

MINUTES OF THE OCTOBER 21, 2013, MEETING OF THE BOARD OF REGENTS

ATTENDANCE

This regularly scheduled meeting of the Board of Regents was held on Monday, October 21, 2013. The Board conducted morning, afternoon, and executive sessions in the Regents' Room in the Smithsonian Castle Building. Board Chair France Córdova called the meeting to order at 8:30 a.m. Also present were:

Barbara Barrett	Shirley Ann Jackson	Jack Reed ¹
Xavier Becerra	Sam Johnson	David M. Rubenstein
Stephen M. Case	Robert P. Kogod	Roger W. Sant
Tom Cole	Patrick J. Leahy	Patricia Q. Stonesifer
	John W. McCarter Jr.	

Sakurako Fisher, Smithsonian National Board Chair
David Silfen, Investment Committee Chair¹

The Chancellor, Chief Justice John G. Roberts, Jr.; Vice President Joseph R. Biden Jr.; and Senator Thad Cochran were unable to attend the meeting.

Also present were:

G. Wayne Clough, Secretary	Judith Leonard, General Counsel
Patricia L. Bartlett, Chief of Staff to the Secretary	Evelyn S. Lieberman, Director of Communications and External Affairs
Claudine K. Brown, Assistant Secretary for Education and Access	Christopher Liedel, President of Smithsonian Enterprises
Amy Chen, Chief Investment Officer	Nell Payne, Director of Government Relations
Epin Christenson, Counsel to the Inspector General	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	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/Chief Financial Officer	Sean Murphy, Assistant to Congressman Cole
Richard Kurin, Under Secretary for History, Art, and Culture	David Heil, Assistant to Congressman Johnson
John K. Lapiana, Chief of Staff to the Regents	Carole Baldwin, National Museum of Natural History Research Zoologist ²
	Katherine Ott, National Museum of American History Curator of Medical Sciences ²

¹ Senator Reed and Mr. Silfen participated in the morning session.

² Drs. Baldwin and Ott participated in special presentations to the Board.

MORNING SESSION

EXECUTIVE SESSION

The meeting of the Board of Regents began with an executive session, which was called to order by Board Chair France Córdoba. The executive session adjourned at about 9:50 a.m.

REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

Appreciation to the Staff of the Smithsonian

Board Chair France Córdoba called the open session to order at 9:57 a.m. and welcomed the participants. On behalf of the Board, she suggested a motion to express the Regents' appreciation to Secretary Clough and the staff of the Smithsonian for reopening the Institution to the public less than 12 hours after the President signed the continuing resolution that ended the shutdown of the Federal government. The motion was unanimously approved, and followed by a round of applause.

See attached Action 2013.10.01 (Minutes of the Board of Regents, Appendix A).

Actions Between Meetings

Dr. Córdoba reported on actions taken by the Executive Committee on behalf of the Board since its June 2013 meeting. The Executive Committee approved the fiscal year 2015 budget submission to the Office of Management and Budget. It also proposed the appointment by the Chancellor of Michael Tennenbaum to the Regents' Investment Committee, as well as made three appointments to the National Air and Space Museum Board.

Dr. Córdoba said that Scott Dahl, the Smithsonian Inspector General, was confirmed as the new Inspector General of the Department of Labor. Mr. Dahl, she said, asked the Executive Committee to appoint Counsel to the Inspector General Ebin Christenson as Acting Inspector General. Dr. Córdoba reported that the search for a new Inspector General would begin within the week, and that the Executive Committee would be interviewing five candidates for the position of Chief of Staff to the Regents the next day. Over 1,100 applications were received for the position. Noting that he would be recognized at the next Regents' meeting, Dr. Córdoba thanked outgoing Chief of Staff John Lapiana for his many contributions to the Board.

Leadership Assessments

The beginning of the new fiscal year, said Dr. Córdoba, triggers two important responsibilities of the Board: the annual performance review of the Secretary, including the Regents' consideration of his fiscal year 2014 goals and priorities, and the Regents' annual self-assessment, a governance process that was adopted in 2007. Dr. Córdoba noted that 100 percent participation by the congressional and citizen Regents is desired.

Tributes to Lindy Boggs, Tom Foley, and Bill Young

Dr. Córdoba noted that the first female Regent, Ambassador and former Representative Lindy Boggs, died on July 27, 2013, and that Regent Emeritus and

former Speaker of the House Tom Foley passed away on October 18, 2013. Representative Becerra noted that former Representative Bill Young, who supported the Smithsonian during his tenure on the House Appropriations Committee, also died on October 18. The Regents shared recollections of personal experiences with each of the recognized leaders, and three motions of appreciation for their exemplary service to the Smithsonian and to the nation were approved en banc.

See attached Actions 2013.10.02–2013.10.04 (Minutes of the Board of Regents, Appendix A).

Designation of Regent Emeriti

Dr. Córdova introduced the next agenda item: the recognition of outgoing Citizen Regents Roger Sant and Patricia Stonesifer, who will complete their final terms before the January 2014 Board meeting, and their proposed designation as Regent Emeriti. She first expressed her personal appreciation to both Regents for their leadership and the support they provided when she assumed the position of Board Chair. Mr. Sant, she noted, was the first Board Chair, and Ms. Stonesifer was the second, and both guided the Smithsonian through challenging transitions in the governance of the Smithsonian.

Dr. Córdova opened the floor for comment, and members of the Board contributed numerous expressions of appreciation. The two Regents were recognized for their transformative leadership abilities within and outside of the Smithsonian, and Dr. Jackson stated that both are “real profiles in courage and leadership.” Mr. Sant and Ms. Stonesifer expressed their gratitude for the opportunity to serve on the Board of Regents. Mr. Sant and Ms. Stonesifer recused themselves and a motion was unanimously approved to confer the title of Regent Emeritus on Mr. Sant and the title of Regent Emerita on Ms. Stonesifer. A standing ovation followed.

See attached Action 2013.10.05 (Minutes of the Board of Regents, Appendix A).

Minutes of the June 24, 2013, Board Meeting

The draft minutes of the June 24, 2013, Board meeting were presented for approval. The minutes were approved without comment or revision.

See attached Action 2013.10.06 (Minutes of the Board of Regents, Appendix A).

REPORT OF THE SECRETARY

The Secretary introduced his report with photographs of himself; National Air and Space Museum (NASM) Director Jack Dailey; Bertolt Meyer, a senior research associate in social and business psychology at the University of Zurich, Switzerland; and a “bionic man” welcoming visitors back to the museum following the Federal shutdown. The bionic man, created by Dr. Meyer using examples of artificial limbs and organs that are transplanted into the human body, was on display at NASM and is the subject of a Smithsonian Channel documentary. It is modeled after Dr. Meyer, who wears a bionic prosthesis. Also shown were images of the new panda cub. The popular Giant Panda Cam, noted Secretary Clough, was turned off during the shutdown.

The Federal Shutdown

The Secretary reported that the Smithsonian lost approximately \$4 million in revenue as a result of the Federal shutdown. Smithsonian museums and research centers were closed and most Federal employees were furloughed. Smithsonian Enterprises' (SE) museum-based revenue losses totaled \$2.8 million; special events revenue losses totaled \$340,000; and National Zoo revenue losses totaled \$500,000. All furloughed employees will be compensated. Teachers' Night, for which 5,000 educators had registered, was cancelled but will be held at a later date.

The Secretary commented on the effective response of management and staff to the shutdown. He commended Under Secretary for Finance and Administration/Chief Financial Officer Al Horvath and Management and Budget Director David Voyles for their leadership during the shutdown, which included providing daily updates to Smithsonian directors.

Fiscal Year 2013 Updates

The Secretary reported that visitation to the Smithsonian's museums and the National Zoo totaled nearly 31 million people in fiscal year 2013, the largest number of visits in over a decade. He highlighted increased visitorship at several museums, including the National Museum of the American Indian's (NMAI) Heye Center in New York City, the National Museum of American History (NMAH), the National Museum of Natural History (NMNH), and NASM's Udvar-Hazy Center. Total visitation would have exceeded 31 million if Cooper-Hewitt, National Design Museum had not been closed for renovation. It is anticipated that visitation will surpass 34–35 million when the new National Museum of African American History and Culture (NMAAHC) opens and the Arts and Industries Building reopens.

There were over 140 million unique visits to Smithsonian websites in fiscal year 2013, an increase of 50 million since fiscal year 2010. Web traffic on Smithsonian.com doubled in fiscal year 2013, reaching over 4 million visits each month. Teachers downloaded hundreds of thousands of Smithsonian lesson plans. Under the leadership of Assistant Secretary for Education and Access Claudine Brown and with support from the Bill & Melinda Gates Foundation, staff have tagged all of the lesson plans and aligned them with state standards. The Smithsonian's social media followers currently total 3.6 million.

National Museum of Natural History scientist Kris Helgen made the first identification of a carnivorous species in 35 years with the discovery of the olinguito. Dr. Helgen, said the Secretary, has discovered over 100 species. Media coverage of the announcement was significant and included numerous Spanish language media outlets.

The Smithsonian's Internet 2 agreement and broadband link is about to go live. It will support access for all universities around the nation. The launch of E-line's Gamestar Mechanic will enable students to develop their own games.

An agreement between the Grammy Museum and *Smithsonian* magazine will result in a special edition commemorating the 50th anniversary of the Beatle's arrival in the United States. The issue will include interviews with Paul McCartney

and Ringo Starr.

SE has signed a Memo of Understanding, or MOU, with edX, the course platform for Harvard University and the Massachusetts Institute of Technology. Discussions also are under way with other providers of online course platforms. The United States Department of State is interested in working with the Smithsonian to develop country-specific educational platforms.

The Secretary also noted that the National Postal Museum (NPM) recently opened the William H. Gross Stamp Gallery. It is the largest stamp gallery in the world.

Budget Update

Congress passed a continuing resolution (CR) to fund the Federal government until January 15, 2014. The CR will fund the Smithsonian's operations at a level that includes the sequestration reduction imposed in fiscal year 2013 and an additional 0.2 percent rescission.

Fiscal year 2013 fundraising totaled \$223.3 million, surpassing the annual fundraising goal of \$220 million and marking the first time in the Institution's history that over \$200 million was raised two years in a row. The Secretary noted that the Smithsonian raised only \$126 million in 2009 and credited Director of Advancement and Philanthropic Giving Virginia Clark, central and unit Advancement staff, and the unit directors for the achievement. The Board responded with a round of applause.

About 55 percent of the Smithsonian Campaign's working goal has been raised. It is anticipated that two-thirds of the goal will be reached by the campaign's public launch in fall 2014. Over \$200 million has been raised for endowments, which will benefit the Smithsonian for years to come. The Secretary discussed some of the major gifts that would be presented for the Board's approval during the Report of the Advancement Committee.

The Endowment's performance was over 3 percent above its policy benchmark. Smithsonian Enterprises' (SE) profits increased by about 10 percent, netting more than \$32.5 million and exceeding the fiscal year 2013 goal by over \$2.5 million. This is the seventh consecutive year of gross revenue growth and the second consecutive year of net revenue growth. Secretary Clough thanked SE President Chris Liedel for his leadership. SE completed its first investment in E-Line Media, a publisher of game-based learning products and services. An agreement was signed between Smithsonian Networks and Blue Ant Media to launch the Smithsonian Channel in Canada. This will be the first international venture for the Channel.

Fiscal Year 2013 Organizational Goals: Third and Fourth Quarter Update

The Secretary briefly commented on progress against the goals and metrics for 35 key strategic initiatives and 294 milestones for fiscal year 2013. Overall progress is strong. He noted that the final report was not yet complete but that it is anticipated that all but two or three minor milestones were completed on schedule over the course of the fiscal year.

Digital Enterprise

The NASM Board provided funding for the installation of Wi-Fi at the museum's Mall and Udvar-Hazy Center facilities. The Office of the Chief Information Officer is analyzing all Smithsonian museums for their ability to support Wi-Fi access.

As part of the Institution's effort to accelerate digitization of collections, two successful rapid-capture pilots were held in summer 2013 that focused on collections from Smithsonian Gardens and NMAAHC. In November 2013, the Smithsonian will host a conference on 3D digitization, drawing experts from around the world. At the event, the "Smithsonian X 3D Collection" featuring marquis treasures from Smithsonian collections in history, art, culture, and science will be presented. Also on the agenda: the unveiling of a 20-foot-long printout—the largest-ever museum-quality 3D print—of a NMNH whale fossil.

Secretary Clough commented on the significant contributions the three Presidential Innovation Fellows (on staff for the second half of calendar 2013) have made to the Smithsonian's digital enterprise. He cited one important project they have worked on with the Chief Information Officer's staff: the new Smithsonian Transcription Center. The system invites "digital volunteers" to join in making Smithsonian treasures accessible to the public by transcribing thousands of handwritten historic documents from Smithsonian archives and libraries, as well as critical collection records. More than 1,000 volunteers are active on the new site.

The Secretary's e-book *Best of Both Worlds: Museums, Libraries, and Archives in a Digital Age* is now available on Amazon.com. The Smithsonian may host the first-ever 24-hour global museum conference in spring 2014. The proposed conference would allow participating museums around the world to discuss digital best-practices.

Education and Access

Smithsonian Affiliations and the Smithsonian Latino Center will host about 15 of the nation's leading Latino museum directors in a discussion about collaborating to increase understanding of the contributions made by the nation's Latino population to American culture. The Youth Access Grants (YAG) continue to help the Smithsonian reach new audiences. One YAG initiative cited by the Secretary is an oral history project that is being conducted in local communities, particularly those populated by Latinos, Asian Pacific Americans, and African Americans. A gift from InBloom, a non-profit funded by the Bill & Melinda Gates Foundation, will enable the Smithsonian to make its digital learning resources available to the nation's schools through a searchable, standards-aligned database on its SmithsonianEducation.org website. Additionally, the resources will be made more discoverable through a Smithsonian Learning Resource Metadata Initiative.

Branding

The Smithsonian's branding campaign is in its second phase, which will focus on the use of social media. The Smithsonian hopes to achieve 200 million impressions from this effort. The campaign's seriouslyamazing.com website is very successful. As of the third week of October 2013, visits to the website reflect a 693 percent increase since the launch of the branding campaign.

Grand Challenges Consortia and Cross-Disciplinary

The cross-disciplinary efforts of the Smithsonian Consortia continue to have a

Initiatives	powerful impact on the Smithsonian. The Consortia are conducting their fourth proposal cycle and 53 Letters of Intent have been received from staff interested in collaborations. One cross-disciplinary initiative cited by the Secretary was the NASM screening of <i>Rhythms of the Universe</i> , a collaboration between former Grateful Dead drummer Mickey Hart and Nobel Prize–winning cosmologist George Smoot in which the frequencies of the universe are translated into music.
Exhibitions	The temporary exhibition of Leonardo da Vinci’s <i>Codex on the Flight of Birds</i> , which opened on September 13, 2013, at NASM, must close on October 22. Viewings of the popular exhibit were limited by the Federal shutdown. The Smithsonian American Art Museum (SAAM) exhibition <i>Our America: The Latino Presence in American Art</i> will be on view from October 25, 2013, to March 2, 2014. The exhibition, which was organized by SAAM Curator of Latino Art Carmen Ramos, will feature 92 pieces of Latino art. The Secretary credited Under Secretary for History, Art, and Culture Richard Kurin for the development of an initiative to hire curators who are specialists in Latino culture, adding that SAAM has acquired 63 of pieces of Latino art since Ms. Ramos joined the museum in 2011. <i>Yoga: The Art of Transformation</i> opened on October 19, 2013, at the Sackler Gallery of Art. Actor Alec Baldwin and his wife, yoga instructor Hilaria, co-chaired the opening gala. More than \$174,000 was raised for the exhibition through the Smithsonian’s first major web-based crowdfunding effort.
Employee Updates	Under Secretary Al Horvath recently hired Senior Advisor for Sponsored Programs Tracey Fraser, who previously served as associate comptroller at California Institute of Technology. Jeanne O’Toole, currently the deputy chief of police for operations for the United States Park Police, will soon join the Smithsonian as the new director of the Office of Protection Services. The 2013 employee survey reflected overall employee job satisfaction. The impact of the three-year salary freeze was reflected in a slight drop in satisfaction with compensation.
Construction Updates	The Arts and Industries Building shell construction project is 97 percent complete. The Secretary reported strong progress in the development of interim use plans for the facility. The development of the Smithsonian Master Campus Plan is progressing under the direction of Facilities Committee Chair Robert Kogod. A concept for the South Mall plan might be presented to the Board at its January 2014 meeting. Construction work at Cooper-Hewitt, National Design Museum and the Smithsonian Environmental Research Center’s Mathias Lab is on schedule.
Collections Care	The Secretary, Inspector General Scott Dahl, and Deputy Under Secretary for Collections and Interdisciplinary Support Scott Miller testified on the Smithsonian’s stewardship of its collections before the Committee on House Administration in July 2013. Committee Chair Candace Miller (R-MI) commended the Smithsonian on the significant progress it has made in improving its internal collections stewardship processes.
Other Progress	The Secretary thanked Board Chair France Córdova and her husband, Christian

Foster, for hosting a successful event with NMAI director Kevin Gover at their home in August 2013. Smithsonian National Board (SNB) Chair Sakurako Fisher also hosted a successful retreat for SNB members at her home in San Francisco. The October 24–26, 2013, SNB meeting will include emeriti SNB members.

Participation at the recent Annual Smithsonian Weekend—which includes members of the James Smithson Society, the Smithsonian Legacy Society, and Annual Giving Circles from across the Institution—reached an all-time high. The Secretary thanked Regents Barbara Barrett and David Rubenstein, who participated in one of the Annual Smithsonian Weekend dinners.

The planned arrival of the Wankel *T. rex* at NMNH was delayed because of the Federal shutdown. Muppet figure Miss Piggy, noted the Secretary, was acquired by the NMAH.

REPORT OF THE FINANCE COMMITTEE

Finance Committee Chair David Rubenstein reported on the major topics the Finance Committee discussed at its August 26, 2013, meeting. The committee agreed to recommend the borrowing of \$100 million of new bonds: \$50 million of fixed-rate taxable bonds that will mature in 10 years and \$50 million of variable-rate taxable demand bonds that will mature in five years. The bonds will support several Trust-funded capital projects currently under way, including NMAAHC. The full Board subsequently reviewed and unanimously approved by e-mail ballot the committee's recommendation.

The committee also considered a request from SE for authority to pursue equity investments with third parties, which will allow SE to partner with organizations to increase the Smithsonian's revenues and mission. The committee approved a total investment of \$15–20 million over a period of time, with each investment to be between \$1.5 million and \$3 million. The committee also approved an initial investment of \$1.7 million for a 10 percent stake in E-line Media.

Approval of the Fiscal Year 2014 Budget

Mr. Rubenstein noted that the committee approved the Smithsonian's recommended fiscal year 2015 Federal Budget of \$893 million, which was subsequently submitted to the Office of Management and Budget (OMB). The proposed budget, he noted, followed OMB's guidelines and also included two alternative budgets.

The committee, said Mr. Rubenstein, was asked to recommend that the Board approve the budget of appropriated funds for fiscal year 2014 when signed into law by the President and the institutional budget for Trust funds for fiscal year 2014, as well as to recommend that the Board authorize the Secretary to expend these funds. The Board approved the proposed motion.

See attached Action 2013.10.07 (Minutes of the Board of Regents, Appendix A).

Under Secretary Horvath noted that Smithsonian representatives met with Moody's and Standard & Poor's on October 1, 2013, to discuss the Smithsonian's financing

plans. The impact of the Federal shutdown was reviewed and Mr. Horvath made a strong case to continue the Smithsonian's AAA rating. It is anticipated, said Mr. Horvath, that the credit committees will review the Smithsonian's debt issue within the week and that the Smithsonian's rating will be released the following week. The Smithsonian, he said, then can begin the process of debt issuance in the first or second week of November 2013 and complete the issuance process by mid-November.

QUARTERLY FINANCIAL REPORT

Fiscal Year 2013 Financial Summary

Under Secretary Al Horvath reported on the unaudited fiscal year 2013 financial summary. The Smithsonian's fiscal year 2013 Federal appropriations of nearly \$775 million reflected sequestration-adjusted resource levels. The Smithsonian minimized the 5 percent mid-year funding reduction's impact on its visitors, and was able to avoid the furloughs experienced by other Federal agencies. Going forward, however, continuing operations at reduced funding levels will result in significant pressure on the Smithsonian.

As previously noted by the Secretary, fiscal year 2013 fundraising was strong. New government grants and contracts totaled \$137 million. Although below the "stretch" goal, the awards equaled fiscal year 2012 results and demonstrate the Smithsonian's continued strength in the midst of the uncertainties experienced by Federal funding agencies.

SE had a strong year. Net revenues are projected to total over \$32 million, a more than \$2.5 million increase over plan. Major contributors include equity growth in the Smithsonian's investment in the Smithsonian Channel and revenue related to Udvar-Hazy Center parking operations, the management of which was assumed by SE during the fiscal year. Gross revenues were behind plan by about 4 percent, but were 2 percent above fiscal year 2012 gross revenues. Mr. Horvath noted that the fiscal year gross revenue target was aggressive.

Expenses were below plan, largely because of the impact of sequestration. The most significant impact was on "mission-enabling" budgets.

The Endowment ended the fiscal year with a market value of \$1.17 billion. In conclusion, Mr. Horvath emphasized that the Smithsonian maintained momentum on its strategic initiatives despite the challenges of fiscal year 2013.

Discussion

Senator Leahy noted that the financial report was impressive, considering the financial stressors experienced in fiscal year 2013. He asked if monies had been recovered from the theft of Udvar-Hazy parking revenues that occurred when it was operated by an outside contractor. Mr. Horvath said the criminal side of the investigation is not complete and that the Smithsonian is working to recover monies on the civil side. Inspector General Scott Dahl and General Counsel Judith Leonard have been working with the U.S. Department of Justice on this effort.

Ms. Stonesifer asked Mr. Liedel to provide more detail on the SE financial summary.

Mr. Liedel explained that about a third of SE's increased revenues came from Smithsonian Channel, a third from operations, and a third from cost-savings. Some factors that impacted SE's financial bottom line included eliminating the spring clearance sale catalog; closing two museum stores (the Renwick Gallery and the National Portrait Gallery); eliminating evening film screenings; assuming control of the Udvar-Hazy parking facility; increased online sales (up approximately \$600,000); implementing the Made in America program (at a cost of about \$700,000); and the difference between a 52-week year of store activity (fiscal year 2013) and a 53-week year (fiscal year 2012).

Mr. Liedel also commented on SE's expansion into the e-commerce business, and noted that the demographics and inventory for online and catalog buyers are different. SE online advertising has doubled each of the last three quarters, and the number of unique online visitors has increased to about 4 million each month. New initiatives, said Mr. Liedel, continue to be explored. He cited the recent sale of a panda coin developed by the New York Mint and the Chinese government, and reported that sales of the coin totaled \$1.8 million within the 24 hours of its release.

REPORT OF THE INVESTMENT COMMITTEE

Investment Committee Chair David Silfen reported that the Endowment's performance has been strong. As of June 30, 2013, the Endowment was in the top quartile of its peer institutions, achieving a one-year return of 13.4 percent versus the policy benchmark of 8.3 percent. Over a 10-year period, it generated returns of 7.5 percent versus 6.0 percent for the policy benchmark. As of the close of Federal fiscal year 2013 on September 30, 2013, the Endowment stood at \$1,174 billion, a new high. Mr. Silfen said that no major changes to asset allocations are anticipated and the Endowment's liquidity position is conservative.

Since the Investment Committee's inception in 2005, the Endowment has outperformed the S&P 500 by 4.1 percent with only 55 percent of the volatility. In addition, annual Endowment payouts in support of the Smithsonian's mission-centric programs have increased by 57 percent. Mr. Silfen commented on recent activities to strengthen the operations and infrastructure of the Endowment. A new custodian bank was selected and the Office of Investments (OI) is in the process of recruiting a director of operations.

Mr. Silfen commented on the professionalism of OI staff and the dedication of Investment Committee members. With regard to the pending departures of Mr. Sant and Ms. Stonesifer from the Board of Regents, Mr. Silfen thanked them for their work on behalf of the Investment Committee, the Board, and the Smithsonian. Mr. Sant and Ms. Stonesifer praised the work of the Mr. Silfen, Chief Investment Officer (CIO) Amy Chen, and OI staff for their excellent management of the Endowment. The full Board concurred with a round of applause.

Senator Reed asked about the Endowment's management fees relative to peer institutions. Ms. Chen said the Smithsonian's fees are low when benchmarked against peer organizations. Mr. Silfen said there are two sets of expenses: management fees,

which are built into the Endowment's performance, and costs associated with OI operations. He said the Endowment's strong performance is a testament to the dedication of OI staff, whose compensation is somewhat low in comparison to the salaries and benefits of colleagues in peer organizations.

REPORT OF THE ADVANCEMENT COMMITTEE

Update on the Smithsonian Campaign

On behalf of Regent Emeritus and Advancement Committee Chair Alan Spoon, committee member Barbara Barrett provided the committee's report. She commended the fundraising efforts of staff across the Institution for the fiscal year 2013 fundraising performance: \$223.3 million was raised and the Smithsonian Campaign's working goal continues to be on track. The fiscal year 2014 fundraising goal is \$180 million. Ambassador Barrett also reported on the arrival of Cynthia Brandt-Stover, the new Smithsonian Campaign director.

At the October 15, 2013, Advancement Committee meeting, there was a discussion of the upcoming November 6, 2013, campaign steering committee meeting. The agenda for that meeting will include unit and board chairs advising on the preparations for the October 2014 campaign launch.

The Advancement Committee also reviewed the process and structure for evaluating and recommending the campaign goal and working priorities to the full Board of Regents. A final recommendation will be presented to the full Board at its June 2014 meeting.

Gift Actions

Ambassador Barrett reported that the Advancement Committee agreed to recommend nine gifts for the Board's approval. She noted that each gift supports the strategic plan's priorities as well as conforms to applicable Smithsonian directives. Ms. Clark was asked to comment on the proposed gifts. Ms. Clark noted that eight gifts will be recognized by the naming of gallery spaces and one will be recognized by the naming of a reading room. Secretary Clough commended SAAM's Margaret and Terry Stent Director Betsy Broun's success raising funds for the renovation of the Renwick Gallery. The proposed gift actions were approved en banc.

See attached Actions 2013.10.08–2013.10.16 (Minutes of the Board of Regents, Appendix A).

Donor Support

Reaching the Smithsonian Campaign goal, said Dr. Córdova, will be dependent upon the Smithsonian's ability to reach smaller donors. The Smithsonian's aspirations, she said, should include engaging all Americans in the campaign.

Mr. Silfen inquired about the Smithsonian's stewardship initiatives, including efforts to lay the foundation for future campaigns and cultivate future generations of donors. The Smithsonian's first Stewardship Office, noted Ms. Clark, was created with the launch of the campaign's quiet phase. The office established Smithsonian-wide recommendations and policies regarding donor stewardship. Collateral materials, such as endowment reports developed by CIO Amy Chen, also have been developed to support donor engagement. Stewardship is already part of the Smithsonian

culture, said Ms. Clark, but agreed that stewardship support will need to expand as the Smithsonian's donor base grows.

The Secretary cited the James Smithson Society as a successful example of a legacy donor group. Ambassador Barrett noted that she spoke about the campaign to the NMNH Gemstone Collectors Group during a recent trip. Smithsonian supporters, she said, are eager to contribute to the future of the Smithsonian, and several inquiries about legacy planning to benefit the Smithsonian resulted from her presentation. Ms. Fisher commented on the importance of helping people think about creative ways to engage with the Smithsonian, and expressed support for efforts to develop donor recognition opportunities for contributions that are, in part, legacy gifts.

REPORT OF THE COMPENSATION AND HUMAN RESOURCES COMMITTEE

Compensation Update

Compensation and Human Resources Committee Chair Patricia Stonesifer reported on the September 9, 2013, committee meeting. The committee conducted its annual procedures in preparation for the 2014 compensation process: it received a report from the Smithsonian's external compensation consultant on the operating environment outside of the Federal sector and determined which employees' compensation will require the review of the full Board at its January 27, 2014, meeting.

The committee considered the Secretary's request to increase the pay bands for locally hired employees at the Smithsonian Tropical Research Institute (STRI). A significant number of STRI staff, said Ms. Stonesifer, receive notably low salaries. The committee agreed to support funding for modest pay increases for STRI employees with significantly below-market salaries in the Secretary's fiscal year 2014 budget request to Congress. Ms. Stonesifer added that the request was approved with the caveat that no increase could rise above market rates and that individual increases could not exceed 10 percent without the approval of the Secretary. The committee also was informed that the Smithsonian engaged PricewaterhouseCoopers LLC to perform an analysis of the SE incentive program to ensure that the Smithsonian's program is consistent with industry best practices. In addition, the committee was updated on the staff buyout program.

The Regents were told that the pace of the buyout program was somewhat slowed by the Federal shutdown. Mr. Horvath reported that about 500 eligible employees expressed interest in the program, which includes a buyout provision of up to \$25,000. The first wave of eligible employees may separate from the Smithsonian as early as November 2013, and the program will run until about the end of January 2014. It is anticipated that approximately 100 to 150 staff will participate. This would result in a savings of about \$10 million, which would be realized in full in fiscal year 2015. The lack of clarity in the Federal budget environment and the recent shutdown might encourage more employees to participate in the program.

Diversity at the Smithsonian

Ms. Stonesifer reported that the committee conducted an extended discussion on

diversity at the Smithsonian. She asked Secretary Clough to update the Board on the topic of diversity, including the advances the Smithsonian has made in recruiting and retaining a diverse workforce.

The Secretary reported that the Smithsonian has made significant progress in hiring women at all job levels across the Institution. Diversity among new hires increased for several years and, as a whole, reflected that of the local workforce. New hire diversity, however, decreased in fiscal year 2012. Concerns about this trend, and efforts to reverse it, were discussed with the committee at its September 2013 meeting.

Secretary Clough noted the commitment of Office of Human Resources Director (OHR) Jim Douglass and Office of Equal Employment and Minority Affairs (OEEMA) Director Era Marshall to increasing the diversity of the Smithsonian's workforce. He also spoke of the challenges facing this effort, noting that the efforts of OHR and OEEMA alone cannot increase diversity. The Smithsonian, he said, must establish itself as a desirable workplace destination for all populations. To do so, a broader strategy has been developed to help expand the diversity of applicant pools. An Executive Diversity Committee was established that meets quarterly to maintain high-level focus on the issue.

Other initiatives include the May 2013 launch of a strategic Latino communications effort, which has reached broader local, national, and international Latino communities through new contacts in the Latino media. The Office of Communications and Public Affairs hired bilingual public affairs officer Maria Anderson, who has helped expand coverage of Smithsonian news, events, and people in Latino news outlets. The Secretary commended the efforts of Under Secretary Richard Kurin, Smithsonian Latino Center (SLC) Director Eduardo Díaz, and other History, Art, and Culture unit directors for their efforts to hire curators who are specialists in Latino culture. He cited SAAM Curator of Latino Art Carmen Ramos's upcoming exhibition on Latino art as a successful example of reaching new audiences through bilingual programming, expanded collections, and new exhibitions.

The Secretary reported that Assistant Secretary Claudine Brown and her staff are working with Smithsonian Affiliates to expand multicultural programming. Supported by the Youth Access Grants program, new programs reach out to Asian American and African American audiences, among others.

Cultivating diverse groups of interns and fellows supports the recruitment and retention of a diverse workforce. Successful initiatives to increase diversity in the Smithsonian workforce, said that Secretary, include the SLC Young Ambassadors program and a collaboration between the Office of Fellowships and Internships and OHR to link fellows and interns to upcoming vacancies and opportunities.

In summary, the Secretary said the entire Institution is responsible for achieving a holistic change in the diversity of the Smithsonian's workforce. The Smithsonian must prove that it welcomes and respects all individuals by expanding the diversity of its workforce, as well as the scope of its programs, exhibitions, and activities.

Discussion

Representative Becerra thanked the Secretary and Ms. Stonesifer for highlighting diversity as an important issue at the Smithsonian. He said that the Smithsonian's results to date do not match senior management's demonstrated desire to achieve a more diverse workplace. He asked if the commitment to diversity is shared at the middle management level, where most hiring is conducted. The Smithsonian, said Representative Becerra, should include diversity recruitment and retention efforts in annual performance evaluations of management.

The Secretary agreed that diversity must be encouraged at the unit level but said that mandates from senior management and/or untargeted funding will not address the issue. He cited Under Secretary Kurin's approach to increasing the number of curators who specialize in Latino culture as a successful example of a top-to-bottom, holistic endeavor. Buy-in, he said, was encouraged by providing participating units with funding to support the new hires for two years, after which the participating units will assume responsibility for funding the positions.

Ms. Stonesifer noted that this was her last report as committee chair and thanked the Regents and staff for their contributions to the committee's work and new initiatives. She praised the leadership of Secretary Clough and OHR Director Jim Douglass, particularly with regard to the challenge of accelerating the diversification of the Smithsonian's workforce while balancing market needs with political realities. She also commended the ability of management to hire and motivate staff when salaries continue to fall behind market rates.

REPORT OF THE AUDIT AND REVIEW COMMITTEE

Audit and Review Committee Chair John McCarter reported on the committee's August 1 and October 10, 2013, meetings. Each meeting included executive sessions with the Inspector General and KPMG, the Smithsonian's external auditors.

The August 1 meeting focused largely on the review and filing of the fiscal year 2011 IRS Form 990 tax return. Mr. McCarter reminded the Board that the 990 had been made available for each Regent's review. The October 10 meeting focused on KPMG's fiscal year 2013 audit plan. He thanked General Counsel Judith Leonard for her preparation and presentation of the annual financial disclosure and conflict of interest review.

Mr. McCarter then thanked outgoing Inspector General Scott Dahl for his contributions to the Smithsonian, and commented on the rigor, professionalism, and sensitivity that characterized Mr. Dahl's work. Dr. Córdova also thanked Mr. Dahl on behalf of the Board. The Board concurred with a round of applause.

The committee also reviewed organizational and personnel changes proposed by Under Secretary Al Horvath. Commending Mr. Horvath's work, Mr. McCarter asked him to comment on the implementation of an integrated risk management program. Since his arrival, said Mr. Horvath, he has worked to expand the Smithsonian's internal controls to an enterprise-wide view. A new organization was put in place and skill gaps were filled, and progress is now being made to streamline processes that

will strengthen the Institution's operations.

REPORT OF THE FACILITIES COMMITTEE

Facilities Committee Chair Robert Kogod reported on the committee's July 29 and October 17, 2013, meetings. The Committee reviewed the Smithsonian's facilities capital and maintenance requirements for fiscal years 2013–2019, copies of which were included in the Board's meeting materials. Noting that the sequester reduced fiscal year 2013 Federal funding by 5 percent and that fiscal year 2014 funding is very unclear, Mr. Kogod said that available funding is not sufficient to maintain the long-term wellbeing of the Smithsonian's facilities according to industry standards. He commended the efforts of the Office of Facilities Engineering and Operations (OFEO) to avoid major system failures by ensuring that available funds are applied to the highest priority projects across the Smithsonian.

The committee received status reports on major capital projects in progress, including the NMAAHC and the NPM William H. Gross Stamp Gallery project. The Gross Gallery project, said Mr. Kogod, was completed on time and within budget. Engineering studies have begun for NASM, which will be the next major facility to undergo an extensive renovation.

The committee reviewed the Smithsonian's sustainability initiatives, which address facilities, grounds, and vehicle operations, maintenance, and/or construction, as well as waste management. He commended the progress the Smithsonian has made with regard to LEED certification, recycling, fuel reduction, energy conservation, and other activities that support sustainability.

The committee agreed to recommend minor amendments to its charter. The proposed amendments, noted Mr. Kogod, would be presented for the Board's approval during the Report of the Governance and Nominating Committee. The committee also discussed the South Campus Master Planning initiative. Mr. Kogod commended the work of architectural firm BIG, which recently interviewed over 50 stakeholders to better understand the needs and issues related to the facilities included in the plan. It is anticipated that a conceptual design will be provided to the Board at its January 2014 meeting.

REPORT OF THE OFFICE OF GOVERNMENT RELATIONS

The Regents did not have any questions about the report "Review of Government Relations: Legislative Activities and Issues," which was included in the meeting materials.

COLLECTIONS HIGHLIGHTS

Introducing a special presentation on the national collections, Dr. Córdova explained

that NMAH Director John Gray and NMNH Director Kirk Johnson were asked to identify objects in their museum's collections that evoke the "spirit and achievements" of Mr. Sant and Ms. Stonesifer. She invited Katherine Ott, the NMAH curator of medical sciences, to discuss an object that evokes Ms. Stonesifer's work at the Bill & Melinda Gates Foundation.

Dr. Ott, who studies the history of science and medicine, presented some of the museum's polio-related artifacts: a vaccine from the first phase of the 1952 clinical trials; a syringe used by Dr. Jonas Salk in the 1954–55 full clinical trials; the IBM punch card used for the first child who was vaccinated; and a Sabin vaccine, the polio vaccine funded by the Gates Foundation that is in use today. Dr. Ott explained that polio existed in approximately 125 countries before the first clinical trials, when some 1.8 million children were vaccinated. Now, polio is found in only three countries and only one strain exists. In 2012, said Dr. Ott, there were a total of about 233 cases in Afghanistan, Pakistan, and Nigeria, as opposed to the 350,000 cases that erupted each year when the vaccine program started. Noting that the polio immunization program will continue until the virus is eradicated, Ms. Stonesifer proposed that a future exhibition recognize the last case of polio.

Dr. Carole Baldwin, a research zoologist in the NMNH division of fishes and a curator of the museum's Sant Ocean Hall, was then introduced. Dr. Baldwin explained that one of the gifts funded by Mr. Sant and his wife, Vicki Sant, is the Sant Chair in Marine Science, and expressed the regrets of Sant Chair Nancy Knowlton, who was unable to participate. Dr. Baldwin presented an autonomous reef monitoring structure (ARMS) that is an important tool used by the new Tennenbaum Marine Observatories, a global network of marine monitoring sites. ARMS are placed on coral reefs for a period of one year, during which time marine organisms grow on them. When the structures are retrieved, their content is analyzed to detect changes in reefs over time. Because shallow reefs are declining across the globe, ARMS are now placed in both deep and shallow reefs. It is hoped that the deep reefs might support the survival of shallow reefs because of their interrelated ecosystems.

Dr. Baldwin noted that Mr. Sant participated in the August 2013 retrieval of ARMS that previously had been deployed in deep and shallow reefs off of Curaçao in the southern Caribbean. A new bass species was collected during one of the submersible dives. In honor of Mr. and Mrs. Sant's contributions to conservation and to the Smithsonian, the species will be named after the Sants: *Liopropoma santi*.

Mr. Sant and Ms. Stonesifer were again recognized by an extended round of applause.

LUNCHEON PRESENTATION: VALUING WORLD CULTURES

Under Secretary Kurin introduced Johnnetta Betsch Cole, the director of the National Museum of African Art (NMAfA), and Julian Raby, the Arthur M. Sackler Gallery of Art and the Freer Gallery of Art's (FSG) Dame Jillian Sackler Director. Dr. Cole, who joined the NMAfA in 2009, is a cultural anthropologist and educator who, among other commitments, previously served as president of two colleges. Dr. Raby was appointed FSG director in 2002. He is a scholar, author, and curator of Islamic art

who came to the Smithsonian from Oxford University. Numerous national and international awards, degrees, and recognitions have been bestowed upon each director.

Dr. Cole and Dr. Raby discussed the two museums' unique ability to contribute to the Grand Challenge "Valuing World Cultures." FSG and NMAfA exhibit, conserve, and research the traditional and contemporary arts of Asia, Africa, and their diasporas, as well as contribute to the education of the public about their diverse and dynamic resources. As "fraternal museums," said Dr. Cole, FSG and NMAfA increase cross-cultural communication and respect by using the power of the visual arts to challenge stereotypes, build understanding of other cultures, and foster better self-understanding.

Dr. Cole cited exemplars of exhibitions that have challenged misconceptions and contributed to global understanding; she also noted the important role of Grand Challenge awards in realizing exhibitions that push beyond the scope, depth, and effectiveness of prior exhibitions. The FSG traveling exhibition *Roads of Arabia* celebrated Saudi Arabia's pre-Islamic past and affirmed change in Saudi attitudes. Two NMAfA exhibitions explored Africa's role in the production of knowledge and global intellectual history: *African Cosmos: Stellar Arts* and *Earth Matters: Land as Material and Metaphor in the Arts of Africa*. Each NMAfA exhibition and associated programming, added Dr. Cole, reflected the cross-disciplinary contributions of seven different Smithsonian museums or research centers, among others.

Dr. Cole also commented on the museums' educational outreach initiatives. Each museum continues to conduct traditional educational programming while embracing new technologies that allow the museum to reach audiences across the globe. For example, there were over 27, 500 downloads of FSG educational packets in 2012. The Smithsonian Channel also extends the influence of the two museums. A program on the FSG's Peacock Room is under development, as also is the two-part documentary "Bible Hunters."

Dr. Raby spoke of the museums' commitment to research. FSG and NMAfA host world-class libraries and archives, as well as support fellowship programs, guest lecture series, academic conferences, and the production of major publications. The museums also foster interactions with local immigrant communities. He cited the success of NMAfA's annual Family Day and FSG's annual Nowruz Festival, which attracts 12,500 participants each year.

The museums, said Dr. Raby, are active participants in pan-institutional collaborations. They also work with the U.S. Department of State, African and Asian nations, and non-government organizations. Each has made significant contributions to Smithsonian initiatives dedicated to international cultural training and recovery. NMAfA is exploring ways to collaborate with the Nigerian National Commission on Museums and Monuments and, with support from the sultanate of Oman, is in the early stages of a project that explores Omani and East African links. With support from the Getty Foundation, FSG has established a metal conservation laboratory in the National Museum of Cambodia in Phnom Penh. In addition, both museums are deeply involved in the Smithsonian's cultural recovery project in Haiti.

Dr. Raby spoke of the characteristics, opportunities, and challenges the two museums share. Each has a very supportive advisory board and highly professional staff. The number of staff in each museum, however, is limited, as also is exhibition space. FSG and NMAfA have been recipients of excellent press coverage and professional recognition.

Physical attendance at the two museums is only one-fifth the size of their virtual audiences. Both museums are committed to reaching larger numbers of virtual visitors while creating deeply memorable, immersive experiences for actual visitors. Of concern, said Dr. Raby, is the drop in physical visitation that each museum experienced in 2013. He added that an underlying cause for the decrease has not been determined.

The Ripley Center's International Gallery was recently assigned to both museums. Innovative plans have been developed for the space but financial resources are needed to implement them.

Both museums, said Dr. Raby, are facing reductions in funding and staff, and each is looking for ways to sustain the quality of their exhibitions and educational programming. Dr. Raby said that FSG and NMAfA will have to adopt cost-saving methods used by other museums, such as producing fewer exhibitions, extending the duration of shows, and hosting more packaged exhibitions.

FSG and NMAfA, said Dr. Raby, face the challenge of realigning financial and human resources while creating more adaptive institutions. He said, however, that restricted resources can stimulate innovation instead of induce caution. Exploiting digital innovations and collaboration will be critical to ensuring the museums' future success.

Dr. Cole and Dr. Raby then addressed questions from the Regents. Mr. Rubenstein asked Dr. Cole to identify the largest African art collection in the world. Dr. Cole said the largest collections of African art reside primarily in European collections, such as the British Museum and the Musée du quai Branly (which holds collections that formerly were in the Musée du Louvre and the Musée de l'Homme). She added that, in addition to NMAfA's fine collection of traditional African art, the museum is not unique in its pursuit of contemporary African art, which is highly sought after in today's art market.

Ms. Stonesifer asked what the Regents can do, absent funding, to support both museums. Dr. Raby said the sustainability of temporary loan exhibitions should be examined. Between 2004 and 2009, FSG hosted a large and vibrant temporary loan exhibition program that resulted in a 50 percent increase in visitation over the numbers at the turn of the millennium. Over the past four years, he said, the number of temporary loan exhibitions has been reduced from four to two, and will soon be reduced to one. Strengthening digital resources at the unit level, he said, also is of critical importance.

The Regents responded to the presentation with a round of applause.

AFTERNOON SESSION

The Chair called the afternoon session to order at 1:33 p.m.

REPORT OF THE STRATEGIC PLANNING AND PROGRAMS COMMITTEE

Strategic Planning and Programs Committee Chair Shirley Ann Jackson presented the report of the committee. The committee considered two action items during its September 26, 2013, meeting, well as conducted its regular oversight activities in support of Smithsonian programs and initiatives.

The pan-institutional exhibition calendar prepared by Under Secretaries Richard Kurin and Eva Pell was reviewed. Dr. Jackson noted that the use of the calendar, which was designed to notify senior management and the Board of future exhibitions that could be potentially sensitive and/or controversial, has been expanded to increase the awareness of museum directors and staff to the activities of their colleagues.

Under Secretaries Richard Kurin and Eva Pell and Assistant Secretary Claudine Brown, said Dr. Jackson, regularly provide the committee with standing reports on the strategic programmatic initiatives under their purview. At the September committee meeting, Dr. Pell reported on a new partnership with the U.S. Agency for International Development to conduct a biodiversity program in Bangladesh; arrival plans for the Wankel *T. rex*; and the discovery of the olinguito. Dr. Kurin reported on the search for the next director of the Hirshhorn Museum and Sculpture Garden; a possible partnership with the Bishop Museum in Hawaii; and NMAAHC construction issues. The Secretary and OFEO Director Nancy Bechtol also reported on the Smithsonian's sustainability initiative. Dr. Jackson said the committee was especially impressed with the Smithsonian's efforts to disseminate information about sustainability to Smithsonian Affiliates, outside museums, and other nonprofit organizations.

Extending the Strategic Plan

The committee, said Dr. Jackson, also provided input on the Secretary's proposal to extend the timeline of the strategic plan for two years so that it will coincide with the conclusion of the Smithsonian Campaign in 2017. The Secretary's presentation, she noted, was informed by comments made by the Regents during the June 2013 Board meeting. The committee, said Dr. Jackson, is supportive of the proposed extension and recommended that the Secretary speak directly with the Board about new initiatives, revised goals, and resourcing plans related to the extension.

The Secretary said the lasting appeal and flexibility of the strategic plan was the primary impetus for its proposed extension. The plan captures and communicates the goals and aspirations of a very diverse and dynamic institution, and has brought the Smithsonian community together in new ways. The Smithsonian Campaign's infrastructure reflects the strategic plan, and each unit's campaign case statement has been informed by the general objectives of the strategic plan. The quiet phase of the Smithsonian Campaign, however, was launched after the release of the strategic plan, and their timeframes are out of sync. Extending the strategic plan's timeframe will reinforce the linkage between campaign case statements and the strategic plan.

The directors and the Strategic Planning and Programs Committee, said Secretary Clough, endorse extending the plan. He also noted that members of Congress and the Office of Management and Budget are familiar with and supportive of the plan's language. In addition, the plan's flexibility will support the leadership transition that will occur with the Secretary's retirement.

While the overall aspirations of the plan will remain the same, a new set of goals have been developed, with particular emphasis on building the digital enterprise. If the extension is approved, the plan's metrics and milestones will be modified. In addition, a new executive summary—a companion to the full plan document—will be produced to highlight progress made in the first four years of the plan and initiatives to be carried out over the next three. The Board will continue to review performance related to the plan and approve goals on an annual basis.

Dr. Jackson said the committee is convinced that the framework of the original plan is still relevant and flexible, as well as beneficial to the campaign and the Smithsonian's interactions with Congress. Its extension, she added, will support the digital action agenda the Secretary has undertaken. Resources for the plan will be based on existing streams of funding. The committee has offered to advise on the revision of the executive summary.

Mr. Case suggested the Regents conduct a future discussion about the fixed and variable issues, such as funding, that could impede the plan's progress, including its digital agenda. The Secretary said the digital agenda must include expanded support for and focus on the missions of individual units. The success of the digital initiative, he added, will require a multi-pronged approach that includes promoting partnerships and collaborations, increasing donor support, and expanding the digital volunteer corps, among other things.

The Board endorsed and approved the extension of the strategic plan through fiscal year 2017.

See attached Action 2013.10.17 (Minutes of the Board of Regents, Appendix A).

**Renaming Cooper-Hewitt,
National Design Museum**

A proposed name change for Cooper-Hewitt, National Design Museum was discussed. The proposed name—Cooper Hewitt, Smithsonian Design Museum—is intended to reinforce the Smithsonian brand while respecting the heritage of Cooper Hewitt.

Dr. Jackson said the committee previously reviewed the proposed name change but delayed action until the completion of the search for a new museum director. She reported that Caroline Bauman, who was appointed director of the museum in June 2013, supports the requested name change, as also does the committee. Dr. Kurin noted that the name change also will increase the Smithsonian's visibility in New York City, where the museum is located. The motion was approved.

See attached Action 2013.10.18 (Minutes of the Board of Regents, Appendix A).

The Board then adjourned for an executive session at 1:55 p.m.

EXECUTIVE SESSION

During the Board's executive session, Governance and Nominating Committee Chair Roger Sant provided the committee's report. He first presented proposed appointments or reappointments to 10 advisory boards. The motions were approved en banc.

See attached Actions 2013.10.19–2013.10.29 (Minutes of the Board of Regents, Appendix A).

A motion to approve refinements to the Charter of the Regents' Facilities Committee was approved.

See attached Action 2013.10.30 (Minutes of the Board of Regents, Appendix A).

The Board approved a motion to nominate John M. Fahey Jr. of Washington, D.C., as a Citizen Regent to succeed Roger W. Sant and ask its congressional members to introduce and support legislation to this effect as soon as possible.

See attached Action 2013.10.31 (Minutes of the Board of Regents, Appendix A).

The Board approved a motion to nominate Risa Lavazzo-Mourey of Philadelphia, Pennsylvania, as a Citizen Regent to succeed Patricia Q. Stonesifer and ask its congressional members to introduce and support legislation to this effect as soon as possible.

See attached Action 2013.10.32 (Minutes of the Board of Regents, Appendix A).

The Board discussed a potential Citizen Regent vacancy and considered the Governance and Nominating Committee's proposed leadership team for the 2014 session of the Board. The Regents approved the election of John W. McCarter Jr. as Board Chair, the election of Shirley Ann Jackson as Vice Chair, and the election of David Rubenstein as a member of the Executive Committee. Mr. McCarter, Dr. Jackson, and Mr. Rubenstein recused themselves from the respective votes.

See attached Actions 2013.10.33–2013.10.35 (Minutes of the Board of Regents, Appendix A).

ADJOURNMENT

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

Respectfully submitted,

G. Wayne Clough
Secretary

APPENDIX A: ACTIONS OF THE OCTOBER 21, 2013, MEETING OF THE BOARD OF REGENTS

VOTED that the Board of Regents expresses its deep appreciation to the staff and volunteers of the Smithsonian Institution for their dedication to ensure that the Smithsonian was open and accessible to the American public immediately following the reopening of the Federal Government on October 17, 2013. [2013.10.01]

VOTED that the Board of Regents expresses its profound appreciation to the memory of the Honorable Corinne C. "Lindy" Boggs, former Regent, esteemed public servant, and friend of the Smithsonian Institution, and extends its heartfelt sympathies to the Boggs family. [2013.10.02]

VOTED that the Board of Regents expresses its profound appreciation to the memory of the Honorable Thomas S. Foley, Regent Emeritus, esteemed public servant, and friend of the Smithsonian Institution, and extends its heartfelt sympathies to the Foley family. [2013.10.03]

VOTED that the Board of Regents expresses its profound appreciation to the memory of the Honorable C.W. Bill Young, esteemed public servant and friend of the Smithsonian Institution, and extends its heartfelt sympathies to the Young family. [2013.10.04]

VOTED that the Board of Regents confers the title of Regent Emeritus on Roger W. Sant and the title of Regent Emerita on Patricia Q. Stonesifer with deep gratitude for the outstanding service each has provided, and will continue to provide, to the Board of Regents and the Smithsonian Institution. [2013.10.05]

VOTED that the Board of Regents approves the minutes of the June 24, 2013, meeting of the Board of Regents. [2013.10.06]

VOTED that the Board of Regents approves the budget of appropriated funds for fiscal year 2014 when signed into law by the President and the institutional budget for Trust funds for fiscal year 2014 reflected in this report, and authorizes expenditures by the Secretary in accordance therewith. Any material changes in program plans incorporated into this budget shall be made only with the approval of the Board of Regents or its Executive Committee. [2013.10.07]

VOTED that the Board of Regents recognizes the generosity of Elizabeth and Lee Ainslie to Cooper-Hewitt, National Design Museum, and names the Carnegie Mansion's former first-floor reception room the Ainslie Family Gallery for 40 years. [2013.10.08]

The Board of Regents approved a sponsorship and naming for the National Air and Space Museum. At the request of the donor and the museum, action 2013.10.09 is being treated as confidential until publicly announced on or before January 31, 2014.

The Board of Regents approved a sponsorship for the National Museum of African American History and Culture. At the request of the donor and the museum, action 2013.10.10 is being treated as confidential until publicly announced at a mutually agreed upon date.

VOTED that the Board of Regents recognizes the generosity of Ambassador Nicholas F. Taubman to the National Museum of American History and names the Taubman Gallery for 20 years or the next major renovation, whichever occurs last. [2013.10.11]

VOTED that the Board of Regents recognizes the generosity of the Carolyn Small Alper to the Smithsonian American Art Museum and names the Carolyn Alper Gallery until the Renwick Gallery's next major building renovation. [2013.10.12]

VOTED that the Board of Regents recognizes the generosity of the Bresler Foundation, Inc. to the Smithsonian American Art Museum and names the Bresler Family Gallery for 20 years or until the Renwick Gallery's next major building renovation, whichever occurs last. [2013.10.13]

VOTED that the Board of Regents recognizes the generosity of the Michael I. Wilkins and Sheila Duignan to the Smithsonian American Art Museum and names the Sheila Duignan Gallery until the Renwick Gallery's next major building renovation. [2013.10.14]

VOTED that the Board of Regents recognizes the generosity of Debbie Frank Petersen to the Smithsonian American Art Museum and names the Debbie and Jim Petersen Gallery until the Renwick Gallery's next major building renovation. [2013.10.15]

VOTED that the Board of Regents recognizes the generosity of the Robert H. Smith Family Foundation to the Smithsonian American Art Museum and names the Robert H. Smith Family Foundation Gallery until the Renwick Gallery's next major building renovation. [2013.10.16]

VOTED that the Board of Regents endorses and approves the extension of the Smithsonian's strategic plan to fiscal year 2017. [2013.10.17]

VOTED that the Board of Regents approves the renaming of Cooper-Hewitt, National Design Museum to Cooper Hewitt, Smithsonian Design Museum. [2013.10.18]

VOTED that the Board of Regents appoints Robert E. Steele and reappoints James Larry Frazier, Alex Hyman, Benny Johnson, and Phil Omohundro to the Advisory Board of the Anacostia Community Museum for three-year terms effective immediately. [2013.10.19]

VOTED that the Board of Regents appoints Vishakha Desai and Terry Hong to Board of Trustees of the Asian Pacific American Center for three-year terms effective immediately. [2013.10.20]

VOTED that the Board of Regents appoints Scott K. Belsky and reappoints Marilyn F. Friedman and Lisa S. Roberts to the Board of Trustees of Cooper-Hewitt, National Design Museum for three-year terms effective immediately. [2013.10.21]

VOTED that the Board of Regents appoints Gregory L. McAdoo to the Board of the National Air and Space Museum for a three-year term effective immediately. [2013.10.22]

VOTED that the Board of Regents appoints Henry Drewal to the Advisory Board of the National Museum of African Art for a three-year term effective immediately. [2013.10.23]

VOTED that the Board of Regents appoints Gregory T. Lucier and Marcia K. McNutt to the Advisory Board of the National Museum of Natural History for three-year terms effective immediately. [2013.10.24]

VOTED that the Board of Regents reappoints William D. Wittliff to the National Portrait Gallery Commission for a four-year term effective immediately. [2013.10.25]

VOTED that the Board of Regents appoints Molly Byrne, Roland Cippola II, Alfredo Frohlich, Perry B. Hansen, and Mark Schwartz to the Council of Philatelists of the National Postal Museum for three-year terms effective immediately. [2013.10.26]

VOTED that the Board of Regents appoints Bonnie Dunbar and Alex Gersznowicz to the Advisory Board of the Smithsonian Astrophysical Observatory for three-year terms effective immediately. [2013.10.27]

VOTED that the Board of Regents appoints Joedis Avila, Roel Campos, and Marcos Ronquillo and reappoints Gilberto Cárdenas, Guillermo Jasson, Gloria Rodríguez, and Tomás Ybarra-Frausto to the Smithsonian National Latino Board of the Smithsonian Latino Center for three-year terms effective immediately. [2013.10.28]

VOTED that the Board of Regents appoints Susan Battley, Sarah Ladd Eames, Carolyn Johnsen, and Lindley Smith and reappoints Richard T. Choi, Linda R. Gooden, Ronald J. Monark, Katherine Neville, Robert N. Snyder, and Kathryn C. Turner to the Advisory Board of the Smithsonian Institution Libraries for three-year terms effective January 1, 2014. [2013.10.29]

VOTED that the Board of Regents approves the amended charter of the Facilities Committee. [2013.10.30]

VOTED that the Board of Regents nominates John Fahey of Washington, D.C., to succeed Roger W. Sant as a Citizen Regent on the Board of Regents and to serve a statutory term of six years, effective immediately. Furthermore, the Board asks its congressional members to introduce and support legislation to this effect as soon as possible. [2013.10.31]

VOTED that the Board of Regents nominates Risa Lavizzo-Mourey of Philadelphia, Pennsylvania, to succeed Patricia Q. Stonesifer as a Citizen Regent on the Board of Regents and to serve a statutory term of six years, effective immediately. Furthermore, the Board asks its congressional members to introduce and support legislation to this effect as soon as possible. [2013.10.32]

VOTED that the Board of Regents elects John W. McCarter Jr. as Chair of the Smithsonian Institution's Board of Regents for a one-year term effective January 28, 2014. [2013.10.33]

VOTED that the Board of Regents elects Shirley Ann Jackson as Vice Chair of the Smithsonian Board of Regents for a one-year term effective January 28, 2014. [2013.10.34]

VOTED that the Board of Regents elects David M. Rubenstein as a member of the Smithsonian Board of Regents' Executive Committee for a one-year term effective January 28, 2014. [2013.10.35]