Monticello***

Strategic Planning and Programs Committee Chair France Córdova reported that the committee reviewed the Smithsonian-wide exhibition calendar during its December 5, 2012 meeting. She noted that two exhibitions related to Thomas Jefferson were reviewed for their potential to generate controversy: the National Museum of American History’s exhibition on the “Jefferson Bible” and the National Museum of African American History and Culture’s (NMAAHC) exhibition *Jefferson and Slavery at Monticello: Paradox of Liberty*. She noted that the “Jefferson Bible” exhibition, which opened in November 2011, has received an almost uniformly positive response from the public.

Dr. Kurin said that the intention of both exhibitions is to consider the role and context of two challenging issues, religion and slavery, in the life and ideals of founding father Thomas Jefferson. He said that early concerns about potentially negative responses to the “Jefferson Bible” exhibition were limited and reflected the museum’s sensitivity to the ongoing national debate about the role of religion in American society, the founding of the nation, and the unorthodox religious views of Jefferson. As noted by Dr. Córdova, the show has in fact been well-received and engaged the curiosity of visitors.

The NMAAHC exhibition, which opened in January 2012, was organized in collaboration with The Thomas Jefferson Foundation. The intention of the exhibition is to elucidate the lives of six Monticello slave families and their descendants, including that of Sally Hemmings. The exhibition acknowledges that Jefferson’s relationship with Hemmings and the paternity of her children continue to be the subject of investigation.

Dr. Kurin noted that the Smithsonian collections hold many objects and materials related to Thomas Jefferson, and thus provide contextual materials that support a larger view of Jefferson. The two exhibitions will be supported by, among other things, brochures, a website, and coverage in *Smithsonian* magazine, and a Smithsonian Channel documentary. In addition, a large-scale webinar will be held in February 2012 that will reach thousands of educators and students of all ages.

Other Exhibition Reviews

Dr. Kurin then spoke of two scheduled exhibitions of work by Chinese dissident artist Ai Weiwei. The first major retrospective of the artist’s work will open at the Hirshhorn in fall 2012. Although the artist cannot leave his country until, at the earliest, June 2012, the exhibition will include works from outside of China. The Sackler Gallery will open a single-object installation of the artist’s work in spring 2012. The Smithsonian is working closely with the U.S. Department of State and the Chinese government to convey that the Smithsonian is interested in the artist’s work, and not his political views.

The committee discussed the travelling exhibition *The Roads of Saudi Arabia*. The Sackler will host a focused portion of the exhibition, which includes pre-Islamic archaeological materials. The exhibition has not provoked controversy in other venues. Dr. Kurin also reported on discussions about the proposed, and controversial, Sackler exhibition *Shipwrecked*. The exhibition includes Chinese artifacts that shed light on the maritime Silk Road in 800 AD, but were recovered off of the coast of Indonesia through highly controversial methods. The Smithsonian's discussions with international agencies has resulted in a collaborative agreement to re-excavate the site, collect additional artifacts using best archaeological and scientific practices, and present the findings in a manner that examines both their historical importance and context, as well as issues related to their recovery.

**Education and the Campus
Master Plan**

Dr. Córdova noted that the committee is working closely with Assistant Secretary Brown on the development of a pan-institutional education strategy. A final plan will be presented to the Board at the April 2012 meeting. The committee also discussed the Campus Master Planning initiative, which is addressing the future of the Castle, the Arts and Industries Building, and the Quad. The committee was enthusiastic in its response to the plans and is encouraging efforts to develop a large-scale, comprehensive view of the facilities and the opportunities they offer.

REPORT OF THE FACILITIES COMMITTEE

Facilities Committee Chair Robert Kogod reported that the committee met on December 7, 2011, and considered several agenda items. It first reviewed updates on the Smithsonian's facilities and capital investment requirements for fiscal years 2008–2017. Mr. Kogod noted that the Office of Facilities Engineering and Operations (OFEO) provides excellent, detailed updates. The reports are closely monitored because of limited funding from the Federal government and the need to avert facility-based crises. A revised facilities and capital investment requirements report will be developed this year that will encompass fiscal years 2012–2022.

The committee also discussed the \$18 million of damage to Smithsonian facilities that resulted from the August 2011 earthquake and hurricane. The Smithsonian asked the Federal government for funding to address the damage and received \$16.5 million, which Mr. Kogod characterized as very fortunate.

Mr. Kogod reported that OFEO Deputy Director Sheryl Kolasinski provided updates on five major construction projects to the committee. At \$52 million, work on the Arts and Industry Building's early shell is on budget and essentially on schedule. Improvements totaling \$59.9 million to Cooper Hewitt, National Design Museum are both on budget and on time with a scheduled completion date of February 2014. Infrastructure planning for the National Museum of African American History and Culture is in the early stages; the intended completion of the museum is November 2015. Renovations to the National Postal Museum's new space total \$18 million but, because of some higher-than-expected costs, the project is being value-engineered and rebid. The Smithsonian Conservation Biology Institute's collaborative program with the George Mason University is on schedule.

The major topic of the committee meeting was the campus master plan. The Facilities Committee agrees that, with the renovation of the Arts and Industries Building under way and the knowledge that the Smithsonian Castle needs to be renovated, this is the appropriate time to take a comprehensive look at Smithsonian facilities between Independence Avenue and Jefferson Drive, from the Hirshhorn to the Freer. Planning will be driven by programming, as determined by the Strategic Planning and Programs Committee. First, however, the Facilities Committee will oversee efforts to assess both the scope of the site's problems and the size of its potential envelope. The findings will help inform, among other things, discussions about a Smithsonian American Latino Museum. Mr. Kogod noted that the development of a campus master plan reflects the transformation already taking place at the Smithsonian. It offers an important opportunity, he said, to create a vastly improved and interconnected campus.

RESEARCH HIGHLIGHTS

Chair Stonesifer commended the paper on research highlights. Due to time limitations, the Secretary agreed to let the report stand on its own merit.

REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

Regent Travel Policy

Governance and Nominating Committee Chair Shirley Ann Jackson reported that the committee had met twice since the Board's last meeting and considered a number of issues, some of which would be discussed in executive session. She noted that, at the suggestion of the Executive Committee, the Governance and Nominating Committee was asked to consider a proposed revision to the Regent Travel Policy to permit reimbursement of expenses for Regent spousal travel if incurred for bona fide business purposes. The committee conducted an extensive review of the matter with the assistance of the General Counsel, and then asked the Executive Committee, which supports the proposed revision, to present a formal recommendation to the Board.

Ms. Stonesifer said that the proposed revision is based on the understanding that some Regents, such as those who have devoted their careers to public service, cannot easily finance spousal travel and that certain activities, such as events in support of the national campaign, could benefit from a spouse's assistance and participation. She noted that many museum advisory boards are led by persons of extraordinary wealth, and that the Smithsonian cannot claim such expenses as a taxable benefit.

She reported that the issue has been reviewed from many perspectives, including the fact that the reimbursement of spousal travel is not common practice among similar non-profit organizations. The Executive Committee concluded that it recognizes the benefit of supporting certain spousal travel if appropriate reviews and controls are established and enforced, but that consideration of the issue by the full Board is necessary. She also noted that, if approved, the revised Regent Travel Policy would require the review of the offices of the General Counsel and the Under Secretary for

Finance and Administration and Chief Financial Officer. Mr. McCarter suggested that the review of the Audit and Review Committee also be required.

Mr. Rubenstein asked if Regent spousal travel for bona fide business purposes could be funded by a private gift to the national campaign designated for this purpose. General Counsel Leonard explained that the current policy would still have to be changed. Representative Becerra noted that a revised policy would benefit the Board and the nation but emphasized that robust accountability, as well as the ability to trace funding sources, will allow the new policy to withstand the scrutiny of inevitable objections.

In response to Mr. McCarter's question about the definition of "bona fide" purposes, Ms. Stonesifer noted that a high bar has already been established and enforced with regard to travel reimbursement for the Secretary Clough's spouse. In addition, she reminded the Board that the Office of the Inspector General annually audits the Regents' travel expenses.

The Chair recommended that the Governance and Nominating Committee investigate other possibilities that would achieve the purpose of supporting Regent spousal travel for bona fide business purposes. The Chancellor supported Ms. Stonesifer's recommendation, adding that the issues raised are complicated and will benefit from further review.

Corporate Board Service Policy

Dr. Jackson next presented a summary of the Executive and Compensation and Human Resources committees' review of a proposed revision to the Corporate Board Service Policy for senior staff. The policy, which prohibits senior staff from serving on for-profit boards that compensate their members, was implemented as part of the Regents' 2007 governance reform agenda to avoid even the appearance of a conflict of interest.

Dr. Jackson reported that both committees concurred that the complete prohibition of board service prevents its use as a professional development tool to expose executives to different ideas and management methods, as well as the opportunity to meet people who might be of help to the Smithsonian. Dr. Jackson noted that a motion to revise the current policy was included in the meeting materials but emphasized that it should be considered only after the issue receives full discussion and consensus by the Board.

Mr. Case and Mr. Spoon expressed their support for the proposed revision. Mr. Spoon noted that, if executives and their supervisors are well-informed about potential conflicts of interest and appropriate responses (such as recusing themselves from discussions and/or motions), corporate board service can be a powerful tool that positively influences the day-to-day activities of executives.

Ms. Stonesifer reported that a review of other nonprofit organizations and similar institutions revealed that, with the exception of the National Gallery of Art, the Smithsonian is an outlier with regard to its corporate board service policy. She noted that the National Gallery of Art's policy was adopted in response to the Smithsonian's 2007 establishment of a corporate board service policy. The organizations that allow

corporate board service employ appropriate safeguards against conflicts of interest.

Senator Leahy noted that the current policy was introduced because of prior abuses. He acknowledged the benefits of corporate board service but said that the Smithsonian must make clear that an opportunity to serve on a corporate board must not create expectations that an employee can or should earn outside income in addition to their Smithsonian salary. He stressed the importance of establishing protections against both conflicts of interest and devoting too much time to such service.

Dr. Jackson said that, if approved, a revised policy would include applicable standards of conduct. Supervisory approval for senior executives would be exercised by the Secretary and would be subject to review by the Board at least once a year. The Secretary's corporate board service would require the approval of the Board. All approvals would be based on careful reviews of potential conflicts of interest, commitment, and policy. Dr. Jackson added that she would abstain from voting on any proposed motion because university presidents are allowed to serve on corporate boards. Dr. Córdova suggested that, to avoid being compensated both by the Smithsonian and by a corporate board, a revised policy could require that an employee declare annual leave for each day served on a corporate board. She added that, as president of Purdue University, she follows this practice.

Mr. Sant clarified that Smithsonian policy prior to 2007 was silent on the issue of corporate board service, and pointed out that that the proposed revision would limit service to one for-profit board. He also noted that many candidates for senior executive positions already serve on for-profit boards. Secretary Clough added that requests to serve on nonprofit boards are typically approved.

Ms. Stonesifer recommended and Dr. Jackson agreed that additional deliberations by the Governance and Nominating Committee would benefit the Board.

Appointments to Advisory Boards and a Trust

The Board approved an en banc motion to appoint or reappoint members to 13 Smithsonian advisory boards and to the Smithsonian UK Charitable Trust.

See attached Resolutions 2012.01.17–2012.01.30 (Minutes of the Board of Regents, Appendix A).

Advisory Board Bylaw Amendments

The Board approved proposed amendments to the bylaws of the Smithsonian National Board (SNB) and the Advisory Board of the Smithsonian Institution Libraries (SIL). The SNB bylaw amendment provides for the reappointment of SNB members for a third, three-year term under exceptional circumstances to support leadership continuity, particularly for the national campaign. The SIL Advisory Board bylaw amendments clarify that board's structure, as well as the duties and terms of its members. The motions were approved en banc.

Resolutions 2012.01.31–2012.01.32 (Minutes of the Board of Regents, Appendix A)

2012 Committee Assignments

The Board discussed the proposed Regent committee chairmanships and member assignments for 2012. Dr. Jackson noted four guiding principles used by the Governance and Nominating Committee to determine the proposed assignments:

1. each citizen Regent is assigned to three committees and each congressional Regent is assigned to two;
2. each citizen Regent will chair one committee, with the exception of Mr. Case, who will serve as vice chair of the Investment Committee;
3. incoming Board Chair Córdova will serve as an ex officio member of the Executive and Compensation and Human Resources committees, and also will serve on the Finance and Advancement committees; and
4. incoming Executive Committee members Córdova and Jackson will step off of the Governance and Nominating Committee to support governance best practices and avoid overlap between the committees.

The Board approved the proposed chairmanships and committee assignments, and requested that the Chancellor make the necessary appointments.

See attached Resolution 2012.01.33 (Minutes of the Board of Regents, Appendix A).

DIRECTOR'S REPORT: SMITHSONIAN AMERICAN ART MUSEUM

Smithsonian American Art Museum (SAAM) Director Betsy Broun thanked the Board for the opportunity to discuss SAAM and its Renwick Gallery.

Overview

Ms. Broun explained that the Donald W. Reynolds Center for American Art and Portraiture, a National Historic Landmark, houses both SAAM and the National Portrait Gallery. Construction on the Greek Revival building—the Patent Office Building—began in the 1830s. The building was transferred to the Smithsonian in 1958 and designated a National Historic Landmark in 1965. Following its recent \$278 million renovation and the construction of the Kogod Courtyard, the building reopened to the public in the summer of 2006. The transformed building has advanced SAAM's exhibitions; audience engagement and outreach; public programs and education initiatives; and care of its collections.

The Renwick Gallery became the home of the SAAM's crafts and decorative arts program in 1972. The Second Empire-style building, also a National Historic Landmark, was designed in 1859 by architect James Renwick Jr., who also designed the Smithsonian Castle, and completed in 1874. The building's current infrastructure, said Ms. Broun, is in urgent need of renovation.

The Last Twelve Years

Ms. Broun spoke of the reopening of the Reynolds Center, which attracted 10,000 people, and of the 28,000-square-foot steel and glass-covered courtyard designed by the world-renowned architectural firm Foster + Partners. The Kogod Courtyard, Ms. Broun said, has "changed our lives." The courtyard, which can accommodate large public events, annually hosts hundreds of activities, such as family days, collaborative programs with the Lemelson Center, and evening programs. The space can be used for corporate events. In 2011, proceeds netted about \$500,000, which supports the operations and administration of the museum. The museum encourages the Board of Regents to consider a liberalized special event policy that will support Smithsonian

facilities' ability to generate additional revenue by allowing private parties.

New additions to the building also include the Luce Foundation Center and the Lunder Conservation Center, both of which are endowed. The underground Nan Tucker McEvoy Auditorium also was created during the museum's renovation. The Luce Foundation Center is a public storage facility for art that would otherwise be out of view; the number of collection objects now on view at the museum has quadrupled since its opening. The Lunder Conservation Center is the first art conservation facility in the world to have all conservation laboratories and staff on full public view. The facility, said Ms. Broun, highlights the importance of conserving the nation's cultural heritage and the crucial role the Smithsonian plays in such efforts.

Ms. Broun stated that all of the museum's initiatives are based on its commitment to research. The museum is recognized by American art researchers, museums, and universities for its wealth of accessible, computerized research databases. Staff produce four to six peer-reviewed publications each year, as well as *American Art*, the finest peer-reviewed journal of new scholarship in field of American art. *American Art* is widely used by undergraduate and graduate programs throughout the country.

SAAM has the largest fellowship program in American art. The 35-year-old program has a dedicated space and staff coordinator. Ms. Broun said the program provides an extraordinary network for the museum, and allows it to assert its leadership across the field. The museum also hosts an active set of public programs and research activities through an array of activities. Ms. Broun said that staff consider themselves to be "conveners" who deeply care about the field of American art.

Ms. Broun discussed changes in the field of American art. Whereas the field previously focused on what is unique about American art, it has shifted over the last five-to-10 years to the consideration of how American art fits into a global context. The new focus considers both historical and contemporary relationships and has unleashed a new level of excitement in the field.

A major focus for the museum is education. SAAM hosts more than 30 individual education programs. Committed to having a deeper impact in education and in classrooms, the museum is focused on taking the finest examples of American art and linking each to the story of America. Focusing on grades five, eight, and 11, the museum supports history, social studies, and civics lessons through art. SAAM uses videoconferencing to support its education programs and, in addition to its current education facilities, is about to open a new education center. The museum is in the seventh year of a 10-year contract with the Department of Defense to teach American art curriculum to students on military bases across the globe.

SAAM is also dedicated to public service. Recognizing its roots as the first Smithsonian art collection, it advances its mission by sharing SAAM collections as broadly as possible. The museum started touring exhibitions in 1951 and increased its number of traveling exhibitions during the building's recent renovation. There have been 31 traveling exhibitions in 133 museum venues since the year 2000, and an additional 19 venues are forthcoming.

The museum has strengthened of its contemporary and media arts programs and attracted a new generation of visitors. Ms. Broun cited two important contributions to that effort: the establishment of the James F. Dicke Endowment for Contemporary Art and the acquisition of the entire estate archive of Korean-American artist Nam June Paik. The visionary artist is widely regarded as the father of video art.

SAAM is committed to representing all of America in its collections and exhibitions and, in the late 1980s, dedicated its efforts towards building the world's finest collection of African American art. The museum collaborated with the National Museum of African American History and Culture to create an educational website about art of the Civil Rights era. SAAM also is collaborating with the Smithsonian Latino Center to acquire Latino art, as well as open a Latino art exhibition in 2013. The museum is committed to acquiring the greatest works of art by America's finest artists.

**Looking Forward:
The SAAM Strategic Plan for
Fiscal Years 2012–2016**

Ms. Broun discussed the museum's ambitions for the next five years. The SAAM strategic plan for fiscal years 2012–2016 outlines four key goals: renovate the Renwick Gallery and re-envision the craft program; create the Curatorial Center at American Art; deepen impact in education; and expand audiences and community involvement.

Ms. Broun said the creation of the Patent Office Building represented America's early ambitions to be a great commercial nation. By the 1850s, however, many Americans were concerned that the country's commercial progress was not being matched by its cultural development. In an effort to express that America is a cultural nation, banker William Corcoran built an art gallery across the street from the White House. It is believed that the building designed by Renwick is the first American building created for the sole purpose of housing a national art museum. The building, which was used for many purposes over the years, fell into disrepair and was scheduled for demolition in the early 1960s. The intervention of First Lady Jacqueline Kennedy saved the building and resulted in its transfer to the Smithsonian with the intent of returning the building to its original purpose.

The building's infrastructure is now in urgent need of renovation. SAAM has begun the renovation planning process and is interviewing design firms with the intent of achieving an expedited, efficient renovation. SAAM is committed to securing a public-private match to fund the renovation.

Ms. Broun said the museum's curatorial structure must be strengthened. Base erosion has resulted in decreased curatorial staff. The Creation of the Curatorial Center at American Art will support curatorial initiatives. The museum also is committed to deepening its impact in education. SAAM is one of several Smithsonian facilities that are constructing new education centers, and the museum's MacMillan Education Center will open in summer 2012.

SAAM will continue to expand its audiences, both within its facilities and online. Ms. Broun noted that SAAM was one of the first art museums to establish a web presence when it put museum content on AOL in 1992. It launched its first website in April 1995.

Ms. Broun presented a snapshot of SAAM's financial resources. She expressed her appreciation for the museum's Federal budget allocations for fiscal years 2003–2012. Noting that SAAM's budget is typical of other Smithsonian museum budgets, she also expressed concern about decreased Federal support for programmatic initiatives. Averaging a 1.6 percent increase each year, the budget does not support new initiatives, which must then be privately funded. She next provided an overview of the museum's fundraising for fiscal years 2003–2012. She noted that it was stronger in fiscal years 2003–2006, when the museum was ramping up for its reopening. It subsequently dropped and then was impacted by the recession. Now, however, SAAM fundraising is again strong. The museum's campaign goal is to secure \$65 million in cash and \$40 million worth of donated art.

Ms. Broun said that the museum's strength is also reflected in the growth of its endowment shares, which have more than doubled since 1999. Most endowment funds, however, are dedicated and very little is available for the museum's general operations. She emphasized the importance of earned revenue for SAAM, and the revenue-generating potential of the Kogod Courtyard.

Ms. Broun also commented on funding for SAAM salaries and expenses. In 2000, over 90 percent of SAAM staff were Federal employees; today just over 70 percent of SAAM staff are Federal. This shift reflects the impact of Federal funding cuts, as well as demonstrates the museum's need for additional revenue sources.

Discussion

Secretary Clough said that the Smithsonian will present a revised special event policy proposal to the Board of Regents at its April 2012 meeting. He said that there have been many good discussions about the proposal, and that the Smithsonian is proceeding cautiously in order to avoid any unintended consequences that might result from changes to the current policy.

Mr. Spoon asked about the size of SAAM's campaign goals with regard to the major initiatives outlined in its strategic plan. Ms. Broun explained that, of the \$65 million total campaign goal, \$15 million in private funding will be directed to the museum's share of Renwick renovation costs. The other \$50 million, she said, will be spread across program goals. Education will receive \$20 million (of which \$8 million already is in hand), \$20 million will be directed to the curatorial initiative, and \$10 million will support technology and increased audience engagement.

There being no further questions, Ms. Broun thanked the Regents for the opportunity to discuss the vision, accomplishments, goals, and challenges of the Smithsonian American Art Museum and its Renwick Gallery.

REPORT OF THE SMITHSONIAN NATIONAL BOARD

Smithsonian National Board (SNB) Chair Paul Neely provided an oral update to the report included in the Regents' advance reading materials.

Mr. Neely reported that current and alumni SNB members contributed nearly \$40 million in new gifts and pledges and payments on pledges to the Smithsonian in fiscal

year 2011. Included were several exceptionally generous gifts and about \$1 million in unrestricted funds raised through the 2011 Board Annual Giving campaign. SNB members also provided substantial support for the Smithsonian in other ways. Thirteen SNB members currently serve on unit advisory boards, as also do 19 SNB alumni. In addition, SNB members have facilitated a number of corporate gifts to the Smithsonian.

Mr. Neely said that the sum of SNB gifts in 2011 was a substantial portion of the total funds raised last year for the Smithsonian. He said that SNB financial support reflects, among other things, a strong return on the investment of staff resources for the SNB, as well as members' appreciation for the outreach efforts of the Board of Regents. He concluded his remarks by noting that the Smithsonian National Board will hold its winter meeting on February 1–3, 2012, at the Smithsonian Tropical Research Institute in Panama.

REPORT OF THE OFFICE OF GOVERNMENT RELATIONS

Report on Government Relations

Director of Government Relations Nell Payne said that she did not have any updates to the report provided in the advance reading materials.

Closing Remarks by Dr. Córdova

Dr. Córdova asked the Chancellor if she might speak before staff left and the Board adjourned for an executive session. She expressed her deep appreciation for the Smithsonian, its staff, and the Board of Regents. On behalf of the Board, she thanked departing Board Chair Patricia Stonesifer. She said that Ms. Stonesifer's enthusiasm, energy, and efforts have elevated the Board to a new level of commitment. Dr. Córdova added that she is especially grateful for Ms. Stonesifer's willingness to serve as Board Vice Chair, noting that the Executive Committee and the Board will continue to rely on her wisdom and skill going forward.

Dr. Córdova said that, under her leadership, the Board will continue to support the Secretary's ability to achieve his vision and further the mission of the Smithsonian. The Board also will ensure that the Smithsonian maintains the highest levels of fiscal responsibility, integrity, and professionalism.

As Board Chair, Dr. Córdova noted that she would like to promote one of the less-recognized Smithsonian "treasures": the Smithsonian's scientific research, resources, and initiatives, such as the work of the Smithsonian Astrophysical Observatory and the Smithsonian Tropical Research Institute, as well as the high-caliber scientists on staff. As a scientist, she would like to support ongoing efforts to promote the importance of science and its relationship to history, art, and culture. She again thanked the Chancellor, Ms. Stonesifer, the Secretary, and Smithsonian staff for their contributions. The Board then conducted an executive session.

EXECUTIVE SESSION

The Board's executive session included a report by General Counsel Judith Leonard

and a discussion about Regent succession planning led by Governance and Nominating Committee Chair Shirley Ann Jackson.

The Board discussed the report of the Compensation and Human Resources Committee's report. It considered and approved the Secretary's compensation recommendations for senior executives in 2012.

See attached Resolution 2012.01.34 (Minutes of the Board of Regents, Appendix A).

The Board also approved the committee's compensation recommendations for the Secretary and the Chief of Staff to the Regents.

See attached Resolution 2012.01.35 (Minutes of the Board of Regents, Appendix A).

ADJOURNMENT

The meeting was adjourned at 4:00 p.m.

Respectfully submitted,

G. Wayne Clough
Secretary

**APPENDIX A: APPROVED RESOLUTIONS OF THE
JANUARY 23, 2012, MEETING OF THE BOARD OF REGENTS**

VOTED that the Board of Regents expresses its profound appreciation to the memory of I. Michael Heyman, esteemed 10th Secretary, former Regent, and true friend of the Smithsonian, and extends its heartfelt sympathies to the Heyman family. [2012.01.02]

VOTED that the Board of Regents approves the minutes of the September 19 and October 18, 2011, meetings of the Board of Regents. [2012.01.03]

VOTED that the Board of Regents authorizes the Secretary to submit to Congress a Federal budget request for appropriated funds for fiscal year 2013 as part of the President's budget in the amount negotiated with OMB, and authorizes the Secretary to inform OMB and Congress fully about the implications of the President's budget for the mission and priorities of the Smithsonian. [2012.01.04]

VOTED that the Board of Regents approves the creation of an endowment for the National Museum of Natural History to support the director's position at the museum. The endowment's income will provide salary support to the director, as well as discretionary resources for areas such as research and outreach. In addition, the Board recognizes the generosity of the donors and names the director's position the Sant Director. These two actions are conditional upon the approval of the donors' gift by the Board of Trustees of the Summit Fund of Washington, expected in May 2012. [2012.01.05]

VOTED that the Board of Regents approves the creation of an endowment for the Freer Gallery of Art and the Arthur M. Sackler Gallery of Art to fund the director's position at the Galleries and to support, at the director's discretion, programs and projects within the Galleries. In addition, the Board recognizes the generosity of Jillian Sackler and names the position the Dame Jillian Sackler Director of the Arthur M. Sackler Gallery of Art and the Freer Gallery of Art. [2012.01.06]

VOTED that the Board of Regents recognizes the generosity of Paul Neely to the Smithsonian and creates an endowment to establish the James Smithson Fellowship Program and to support two fellowship positions. In addition, the Board names the two positions Smithsonian National Board Fellows in the James Smithson Fellowship Program. [2012.01.07]

VOTED that the Board of Regents approves the creation of an endowment to provide financial support for the Smithsonian Leadership Development Program. In addition, the Board recognizes the generosity of Russell E. Palmer Jr. and names the program the Russell E. Palmer Leadership Development Program and names 10 program participants in each session Russell E. Palmer Leaders. [2012.01.08]

VOTED that the Board of Regents recognizes the generosity of Richard A. Brodie and his wife Joanne to the Smithsonian American Art Museum and creates and names the Joanne and Richard Brodie Exhibitions Endowment, an endowment to provide financial support for exhibitions by the museum that present new insights into American art. [2012.01.09]

VOTED that the Board of Regents recognizes the generosity of Shirley Ann Jackson to the Smithsonian Astrophysical Observatory and creates and names the Jackson-Washington Grant Endowment, an endowment for discretionary grants to fellows-in-residence at the Smithsonian Astrophysical Observatory, as determined by the director. [2012.01.10]

VOTED that the Board of Regents recognizes the generosity of Stephen J. Williams and the Williams family to the National Museum of the American Indian, and creates and names the Louise Ann Williams Endowment, an endowment to be used for purchasing objects for accession into the museum's collection. [2012.01.11]

VOTED that the Board of Regents recognizes the generosity of Alan and Terri Spoon Family Foundation to Cooper-Hewitt, National Design Museum and names the Spoon Family Gallery for a period of 40 years. [2012.01.12]

VOTED that the Board of Regents recognizes the generosity of Janet Ross and the late Arthur Ross to Cooper-Hewitt, National Design Museum and names the Arthur Ross Reading Room for a period of 40 years or until the next major renovation of the space, whichever occurs last. [2012.01.13]

VOTED that the Board of Regents recognizes the generosity of the Speedwell Foundation and Michael G. and Jenny K. Messner to the National Zoological Park and names the Jenny Messner Conservation Carousel for 20 years or until a major renovation is necessary, whichever occurs last. [2012.01.14]

VOTED that the Board of Regents recognizes the generosity of Augustus C. and Deanne Miller to the Smithsonian Institution Libraries and names the Augustus and Deanne Miller Acquisitions Fund, a fund to support the purchase and acquisition of books about the American experience. [2012.01.15]

VOTED that the Board of Regents creates a quasi-endowment for the benefit of the National Museum of Natural History to fund the Human Origins Initiative's educational activities and personnel in order to effectively promote the public understanding of the science of human origins. Further, the Board authorizes the transfer of funds identified for this purpose to the quasi-endowment. [2012.01.16]

VOTED that the Board of Regents creates a quasi-endowment for the benefit of the Smithsonian, the proceeds of which shall be used for the acquisition, preservation, digitization, management, and/or exhibition, as well as for other such purposes, of quilts in the Smithsonian collections. The Under Secretary of History, Art, and Culture will administer the endowment in consultation with the Under Secretary for Science and the Deputy Under Secretary for Collections and Interdisciplinary Support. Further, the Board authorizes the transfer of the funds identified for this purpose. [2012.01.17]

VOTED that the Board of Regents appoints Tonya Vidal Kinlow to the Advisory Board of the Anacostia Community Museum for a three-year term effective immediately. [2012.01.18]

VOTED that the Board of Regents appoints Bridget Moore to the Board of Trustees of the Archives of American Art for a three-year term effective immediately. [2012.01.19]

VOTED that the Board of Regents appoints Alberto M. Eiber and reappoints Agnes C. Bourne, John R. Hoke III, Harvey M. Krueger, Nancy Marks, and Esme Usdan to the Board of Trustees of Cooper-Hewitt, National Design Museum for three-year terms effective immediately. [2012.01.20]

VOTED that the Board of Regents appoints Allan C. Golston to the Council of the National Museum of African American History and Culture to serve until the opening of the museum, effective immediately. [2012.01.21]

VOTED that the Board of Regents appoints John Sall and reappoints Jane Buikstra and Paula Kerger to the Advisory Board of the National Museum of Natural History for three-year terms effective immediately. [2012.01.22]

VOTED that the Board of Regents appoints Andrew J. Lee and reappoints Ben Nighthorse Campbell, Philip Deloria, Lucille Echohawk, John Ernst, Marshall McKay, Ronald Solimon, and Lynn Valbuena to the Board of Trustees of the National Museum of the American Indian for three-year terms effective immediately. [2012.01.23]

VOTED that the Board of Regents appoints Vince King and David Straight to the National Postal Museum Council of Philatelists for three year terms effective immediately. [2012.01.24]

VOTED that the Board of Regents appoints Robert M. Chell, Daniel A. Domenech, Carol S. Feinberg, and William S. Kane to the National Advisory Board of the National Science Resources Center for three-year terms effective May 1, 2012. [2012.01.25]

VOTED that the Board of Regents appoints Bruce Campbell and Paul Hanrahan to the Advisory Board of the National Zoological Park for three-year terms effective immediately. [2012.01.26]

VOTED that the Board of Regents appoints Joseph Boulos and William M. Ragland Jr. and reappoints Richard A. Brodie, L. Hardwick Caldwell III, Jean Mahoney, and Beverly Perry to the Commission of the Smithsonian American Art Museum for four-year terms effective immediately. [2012.01.27]

VOTED that the Board of Regents appoints Myra M. Hart, Colin R. Masson, and Wayne Rosing to the Advisory Board of the Smithsonian Astrophysical Observatory for three-year terms effective immediately. [2012.01.28]

VOTED that the Board of Regents appoints Harold R. Denton and Mark C. Rogers and reappoints Diane Ebert-May, David L. Longnecker, and Robert B. Whitlatch to the Advisory Board of the Smithsonian Environmental Research Center for three-year terms effective immediately. [2012.01.29]

VOTED that the Board of Regents appoints Eric Daniels and Pedro Heilbron to the Advisory Board of the Smithsonian Tropical Research Institute for three-year terms effective immediately. [2012.01.30]

VOTED that the Board of Regents appoints Murray Hallam as a trustee of the Smithsonian UK Charitable Trust to be established to carry out the Trust's purposes. [2012.01.31]

VOTED that the Board of Regents approves an amendment to Section 3.10 of the bylaws of the Smithsonian National Board to provide for the reappointment of National Board members for a third three-year term when exceptional circumstances support that extension. [2012.01.32]

VOTED that the Board of Regents approves the proposed amendments to the bylaws of the Advisory Board of the Smithsonian Institution Libraries. [2012.01.33]

VOTED that the Board of Regents approves the proposed committee chairmanships and member assignments for 2012 and requests that the Chancellor make the necessary appointments. [2012.01.34]

VOTED that the Board of Regents approves the Secretary's compensation recommendations for senior executive positions. [2012.01.35]

VOTED that the Board of Regents approves the Compensation and Human Resources Committee's compensation recommendations for the Secretary and the Chief of Staff to the Regents. [2012.01.36]