

# MINUTES OF THE APRIL 7, 2014, MEETING OF THE BOARD OF REGENTS

## ATTENDANCE

This scheduled meeting of the Board of Regents was held on Monday, April 7, 2014. The Board conducted morning, afternoon, and executive sessions in the Regents' Room in the Smithsonian Castle Building. Board Chair John W. McCarter, Jr., called the meeting to order at 8:30 a.m. Also present were:

The Chief Justice <sup>1</sup>	Tom Cole <sup>2</sup>	Sam Johnson <sup>2</sup>
Barbara M. Barrett	John Fahey	Robert P. Kogod
Xavier Becerra	Shirley Ann Jackson	Risa Lavizzo-Mourey
Stephen Case <sup>2</sup>		Patrick J. Leahy

Sakurako Fisher, Smithsonian National Board Chair  
David Silfen, Investment Committee Chair<sup>2</sup>

Vice President Joseph R. Biden, Jr., Senator Thad Cochran, Senator Jack Reed, and David M. Rubenstein were unable to attend the meeting. Former Board and Executive Committee Chair France A. Córdova resigned from the Board of Regents on March 13, 2014, subsequent to her nomination by President Barack Obama and confirmation by the United States Senate as the 14th director of the National Science Foundation.<sup>3</sup>

Also present were:

G. Wayne Clough, Secretary	Christopher Liedel, President of Smithsonian Enterprises
Patricia L. Bartlett, Chief of Staff to the Secretary	Scott Miller, Deputy Under Secretary for Collections and Interdisciplinary Support
Claudine K. Brown, Assistant Secretary for Education and Access (ASEA)	Nell Payne, Director of Government Relations
Amy Chen, Chief Investment Officer	Jeffrey P. Minear, Counselor to the Chief Justice
Epin Christensen, Acting Inspector General	Tonya N. Williams, Assistant to the Vice President
Virginia B. Clark, Director of Advancement and Philanthropic Giving	T.A. Hawks, Assistant to Senator Cochran
Catherine Beliveau, Special Assistant to the Secretary (recorder)	Kevin McDonald, Assistant to Senator Leahy
Albert Horvath, Under Secretary for Finance and Administration/Chief Financial Officer	Sean Murphy, Assistant to Congressman Cole
Richard Kurin, Under Secretary for History, Art, and Culture	David Heil, Assistant to Congressman Johnson
Judith Leonard, General Counsel	Beth Nelson, Assistant to Congressman Johnson
Evelyn S. Lieberman, Director of Communications and External Affairs	Nicholas Pyenson, National Museum of Natural History Curator of Fossil Marine Mammals <sup>4</sup>

<sup>1</sup> The Chancellor, Chief Justice John G. Roberts, Jr., participated in the afternoon session.

<sup>2</sup> Congressman Cole, Congressman Johnson, Mr. Case, and Mr. Silfen participated in the morning session.

<sup>3</sup> The minutes of the April 7, 2014, Regents' meeting were approved by the Board at its June 23, 2014, meeting and subsequently amended on December 10, 2014, by the Executive Committee on behalf of the Board to reflect Dr. Córdova's resignation from the Board because of her appointment to the National Science Foundation.

<sup>4</sup> Dr. Pyenson participated in a special presentation to the Board.

## MORNING SESSION

### EXECUTIVE SESSION

The meeting of the Board of Regents began with an executive session, which was adjourned at about 9:00 a.m.

### REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

- Introductory Remarks** Board Chair John W. McCarter, Jr., called the open session to order at 9:08 a.m. He welcomed new Regents John Fahey and Risa Lavizzo-Mourey and staff introductions were given.
- Actions Between Meetings** Mr. McCarter reported on actions taken by the Executive Committee on behalf of the Board since its January 2014 meeting. The Executive Committee authorized the Secretary to submit to Congress a Federal budget request for fiscal year 2015 in the amount of \$857.7 million. Pursuant to the Board of Regents Ethics Guidelines, it also approved a revised proposed loan by Regent David Rubenstein of the *Bay Psalm Book* to the National Museum of American History and Smithsonian Institution Libraries. The revised loan agreement will support the assessment and possible conservation and travel of the book before it is displayed at the Smithsonian. Mr. Rubenstein will compensate the Smithsonian at fair market value for any costs or services in connection with the revised agreement.
- Forthcoming Events** Mr. McCarter will host the May 13, 2014, annual retreat for Smithsonian advisory board chairs. The retreat will focus on strengthening the Regents' relationship with the advisory boards and the Smithsonian Campaign.
- Minutes of the January 27, 2014, Board Meeting** Upon motion duly made and seconded, the draft minutes of the January 27, 2014, Board meeting were approved.

***See attached Action 2014.04.01 (Minutes of the Board of Regents, Appendix A).***

### REPORT OF THE SECRETARY

The Secretary thanked Director of Advancement and Philanthropic Giving Virginia Clark and Director of Special Events and Protocol Karen Keller for the success of the donor recognition dinner held the previous evening.

- Personnel Updates** Under Secretary for Science Eva Pell retired in March 2014, but will advise the Smithsonian on a part-time basis for several months. Dr. Pell will receive the Joseph Henry Medal in recognition of her outstanding service to the Smithsonian. John Kress, director of the Consortium for Understanding and Sustaining a Biodiverse Planet and research scientist and curator of botany at the National

Museum of Natural History (NMNH), is acting Under Secretary for Science. Dr. Kress received The Field Museum's 2013 Parker/ Gentry Award.

Effective August 11, 2014, Dr. Matt Larsen will serve as the director of the Smithsonian Tropical Research Institute (STRI). Dr. Larsen is currently an associate director at the U.S. Geological Survey in charge of research on climate and land use change. It is anticipated that a new director of the Hirshhorn Museum and Sculpture Garden (HMSG) will be selected in late spring 2014.

**Smithsonian National Board** The Smithsonian National Board (SNB) held a successful meeting in Hawaii in February 2014, and will meet again on April 24–26, 2014. The meeting in Hawaii addressed all four Grand Challenges and was comprehensive in its review of Smithsonian research, facilities, operations, collaborations, and affiliate programs. To date, members of the SNB have contributed \$85 million to the Smithsonian Campaign.

**National Mall Update** Discussions continue with the National Park Service about the anticipated impact of proposed Mall revitalization plans on the Smithsonian Folklife Festival.

**Visitation** Visitation was impacted by poor weather conditions and the shutdown of the Federal government in October 2013. At least one Smithsonian museum was open during each snowstorm or government closing.

**Fiscal Year 2013 Financial Audit** A clean audit report was received from KPMG, the Smithsonian's external auditors.

**Exhibitions, Installations, and Events** The Secretary updated the Board on current exhibitions and installations. Smithsonian Gardens, Smithsonian Institution Libraries (SIL), and NMNH are cohosting "The Lost Bird Project," which includes sculptures of four now-extinct birds that once were native to North America. The installation coincides with the 100th anniversary of the death of the last surviving passenger pigeon.

The National Museum of American History (NMAH) organized its fourth annual National Youth Summit on February 5, 2014. Entitled "Freedom Summer," the summit was preceded by the premiere screening of the PBS American Experience Films production *Freedom Summer*. The summit was supported by 11 Smithsonian Affiliates and attracted more than 8,000 students from all 50 states, Canada, the United Kingdom, Tanzania, Pakistan, and Belgium.

The Secretary commented on several Smithsonian exhibitions, including:

- *Monuments Men: On the Frontline to Save Europe's Art, 1942–1946* (Archives of American Art, or AAA)
- *Beyond Bollywood: Indian Americans Shape the Nation* (organized by the Asian Pacific American Center and hosted by NMNH)
- *Modern American Realism: The Sara Roby Foundation Collection* (Smithsonian American Art Museum, or SAAM)
- *Gravity's Edge* (HMSG)

Four lion cubs were born at the National Zoological Park (NZP). Panda cub Bao Bao is thriving.

#### Science Update

A team led by Smithsonian Astrophysical Observatory (SAO) scientist John Kovac confirmed the first direct evidence of cosmic inflation, or the “Big Bang,” that occurred 13.8 million years ago. Using a telescope based at the South Pole, the experiment “Background Imaging of Cosmic Extragalactic Polarization” (BICEP2) resulted in evidence of cosmology’s “missing link.” In the Atacama Desert in Chile, NMNH paleontologist Nick Pyenson identified the first definitive example in the fossil record of repeated mass strandings of marine mammals caused by toxic algal blooms. Both findings received extensive media coverage, including in international media outlets.

NMNH Curator of Vertebrate Paleontology Hans-Dieter Sues was part of a team of paleontologists who discovered the fossilized remains of an *Anzu wyliei* in the Hell Creek rock formation in North and South Dakota. The “chicken from hell” is the first North American example of a group of raptor dinosaurs whose fossils previously have been found only in Central and East Asia. SAO Astrophysicist Christine Jones, who also serves as the director of the Consortium for Unlocking the Mysteries of the Universe, is the 13th recipient of the Secretary’s Distinguished Research Lecture Award Lecture.

A recent congressional hearing on the NZP went well. Director of Government Relations Nell Payne noted that the hearing offered the opportunity to discuss the Smithsonian’s work on species conservation.

#### Office of the General Counsel

The Secretary reported on the development of the Smithsonian’s Protection of Minors Policy. The Office of the General Counsel annually cosponsors the Legal Issues in Museum Administration Conference, which recently held its 42nd meeting. Over 200 lawyers, registrars, and museum administrators participated.

#### Budget Update

The fiscal year 2014 Federal budget for the Smithsonian totals approximately \$805 million. Funding will allow the Smithsonian to avoid staff furloughs and to continue progress on the construction and staffing of the National Museum of African American History and Culture (NMAAHC). The fiscal year 2015 Federal budget request totals \$857.7 million.

As of March 31, 2014, the results of annual fundraising efforts totaled approximately \$69.9 million. Fundraising for the Smithsonian Campaign has reached 59 percent of the Campaign working goal. The Campaign Steering Committee will meet in May 2014. An Honorary Campaign Committee is being developed.

Gifts received in the second quarter include support for HMSG acquisitions and collections and NMAH exhibitions, education, and public programs. As of February 28, 2014, philanthropic support for NMAAHC totals \$144.3 million.

The Endowment’s performance for calendar year 2013 was 14.3 percent versus the policy benchmark of 9.9 percent. Total assets stand at \$1,221.8 million.

It is anticipated that, despite the impact of museum closures due to the shutdown and weather, Smithsonian Enterprises’ (SE) will achieve its net revenue target. SE recently announced the edX collaboration, a nonprofit online learning initiative,

and has developed an agreement with The Great Courses. Under Secretary for History, Art, and Culture Richard Kurin's book *The Smithsonian's History of America in 101 Objects* is the basis of one course; it also was the basis of a four-part series on the Smithsonian Channel. The Channel now reaches more than 30 million households.

**Consortia**

Through the Grand Challenge Awards, the Smithsonian Consortia have awarded funds to advance the Smithsonian's science and the humanities initiatives. A \$300,000 grant from the Carnegie Corporation will allow NMAH to launch the exhibition *What It Means to be American*. The Secretary also reported on the success of the Consortia's BioGenomics Initiative.

**Construction**

Major construction projects totaling more than \$1 billion are generally progressing on time and within budget; 40 percent of the funding is from private sources. The renovation of Cooper Hewitt, Smithsonian Design Museum (CHSDM) will be finished in late fall 2014. Most funding for that renovation is from private sources. The Smithsonian Environmental Research Center's (SERC) Mathias Laboratory will open in September 2014; the renovation of the Renwick Gallery should be complete in October 2015; the Smithsonian Tropical Research Institute's (STRI) science laboratory in Gamboa should be finished by early 2015; the NMAH West Wing will reopen in 2015; and the NMNH Dinosaur Hall will soon close for renovations. It will reopen in 2019.

NMAAHC construction has reached ground level. When finished, the museum's size will total over 400,000 square feet. The Commission of Fine Arts and the National Capital Planning Commission both approved the design of the exterior "corona" screen panels. The Board discussed the anticipated opening date and final construction costs for the new museum.

The renovation of the Arts and Industries Building (AIB) roof and façade are complete, and window work is nearly finished. Exterior scaffolding soon will be removed. It is hoped the building can be used for special events beginning in 2015.

**Branding**

The Secretary commented on the contributions of Office of Public Affairs Officer Maria Anderson, who has helped introduce the Smithsonian to Spanish-language media and Latino communities. Ms. Anderson has a weekly segment on the local Univision morning show *Buenos Días DC*.

**Digital Action Agenda**

The Smithsonian's Digital Action Agenda continues to progress at a rapid pace. The Smithsonian Mobile 4.0 app was introduced. SE launched a revenue-generating multi-lingual online game that has been downloaded over 500,000 times. WiFi is available in the Mall and Udvar-Hazy locations of the National Air and Space Museum (NASM).

The Smithsonian's rapid-capture digitization pilots are rapidly progressing. Old bank notes were digitized and made available to the public within three days. The transcription center has over 3,500 volunteers who are contributing to efforts to

make Smithsonian collections available in searchable digital form. Social media followers total over 4.2 million.

**Secretary Designee Dr.  
David Skorton**

The Secretary reported on the orientation team that has been developed for Secretary Designee Dr. David Skorton. On behalf of the Board of Regents, Mr. McCarter thanked Secretary Clough for his outstanding leadership as the 12th Smithsonian Secretary.

## REPORT OF THE INVESTMENT COMMITTEE

Investment Committee Chair David Silfen presented the Investment Committee report. After payouts for programs and operations, the Smithsonian Campaign, and investment expenses, the value of the Endowment increased by \$130.5 million in calendar year 2013. The one-year return of 14.3 percent outperformed the policy benchmark of 9.9 percent. About 50 percent of the Endowment could be liquidated within a period of three months.

The Investment Committee conducted a review of the Endowment's real estate strategy at its last meeting. Mr. Silfen reviewed the portfolio changes for calendar year 2013. The committee approved private equity, venture capital, and real estate commitments, and voted to approve a revised policy benchmark.

## REPORT OF THE FACILITIES COMMITTEE

Facilities Committee Chair Robert Kogod provided the committee's report. He reviewed the Smithsonian's facilities capital and maintenance requirements for fiscal years 2014–2020. The Office of Facilities Engineering and Operations projects that major facilities challenges will require significant increases in funding for facilities capital and maintenance. The five-year plan anticipates that annual capital revitalization targets will increase from \$150 million to \$200 million, and annual maintenance targets from \$100 million to \$150 million. Federal appropriations for facilities maintenance decreased from \$72.9 million in fiscal year 2010 to \$69 million in fiscal year 2014. Mr. Kogod and Secretary Clough commented on the status of the South Campus Master Plan Initiative.

**National Air and Space  
Museum**

The Facilities and Audit and Review committees held a joint briefing on March 19, 2014, to discuss the planned renovation of NASM, including its stone facade. Two outside engineering experts have been engaged to consult on the project. The Secretary and Under Secretary for Finance and Administration and Chief Financial Officer Al Horvath reviewed the anticipated scope of the renovation. The Regents discussed the Smithsonian's commitment to increasing the sustainability of its facilities and achieving LEED certification in construction projects whenever possible; the potential impact of construction projects on visitation; the difficulty of securing private funding for facilities maintenance projects; naming policies for Smithsonian facilities; and the need for increased Federal support to fund such initiatives. Representative Becerra proposed reaching out to the congressional committees of

jurisdiction to discuss the Smithsonian's forthcoming facilities requirements in need of additional Federal support.

## FISCAL YEAR 2014 FINANCIAL BUDGET: ACTUAL RESULTS

### Federal Budget

Under Secretary Horvath updated the Regents on the Smithsonian's financial performance as of February 28, 2014. As reported by the Secretary, the Smithsonian's fiscal year 2014 appropriation of \$805 million includes incremental funding for NMAAHC construction and operations.

### Trust Budget

To date, fiscal year 2014 Trust revenues reflect the impact of the October 2013 Federal shutdown and weather-related closures. New awards from government grants and contracts were impacted by the budgetary uncertainty experienced by other Federal agencies, and the fiscal year 2014 goal may not be met. SE revenues also were affected by the shutdown and the weather. Top-line SE revenues are behind goal, but it is anticipated that SE's net revenue goal of \$32 million will be achieved. It is anticipated that the fiscal year 2014 fundraising goal of \$180 million will be met. Fifty-eight percent of the working goal for the Smithsonian Campaign has been raised.

### Expenses

Expenditures are below plan because of limited spend rates and budgetary uncertainty related to the Federal shutdown. About 33 percent of the fiscal year 2014 budget of \$1.2 billion has been spent.

### Capital Projects

Major capital projects are generally on schedule and within budget.

## REPORT OF THE FINANCE COMMITTEE

Board Chair John McCarter provided the Finance Committee report on behalf of David Rubenstein, the chair of the committee. During the committee's April 1, 2014, meeting, it received an update on the Smithsonian's fiscal year 2014 financial status and the status of the fiscal year 2015 Federal budget process. The Smithsonian's fiscal year 2015 Federal budget request of \$858 million was submitted to Congress on March 10, 2014. The request reflects an increase of \$53 million over the current year, and includes funding for operations (\$700.8 million); capital projects (\$150.1 million); and major initiatives in the strategic plan (\$6.8 million). The total funding request for capital projects will complete the Federal government's commitment to the construction of NMAAHC (\$24 million), as well as address damage from the 2011 earthquake (\$16.5 million). If funded, the budget request for strategic plan initiatives will support projects such as the Giant Magellan Telescope and MarineGeo.

The Finance Committee also was briefed on two potential investment opportunities by SE. Both initiatives support efforts to increase SE's educational programming.

### Fiscal Year 2016 Budget Priorities

The Finance Committee reviewed two issues for the Board's consideration and approval. Mr. McCarter presented the committee's recommendation that the Board

approve proposed high-level priorities that will support the development of the fiscal year 2016 Federal budget request, which will be submitted to the Office of Management and Budget in September 2014. The Secretary's priorities are consistent with recent initiatives and strategic plan goals, and recognize the significant needs of the Smithsonian's aging physical plant. Upon motion duly made and seconded, the goals were approved.

***See attached Action 2014.04.02 (Minutes of the Board of Regents, Appendix A).***

**Fiscal Year 2015  
Endowment Payout**

Mr. McCarter presented the Finance Committee's recommendation that the Board approves maintaining the current payout policy. The current policy supports a payout of 5 percent of the five-year average market value of the Endowment to support programmatic activities, as well as a special draw of up to 1 percent on certain endowments to support Smithsonian Campaign operations through 2018. The projected payout will include \$55.8 million for programs and activities (\$0.6 million above the fiscal year 2014 payout) and \$5.8 million for Smithsonian Campaign operations. Mr. Silfen explained the history and development of the current payout rate. Upon motion duly made and seconded, the payout was approved.

***See attached Action 2014.04.03 (Minutes of the Board of Regents, Appendix A).***

## SERIOUSLY AMAZING

Nicholas Pyenson, NMNH paleontologist and curator of fossil marine mammals, presented miniature 3D prints of fossilized whale skeletons found in the Atacama Desert in Chile. The site is the largest graveyard of marine mammals found anywhere in the world to date. Analysis by an international collaboration of scientists revealed that the repeated mass strandings of marine mammals were caused by toxic algae blooms. The Smithsonian Digital Initiative played a central role in the documentation of the skeletons, each of which was digitized within the span of one week because of pending construction related to the expansion of the Pan-American Highway. Dr. Pyenson also discussed the social and geopolitical aspects of his research.

## REPORT OF THE AUDIT AND REVIEW COMMITTEE

Audit and Review Committee Chair Bob Kogod presented the committee's report. The committee held two meetings after the January 2014 Board meeting. It reviewed the fiscal year 2013 audited financial statements, the completion of which was delayed because of the Federal shutdown. Mr. Kogod stated that KPMG, the Smithsonian's external auditor, issued an unmodified financial report. Fiscal year 2013 was essentially stable for the Smithsonian: total assets increased 6.6 percent and total liabilities increased 6.4 percent over the prior fiscal year. The audited income statement also reflects little change from fiscal year 2012: operating revenues totaled \$1.4 billion and expenses totaled \$1.2 billion. The fiscal year 2013 launch of PANDA, the Smithsonian's pan-institutional gift-management database, was successful.



## REPORT OF THE ADVANCEMENT COMMITTEE

### Update on the Smithsonian Campaign

Advancement Committee member Ambassador Barbara Barrett provided the committee report on behalf of Regent Emeritus Alan Spoon, the chair of the committee. Progress on the Smithsonian Campaign is on track. The public kickoff of the campaign will occur on October 17–19, 2014, in Washington, D.C. Staff continue to help units assess individual fundraising goals and capacity. The fundraising progress of the following units have been reviewed by the committee: AAA, CHSDM, Freer and Sackler Galleries (FSG), HMSG, NASM, NMAAHC, National Museum of African Art (NMAfA), NMAH, National Museum of the American Indian, NMNH, National Portrait Gallery (NPG), NZP, SAAM, and SAO. A campaign planning meeting will be held in May 2014, the results of which will help inform the committee's recommendation of a final campaign goal to the full Board at the June 2014 Regents' meeting.

### Review of Naming Policy

At the request of the full Board, the committee is reviewing the Smithsonian's policy regarding the naming of facilities. It will consider how to better state and communicate the policy, as well as how to ensure that it reflects possible concerns about permanent namings when Federal support also is involved in the construction or renovation of a facility. The committee will report its findings to the Board at the June 2014 Regents' meeting.

### Gift Action

Director of Advancement and Philanthropic Giving Ginny Clark presented one proposed corporate sponsorship agreement for the full Board's consideration. Upon motion duly made and seconded, the agreement was approved.

***See attached Action 2014.04.04 (Minutes of the Board of Regents, Appendix A).***

## COLLECTIONS HIGHLIGHTS

Dr. Kurin and Deputy Under Secretary for Collections and Interdisciplinary Support Scott Miller commented on recent additions to the national collections. A portrait of Maya Angelou commissioned by Andrew Young was recently unveiled at the NPG. Dr. Kurin discussed World War II–based collections, exhibitions, and oral histories, and the Smithsonian's contributions to the recovery, identification, and return of artwork looted by German forces during the war. He also commented on the Smithsonian's growing participation in cultural preservation efforts across the globe.

Dr. Miller commented on the anticipated arrival of "the nation's *T. rex*" at NMNH on April 15, 2014. He also reported on pan-institutional digitization efforts, including the release of the Smithsonian X 3D Collection and the launch of the X 3D Explorer, and the 10th anniversary of NASM's Udvar-Hazy Center. He noted the role of collections management best practices in digitization initiatives and the creation and management of collections, such as those on display at the Udvar-Hazy Center.

## LUNCHEON PRESENTATION: SOUTH CAMPUS MASTER PLAN INITIATIVE

During the working lunch, a progress report on the South Campus Master Plan Initiative was introduced by Facilities Committee Chair Bob Kogod. The facilities in the south campus include the Arts and Industries Building (AIB), the Castle, the Quadrangle, the Enid A. Haupt Garden, FSG, HMSG, and the National Museum of African Art (NMAfA).

Because of the scope of the initiative, the Board of Regents established an ad hoc committee in 2013 tasked with providing guidance and oversight of the south campus master planning effort. Members of the ad hoc committee—Mr. Kogod, George Hartman, and Paul Neely—have been working with a Smithsonian steering committee comprised of senior leadership and the directors of the impacted museums. Both committees agreed that a comprehensive approach with a phased implementation plan would best support the operational and economic needs of the Smithsonian.

Following a facilitated retreat to establish the scope and vision for the initiative, a selection process was launched that resulted in the engagement of the international architectural firm Bjarke Ingles Group (BIG), a Danish firm that has a strong presence in New York City. To support its work, BIG conducted almost 100 individual interviews and meetings with project stakeholders. Mr. Kogod introduced Bjarke Ingels, founding partner and creative director of BIG, who entertained questions from the Regents on his firm's ideas for a design of the south campus.

## AFTERNOON SESSION

The Chancellor called the afternoon session to order at about 1:10 p.m.

### STRATEGIC PLAN FOCUS: SCIENCE EDUCATION AT THE SMITHSONIAN

#### STEM Education at the Smithsonian

Assistant Secretary for Education and Access Claudine Brown discussed STEM (science, technology, engineering, and math) education initiatives at the Smithsonian, including the programs advanced by the Smithsonian Science Education Center (SSEC) and the Q?rius Center at NMNH.

All Smithsonian science initiatives, she said, are informed by the strategic plan and support four key focus areas: revitalizing education, broadening access, advancing research and evaluation, and building learning communities and collaboration. Smithsonian science education occurs in three places: in schools; in Smithsonian museums and science centers; and digitally, through Smithsonian distance learning, websites, and mobile apps.

The Smithsonian is uniquely positioned to advance STEM education because of its scientists, research, and artifacts, as well as the ability of Smithsonian educators and scientists to collaborate and generate understandable and usable educational content. Ms. Brown cited the success of SAO's "Youth Capture the Colorful Cosmos," a Youth Access Grant pilot program that, when it expanded, reached 7,000 students through webinars and programs supported by 15 Smithsonian Affiliate museums.

#### Smithsonian Science Education Center

In 1988, the Smithsonian and the National Academies of Sciences partnered to create a center dedicated to improving the teaching and learning of science that was informed by the latest research on learning in grades K–12. The center now known as SSEC provides strategic planning for state- and district-wide STEM education with education and business leaders; professional development opportunities for teachers, including training in inquiry-based methods; and curriculum that is designed to engage students in inquiry-based learning. SSEC's LASER model (Leadership and Assistance for Science Education Reform) transforms science education and increases students' proficiency in science by building awareness, creating and implementing strategic plans, and supporting professional and curricular development.

In 2010, the U.S. Department of Education awarded a five-year Investing in Innovation (i3) grant to SSEC to support its initiatives to improve K–8 science education. The \$25.5 million grant leveraged \$5.8 million in matching funding. Working with members of educational communities in three parts of the country, SSEC is evaluating the effectiveness of the LASER model and developing practices and procedures that can be replicated in other schools, as well as measuring student performance. Next steps for SSEC include addressing next-generation science standards, expanding its digital resource library, increasing collaborations with Smithsonian colleagues, and reaching new schools in new communities.

## Q?rius Center

Six Smithsonian learning centers are either open or under development. The NMNH Q?rius Center, which opened in December 2013, represents the future direction of Smithsonian science education by offering in-person and virtual inquiry-based educational opportunities. The Center's enhanced digital offerings acknowledge that some students' visits to the Smithsonian might be limited to online engagement. Within the center, students' learning is stimulated through hands-on opportunities to explore over 6,000 specimens and use scientists' equipment. Physical and virtual visitors also can engage with scientists through live webcasts. Distance-learning programs have been developed, and a digital field book app and website have been created. Focus groups, including a teen youth advisory board, and data analysis help the Q?rius Center meet changing audience interests and media usage by continually updating offerings and delivery platforms.

From December 2013 through February 2014, the Q?rius website received 64,000 visitors, of which over 1,000 have registered. Over 1,500 collections objects have been viewed online and online videos have been played 4,200 times. The website was projected for the Board of Regents, and Ms. Brown demonstrated some of its content to the Board.

Ms. Brown also discussed the success of the Center's YES (Youth Engagement through Science) mentorship program, which is being scaled for pan-institutional and Smithsonian Affiliate use. To date, each alumnus of the YES program has majored in science in undergraduate school. Many return to the Smithsonian for formal internships, as well as to report on other studies and work they have pursued. Students in the YES and HMSG's ARTLAB+ programs are currently collaborating to make science more accessible by animating scientific phenomena.

## Dissemination of Resources

Partnerships are a key vehicle by which the Smithsonian disseminates its educational resources and sparks students' interest in STEM careers. The Smithsonian's curriculum is broadly distributed through an external commercial curriculum house to every state and 17 countries, and is featured at major conferences. Popular teachers' blogs also promote Smithsonian resources. Dr. Jackson noted the importance of expanding the Smithsonian's partnerships and educational platforms in support of the Smithsonian's STEM resources.

## REPORT OF THE OFFICE OF GOVERNMENT RELATIONS

Director of Government Relations Nell Payne reported that key congressional staff toured the NMAAHC construction site. Dr. Suzan Murray, the NZP chief veterinarian, was the guest of honor on a cable television show hosted by Representative Candice Miller (R-MI), the chair of the Smithsonian's House oversight committee. Representative John Conyers (D-MI), who regularly promotes the Smithsonian's jazz programming, participated in the opening of the annual Jazz Appreciation Month at NMAH. Representative Betty McCollum (D-MN) invited the Smithsonian to participate in a round-table discussion of federally funded international programs, where

Smithsonian representatives discussed the Institution's science and humanities programs around the globe. Smithsonian staff continue to engage congressional staff in conversations about the Smithsonian's deferred maintenance issues.

## REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

Governance and Nominating Committee member Senator Patrick Leahy provided the committee's report on behalf of Steve Case, the chair of the committee. During its April 6, 2014, meeting, the committee reviewed proposed revisions to the Regents' annual disclosure statement, advisory board appointments, and advisory board bylaw amendments. The amended annual disclosure form, which includes a request to report, on an ongoing basis, any interests that may create apparent, potential, or actual conflicts of interest, will be presented to the Board at its June 2014 meeting.

### Advisory Board Appointments

Upon motion duly made and seconded, proposed appointments and reappointments to 12 Smithsonian advisory boards were approved en banc.

***See attached Actions 2014.04.05–2014.04.16 (Minutes of the Board of Regents, Appendix A).***

### Bylaw Amendments

Proposed amendments to the bylaws of the SAO advisory board were presented. The amendments reflect proposed changes in membership terms, as well as the intention to standardize the bylaws to better align with those of other Smithsonian advisory boards. Upon motion duly made and seconded, the proposed amendments were approved en banc.

***See attached Action 2014.04.17 (Minutes of the Board of Regents, Appendix A).***

## REPORT OF THE SMITHSONIAN NATIONAL BOARD

SNB Chair Sako Fisher reported on the activities of the Smithsonian's only pan-institutional advisory board. SNB members are charged with advising the Secretary, being effective ambassadors for the Smithsonian, and enhancing the advancement and fundraising activities of the Smithsonian. The Regents' approval of new SNB members, the largest class ever welcomed to that board, will enhance the SNB's ability to support the Smithsonian Campaign. The Campaign has already benefited from the support of the SNB, whose members have provided nearly 10 percent of the funds raised to date. The winter 2014 SNB meeting in Hawaii addressed all four Grand Challenges, and the SNB business meetings focused on the goals of the campaign.

The Board adjourned for an executive session at about 2:00 p.m.

## EXECUTIVE SESSION

The Board received briefing from several senior staff, including General Counsel Judith Leonard, during the executive session.

## ADJOURNMENT

Mr. McCarter thanked the Regents for their participation. The executive session adjourned at about 3:30 p.m.

Respectfully submitted,

G. Wayne Clough  
Secretary