

# MINUTES OF THE JUNE 27, 2011, MEETING OF THE BOARD OF REGENTS

## ATTENDANCE

This scheduled meeting of the Board of Regents was held on Monday, June 27, 2011, in the Regents' Room in the Smithsonian Castle Building. The Board conducted morning, afternoon, and executive sessions. Board Chair Patricia Q. Stonesifer called the meeting to order at 8:30 a.m. Also present were:

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

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

Vice President Joseph R. Biden Jr. and Representative Sam Johnson were unable to attend the meeting. Representative Doris Matsui, a former Regent, attended lunch at the invitation of the Board.

Also present were:

G. Wayne Clough, Secretary	Evan Ryan, Assistant to Vice President Biden
Patricia L. Bartlett, Chief of Staff to the Secretary	T. A. Hawks, Assistant to Senator Cochran
Claudine K. Brown, Assistant Secretary for Education and Access	Kevin McDonald, Assistant to Senator Leahy
Amy Chen, Chief Investment Officer	Moira Lenehan-Razzuri, Assistant to Senator Reed
Virginia B. Clark, Director of Advancement and Philanthropic Giving	Melody Gonzales, Assistant to Congressman Becerra
Bruce Dauer, Acting Chief Financial Officer	David Heil, Assistant to Congressman Johnson
Richard Kurin, Under Secretary for History, Art, and Culture	Hilary Fulp, Assistant to Congressman LaTourette
John K. Lapiana, Chief of Staff to the Regents	Michelle Delaney, Consortia Director and Senior Program Officer for the Office of the Under Secretary for History, Art, and Culture <sup>2</sup>
Judith Leonard, General Counsel	John Kress, Consortia Director and National Museum of Natural History Curator of Botany and Research Scientist <sup>2</sup>
Evelyn S. Lieberman, Director of Communications and External Affairs	Robert Leopold, Consortia Director and Senior Program Officer for the Office of the Under Secretary for History, Art, and Culture <sup>2</sup>
Alison McNally, Under Secretary for Finance and Administration	Bill Moggridge, Director of Cooper-Hewitt, National Design Museum <sup>2</sup>
Tom Ott, President of Smithsonian Enterprises	
Nell Payne, Director of Government Relations	
Eva J. Pell, Under Secretary for Science	
A. Sprightley Ryan, Inspector General	
Jeffrey P. Minear, Counselor to the Chief Justice	

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

<sup>2</sup> Ms. Delaney, Drs. Kress and Leopold, and Mr. Moggridge were present for the update on the Smithsonian's strategic plan. Mr. Moggridge also was the keynote speaker during the Regents' luncheon.

# MORNING SESSION

## REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

### Introductory Remarks

Executive Committee and Board Chair Patricia Stonesifer welcomed the attendees and commented on the full meeting agenda. She said that the agenda had changed and several committee reports would be presented before lunch. The congressional Regents were thanked for their support for legislation that resulted in the reappointments of Regents Shirley Ann Jackson and Robert Kogod. Director of Government Relations Nell Payne and her staff also were thanked for their efforts. Ms. Stonesifer welcomed new Regent Steve Case to his first meeting of the full Board, noting that Mr. Case's demonstrated leadership, entrepreneurship, and experience with branding initiatives will be valuable assets to the Board. Mr. Case had participated in the April 2011 telephonic meeting of the Executive Committee.

Ms. Stonesifer directed the Regents' attention to the paper "Citizen Science at the Smithsonian" and praised the efforts of Smithsonian Archives Supervisory Historian Pamela Henson, who authors the informative series of "historical bite" papers. The paper reviews the tradition of citizen scientists and their contributions to the Smithsonian. She said that such collaborations are especially important to the Smithsonian strategic plan and will help the Smithsonian unleash its energy, especially with the advent of social media.

### Actions Taken on Behalf of the Board

The Regents were advised of several actions that were taken by the Executive Committee on behalf of the Board. Because of a possible shutdown of the Federal government, the April 11, 2011, Board meeting was cancelled and an Executive Committee meeting was held; all Regents were invited to participate by teleconference. The majority of the Executive Committee's between-meeting actions were conducted during that meeting. Additional motions approved by the committee included the recognition of Les Silverman for his outstanding contributions to the SI Redesign initiative and the authorization of further negotiations with the government of Panama to purchase housing in Gamboa.

### Minutes of the April 11, 2011, Executive Committee Meeting

Dr. Jackson suggested a factual correction to the minutes of the April 11 Executive Committee meeting. Ms. Stonesifer requested, and the Executive Committee agreed, that the minutes be amended.

### Leadership Retreat

Ms. Stonesifer and the Secretary recently hosted the third annual advisory board retreat. Seventeen of 23 advisory boards were represented. Participants discussed the national campaign, the Federal budget outlook, the branding initiative, and the strengthening of the Smithsonian's advisory boards. Ms. Stonesifer commented on the boards' demonstrated commitment to creating and supporting initiatives to help the Smithsonian achieve its goals. She also thanked Mr. Sant for launching the successful retreat program during his tenure as Board chair.

### Response to the Regents' Exhibition Review Panel

The Board was updated on actions taken in response to the recommendations of the Regents' Exhibition Policy Review Panel's report on the *Hide/Seek* exhibition

controversy. Mr. McCarter, the panel's chair, noted the contributions of panel members David Gergen and Rusty Powell. The Regents' meeting materials included the Secretary's response to the report.

Mr. McCarter reported that actions being taken by Smithsonian leadership are consistent with the spirit of the report. An arts advisor was appointed, Smithsonian Directive (SD) 603 was reaffirmed, Under Secretary Kurin met with Smithsonian administrators and curators to discuss the exhibition review process, and a three-year calendar of planned exhibitions was created to support advance review by management and the Strategic Planning and Programs Committee. The Secretary added that the Smithsonian National Board conducted a mock exhibition review exercise.

The calendar has already supported the review of planned exhibitions. The recent meeting of the Strategic Planning and Programs Committee included a discussion of several planned exhibitions, two of which were the subject of in-depth reviews because of the possibility of eliciting controversy.

Mr. McCarter stated that the *Hide/Seek* controversy provides opportunities for increased engagement with key stakeholders in the arts communities and the Congress. He said that two recommendations of the panel would benefit from additional action, and suggested that the Secretary convene groups of art museum directors and invite them to "share the footprint" of the Smithsonian's national leadership in the arts. He also noted that broad but focused outreach to members of Congress would enhance understanding of and support for the Smithsonian's efforts to represent the diversity of American culture and resources, as well as its commitment to engaging broad audiences.

The Regents discussed lessons learned from the controversy. Dr. Jackson noted that all aspects of an exhibition should go through the review process and that late additions to an exhibition must be carefully monitored. Mr. McCarter agreed that exhibitions should be reviewed in their entirety and that the Smithsonian's control over exhibition content must be made clear to guest curators.

Dr. Córdova said that the exhibition review issue would be discussed in the report of the Strategic Planning and Programs Committee. Although SD 603 was reaffirmed and not changed, there is now increased internal clarity about the different roles and responsibilities of curators, directors, and the Board of Regents.

Ms. Stonesifer asked if external clarity has improved regarding the Smithsonian's process for dealing with potentially controversial exhibitions. The Secretary noted that a successful public discussion of the controversy was held and that his response to the panel's report had been released. He noted that an external communications strategy is under development.

Mr. Sant asked about the application of the new review process for exhibitions currently under development, including the Sackler Gallery of Art's planned exhibition *Shipwrecked—Tang Treasures and Monsoon Winds*. The Secretary said the review of

the exhibition was a collaborative process led by Under Secretaries Kurin and Pell, who held a forum with internal and external experts, such as the head of the American Association of Museums. After extensive deliberations, Freer and Sackler galleries' Director Julian Raby met with the galleries' advisory board, which decided not to mount the exhibition as currently organized but to develop a program that will launch in 2013.

## REPORT OF THE SECRETARY

Secretary Clough thanked the Regents for attending the previous night's dinner at the Udvar-Hazy Center. He said that the Smithsonian is facing challenging times that demand increased flexibility and greater reliance on the Board of Regents, especially with regard to supporting efforts to stay on track and work towards meeting the Smithsonian's goals for fiscal year 2015.

### Visitation and Outreach

The Smithsonian continues to experience strong visitation. Current records are on par with visitation numbers in 2010, which were the highest since 2001. Outreach efforts include the establishment of over 400 social media accounts. There are approximately 420,000 Twitter fans and the Smithsonian's YouTube offerings have recorded over 1 million visits. Smithsonian Channel has 70 mission-critical programs that reach 12 million viewers; viewership is anticipated to reach 30 million in 2012. The Secretary congratulated Smithsonian Enterprises President Tom Ott for his successful efforts to increase the Smithsonian's ownership of the channel and said that the Smithsonian's deal with Comcast is a "real winner."

### Major Construction Updates

Major construction projects are on track. Udvar-Hazy Phase II was completed with a minimal amount of Federal funding. Some 12 other major construction projects are or soon will be under way at a total cost of about \$400 million, approximately half of which is from private sources. Projects include the Arts and Industries Building; the Mathias Science Laboratory at the Smithsonian Environmental Research Center; the renovation of Cooper-Hewitt, National Design Museum; and the new seal and sea lion exhibit at the National Zoological Park. The Secretary reported that groundbreaking would soon begin for facilities for the Smithsonian Conservation Biology Institute's educational partnership with George Mason University. The Secretary also noted that the National Museum of Natural History's (NMNH) Naturalist Center in Virginia will close. The temporary site opened in 1995 to accommodate the museum during renovations.

### Recent Discoveries

Researchers from the Smithsonian and the University of Florida recently announced the discovery in Florida of an approximately 13,000-year-old bone fragment with an incised image of a mammoth or mastodon. The engraving is the oldest and only known example of Ice Age art to depict a proboscidean (the order of animals with trunks) in the Americas and provides documentation of other early routes of entry into North America. Also, a team of scientists led by the Smithsonian discovered the fossilized dinosaur skull and neck vertebrae of a *Daemonosaurus chauliodus*. Discovered at Ghost Ranch, New Mexico, the fossil reveals a new species that provides an evolutionary link between two groups of dinosaurs.

<b>Events and Exhibitions</b>	<p>A naturalization ceremony was held at the National Museum of American History on June 15, and the annual Folklife Festival will open on June 30. Plans have been developed to commemorate the 10th anniversary of the terrorist attacks on September 11, 2001. The Secretary commented on several outstanding exhibitions at Smithsonian museums: the Sackler Gallery's <i>Echoes of the Past: The Buddhist Cave Temples of Xiangtangshan</i>; the National Portrait Gallery's <i>One Life: Ronald Reagan</i>; and the National Museum of African American History and Culture's <i>For All the World to See: Visual Culture and the Struggle for Civil Rights</i>, which is in the museum's gallery in the National Museum of American History.</p>
<b>Outreach and Access</b>	<p>SI Mobile, a new mobile app, will soon launch. The Secretary reported that the museums are especially excited about the app, which will encourage visitor feedback. The White House and the Department of State helped the Smithsonian host recent visits by the president of Panama (and the entire Panamanian cabinet) and the First Lady of Gabon. Both countries are important Smithsonian partners. Congressman Johnson hosted a successful Affiliates program that demonstrated the Smithsonian's leadership and talent, and cultivated support. Recovery and restoration efforts in Haiti are ongoing. The Smithsonian's support has provided for the cleaning, stabilization, and digitization of approximately 26,000 works of art and cultural artifacts, as well as conservation training for 85 Haitians.</p>
<b>Federal Budget Update</b>	<p>The Secretary reported that the fiscal year 2011 Federal budget came out fairly well. Although the Smithsonian's funding was reduced, many other Federal agencies suffered deeper cuts. Although the Secretary had a good hearing on Capitol Hill, there is tremendous uncertainty about the fiscal year 2012 Federal budget. Smithsonian leadership is preparing for multiple outcomes, such as a 7 percent cut in Federal funding (about \$55 million), and considering responses that would allow the Smithsonian to maintain focus on achieving the strategic plan's goals for 2015. The fiscal year 2013 Federal budget will be developed over the summer.</p>
<b>Philanthropic Giving</b>	<p>The Secretary reported that the Smithsonian has achieved approximately 70 percent, or \$122 million, of its annual fundraising goal of \$175 million. Many good proposals are in the works that could dramatically change the final fundraising outcome for fiscal year 2011. There are promising signs that the closing of the National Zoo's Kids' Farm might be avoided.</p>
<b>Grants and Contracts</b>	<p>Grant and contract activities will be a critical driver for the strategic plan and its ability to achieve its goals. In comparison to the previous record-setting grants and contracts activities, a 17 percent increase in proposals was achieved this year, with 10 percent more dollar value awards this year.</p>
<b>The Endowment</b>	<p>The Secretary noted the outstanding performance of the Endowment and the efforts of Chief Investment Officer Amy Chen and the Investment Committee. The Endowment achieved a year-to-date gain of 19.5 percent and in April 2011 surpassed its 2007 peak of \$1,092.6 million. Performance slipped somewhat in May and June 2011.</p>
<b>Smithsonian Enterprises</b>	<p>The Secretary reported that Smithsonian Enterprises (SE) is challenged by depressed retail sales. Efforts to improve product quality are ongoing, and a retail store with</p>

primarily American-made products was launched. Unfortunately, that store has experienced the least satisfactory sales records of all SE stores.

**Personnel Update**

The search for the new Under Secretary for Finance and Administration and Chief Financial Officer is almost complete. Many qualified candidates applied. Two finalists were interviewed, both of whom were characterized as outstanding candidates, and references are being checked.

**Awards and Recognition**

National Museum of African American History and Culture Director Lonnie Bunch received the BET Honor for Education. NMNH curators Kay Behrensmeyer (vertebrate paleontology) and Bruce Smith (North American archaeology) were elected to the American Academy of Arts and Sciences. The design for the Hirshhorn's seasonable inflatable structure won a 2011 Progressive Architecture Award from the American Institution of Architects. The Smithsonian's new and refreshed website was awarded the 2011 People's Voice Webby Award for the best cultural institution website.

**Discussion**

Dr. Córdova asked if the Smithsonian, like universities, recognizes the revenue opportunities found in increased research activities. She said that universities typically raise funds for research infrastructure and asked how the Smithsonian secures funding for its research infrastructure. Secretary Clough responded that the Smithsonian's research infrastructure is not as robust as it should be and that the presentation on financing the strategic plan would address this issue. He added that the increased revenue from government grants and contracts is a fairly new occurrence, that investing in the Smithsonian's facilities is an important part of advancing its infrastructure, and that more partnerships need to be developed.

Mr. Rubenstein asked if there was any residual impact from the Congress with regard to the *Hide/Seek* controversy. The Secretary reported that the Smithsonian's efforts to strengthen its relations with Congress have been successful. He said that Congress appreciates the Smithsonian's efforts and initiatives, particularly with regard to outreach and education. Senator Reed confirmed that the Secretary's last hearing went very well, that there didn't appear to be any residual issues from the controversy, and that the budget mark-up process was not influenced by the issue. Congressman Becerra added that many new House members have had previous—and positive—experiences with the Smithsonian. Ms. Stonesifer noted that the *Hide/Seek* report has resulted in the development of new communication strategies with the Hill and thanked the Congressional Regents for their support.

Mr. Sant inquired why the fiscal year 2011 goals do not directly include the SI Redesign initiative. The Secretary said the initiative is being emphasized every day and that it was a conscious decision not to identify it as a singular goal because it is central to many other goals. Mr. Case noted that, as a new member of the Board, there appear to be too many goals and subgoals, and suggested that the number of goals be reduced to three driving issues. The Secretary responded that the fiscal year 2011 goals in fact focus on five strategic areas: Broadening Access, Crossing Boundaries, Revitalizing Education, Strengthening Collections, and Enabling Mission through Organizational Excellence.

## SMITHSONIAN INSTITUTION'S STRATEGIC PLAN

### Progress Overview

Secretary Clough introduced the progress report on the strategic plan and noted that Under Secretaries Richard Kurin, Alison McNally, and Eva Pell; Assistant Under Secretary Claudine Brown; and Director of Communications and External Affairs Evelyn Lieberman would each provide presentations about turning the strategic plan's vision into reality, revitalizing education and broadening access, resourcing the plan, and positioning the Smithsonian through branding.

The Smithsonian strategic plan for fiscal years 2010–2015 was endorsed by the Regents in the fall of 2009. The plan supports a strengthened mission (the increase and diffusion of knowledge) based on four Grand Challenges; interdisciplinary, collaborative, and research-based activities; entrepreneurial initiatives; flexibility; and a commitment to excellence and accountability. The plan focuses on previously noted five strategic areas and is dedicated to shaping the world's future by preserving its heritage, discovering new knowledge, and sharing the Smithsonian's resources with the world.

Secretary Clough said the four Grand Challenges provide "umbrellas" that capture most of the Smithsonian's energy, and cited examples of progress in each of the four areas. The collaborative Solar Winds Project exemplifies the Grand Challenge "Unlocking the Mysteries of the Universe" and the Global Tiger Initiative, a joint initiative between the Smithsonian and the World Bank, demonstrates progress in the Grand Challenge "Understanding and Sustaining a Biodiverse Planet." The Smithsonian Institution–Haiti Cultural Recovery Project reflects efforts in support of the Grand Challenge "Valuing World Cultures," and pan-institutional initiatives in recognition of the anniversary of the Civil War demonstrate the Grand Challenge "Understanding the American Experience."

The internal and external collaborations supported by the strategic plan advance the Smithsonian's ability to achieve large-scale projects. The Secretary cited a number of collaborations with outside partners, including the National Institutes of Health, the United States Navy Bureau, and the National Academies. The plan recognizes the challenges facing the world, the inherent potential of collaborations with other Federal agencies, and the contributions the Smithsonian can offer to each; it also recognizes that the Smithsonian cannot address every problem facing the nation. Mr. Spoon asked if the Smithsonian is aware of possible redundancies in Federal agencies' efforts. The Secretary said the Smithsonian is both mindful of possible redundancies and aware of its unique abilities. To illustrate the Secretary's response, Under Secretary Pell cited the Smithsonian's recognized contributions to the research, regulation, and control of global warming. She noted that, unlike the research arms of universities, the Smithsonian occupies a unique niche because of the long-term nature of its research. As such, the Smithsonian is both a chronicler of history and an engine of change.

### Turning Vision into Reality: The Four Grand Challenges and the Four Consortia

Under Secretaries Kurin and Pell provided a progress report on the four Grand Challenges. Dr. Kurin noted the "compelling resonance" of each Grand Challenge and said that the four provide a mechanism to help define the Smithsonian's areas of

knowledge, recognize its resources, and support the work of the four Grand Challenge Consortia. The Smithsonian is organized as a collective of museums and research centers. The Grand Challenges form the umbrellas that define the scholarship of these units and the Consortia offer an organizing strategy to stimulate creativity and cross boundaries. The Regents reviewed pie charts that illustrate how each Smithsonian unit contributes to all four Grand Challenges.

Dr. Pell cited many of the advances made in two of the Grand Challenges, “Unlocking the Mysteries of the Universe” and “Understanding and Sustaining a Biodiverse Planet,” through research, collections, exhibition, and education initiatives; these efforts reflect effort both within and amongst units. The “Unlocking the Mysteries of the Universe” initiatives she highlighted were the Chandra X-ray Observatory (Smithsonian Astrophysical Observatory, or SAO), the outstanding collection of meteorites at NMNH, the National Air and Space Museum’s (NASM) exhibition *Beyond: Visions of Our Solar System*, and the installation of an SAO telescope at NASM’s facility on the National Mall, which led to collaboration with an Australian public observatory. The “Understanding and Sustaining a Biodiverse Planet” initiatives include the work of SIGEO, or the Smithsonian Institution Global Earth Observatories (Smithsonian Tropical Research Institute, or STRI; Smithsonian Environmental Research Center, or SERC; National Zoological Park, or NZP; and NMNH), the collaborative Cryopreservation Initiative (STRI, SERC, NZP, and NMNH), the NMNH exhibition of *The Hyperbolic Crochet Coral Reef Project*, and the collaborative SHOUT project that encourages student “citizen scientists” to contribute to the understanding of global issues, such as climate change.

Dr. Kurin then highlighted several initiatives that have support the Grand Challenges “Valuing World Cultures” and “Understanding the American Experience.” The “Valuing World Cultures” initiatives include the National Museum of the American Indian’s collaborative research on the Inka road; the acquisition of UNESCO’s music of the world collection; the Cooper-Hewitt, National Design Museum exhibition *Design for the Other 90%*; and the development of the International Museum Professional Training program. The “Understanding the American Experience” initiatives include the Asian Pacific American Program’s research on the Indian American experience, NASM’s acquisition of the space shuttle *Discovery*, the development of the National Museum of African American History and Culture, the National Postal Museum’s construction of the William H. Gross Stamp Gallery, and the Smithsonian American Art Museum’s global American art education program for students on American military bases.

Dr. Pell discussed the development of the Grand Challenge Consortia, which was made possible with the generous support of the Bill & Melinda Gates Foundation. Each Grand Challenge Consortia director holds a half-time position. He or she reports to the respective Under Secretary but works with a content committee of scholars and an executive committee of unit directors from across the Smithsonian to ensure that the direction taken is supportive of unit goals. The Consortia have held idea fairs and conducted an annual competition for grant funding in support of collaborative and cross-disciplinary initiatives. The grants are awarded at two levels: Level One grants of up to \$20,000 support the development of preliminary ideas and Level Two grants of up to \$100,000 fund the further exploration of ideas. Both levels support



new research, funding opportunities, and enhanced exhibitions and education programs, as well as drive the Smithsonian community forward in efforts to be collaborative and to secure outside funding.

Three Consortia directors were then introduced: Under Secretary for History, Art, and Culture (USHAC) Senior Program Officer and former National Museum of American History Curator of Photography Michelle Delaney (“Understanding the American Experience”); National Museum of Natural History Curator of Botany and Research Scientist John Kress (“Understanding and Sustaining a Biodiverse Planet”); and USHAC Senior Program Officer and former NMNH National Anthropological Archives Director Robert Leopold (“Valuing World Cultures”). Smithsonian Astrophysical Observatory Senior Astrophysicist Christine Jones Forman (“Unlocking the Mysteries of the Universe”) was unable to be present.

Mr. Spoon asked what will be unique about the Smithsonian’s role in next-generation sequencing. Dr. Pell responded that most gene-sequencing work is directed to health-related research. The Smithsonian, however, will focus on next-generation sequencing of species important to biodiversity efforts globally. Given that the Smithsonian offers the world’s largest collections to support such research, next-generation sequencing can be used to advance the world’s understanding of systematics and evolution.

Dr. Kurin highlighted several of the cross-disciplinary initiatives funded through Consortia grants. Included were “Earth Matters” (“Understanding the American Experience”), a collaboration of six diverse Smithsonian units, and “The Age of Plastics” (“Understanding World Cultures”), which represents the contributions of the Museum Conservation Institute, Cooper-Hewitt, and NASM.

With regard to future plans for the Grand Challenges and the four Consortia, Dr. Pell said that the Smithsonian’s proposal to the Gates Foundation included a commitment to developing at least one signature project for each Grand Challenge area. These projects will be pan-institutional and/or interdisciplinary and externally funded. The visibility resulting from the research and scholarship will identify the Smithsonian as a globally recognized “go-to” place for the defined area of work. Examples of potential signature projects were offered for each Grand Challenge, including “Habitable Planets and the Origin of Life” (“Unlocking the Mysteries of the Universe”); “MarineGEO” or marine global earth observatory (“Understanding and Sustaining a Biodiverse Planet”); “Recovering Voices” (“Valuing World Cultures”); and “Immigration and Migration” (“Understanding the American Experience”). Dr. Córdova said that understanding the genomics of the species on Earth, including extremophiles, will align with research on the understanding of how life can be supported on other planets.

A progress report on the Grand Challenges and the Consortia was submitted to the Gates Foundation in early 2011. Dr. Kurin noted many of the milestones that have already been achieved. Unit directors and staff are aligning many Grand Challenges projects with both the national campaign and the development of the Smithsonian’s Federal budget request. The Consortia directors are encouraging the development of current and new proposals, and recruiting a grant writer who will help secure

sustainable project funding. The “Recovering Voices” initiative already has secured funding for a \$4 million endowment. A call for proposals for a second round of internal Smithsonian grants has gone out; proposals are due by October 14, 2011.

Dr. Kurin outlined the issues the Smithsonian must address if it is to realize the goals of the Grand Challenges. Success will rest on securing funding for major initiatives, as well as identifying strategic partners both within and outside of the Smithsonian. The Smithsonian must design and implement delivery systems that will increase the impact of the initiatives, and it must develop metrics that can track their progress. Indicators of success include increases in high-quality publications; research; public- and privately funded grants; partnerships with Federal agencies, foundations, and universities; philanthropic support through the national campaign; acquisitions of significant collections; strong exhibitions, educational materials, and programs; highly qualified fellows; and recognition through honors and awards.

#### Discussion

Mr. Case said that the ability of the Smithsonian to minimize its “silos” of resources will determine the success of the strategic plan. He asked about efforts to develop internal and external partners to sustain the initiative. Dr. Pell responded that many external organizations express interest in partnering with the Smithsonian. With regard to internal partnerships, Smithsonian staff are successfully collaborating on numerous initiatives, in part because individual units—not the central Smithsonian—will be credited with their success.

Senator Leahy asked if, given the impact of the economy on university funding, it was realistic to assume that universities will be able provide a sustainable source for grants and partnerships. Dr. Pell said her experience in higher education has been that research will always continue and that the Smithsonian’s resources and infrastructure will continue to be an invaluable asset to potential partners.

Mr. Sant stated that he could not reconcile the financial snapshot wherein the Grand Challenges, which seemingly encompass nearly all of the Smithsonian, are supported by only 20 percent of the Smithsonian’s budget. He added that each Grand Challenge is not equally funded. Secretary Clough responded that the entire budget in fact fits under the rubric of the four Grand Challenges. Mr. Sant commented that approximately 55 percent of the Smithsonian’s budget provides for overhead expenses. Dr. Pell noted that, whereas the investment in equipment might be significantly greater for one Grand Challenge, another might require more resources for human capital. Mr. Dauer added that the majority of the overhead costs are directed towards the Smithsonian’s facilities. Mr. Sant said the numbers must indicate clear support for the strategic mission of the Smithsonian. Ms. Stonesifer asked that future budgets and financial reports employ the four Grand Challenges as an overarching framework.

Mr. Rubenstein asked if the review of grant proposals is influenced by whether or not a project has previously demonstrated a capacity for attracting funding. Dr. Pell said the grant review process considers a project’s ability to advance the Smithsonian’s strategic goals and that the long-term success of a project is dependent upon securing additional funding. Mr. Rubenstein characterized the initial internal review process as “a market test” of a project’s viability.

Mr. Spoon said it will be essential that staff understand that conventional frameworks will prevent the Smithsonian from achieving the goals of the strategic plan. Mr. McCarter commented on the importance of rapidly converting the plans into broad-based education and congressional interests. He also spoke of the recent audit by the Office of the Inspector General of Smithsonian collections. Noting that the report was critical of the care of the collections and that a second report will be released soon, he said that the budget must reflect the ongoing costs associated with collections care.

Mr. Silfen commented on the Smithsonian's operational synergy with regard to advances in the Smithsonian's programmatic initiatives. He suggested that the operational efficiencies achieved through best practices could likewise be applied to programmatic initiatives to achieve cost savings and strengthen congressional support. Mr. Case said that the Smithsonian's budget must demonstrate that the Smithsonian's priorities are clearly reflected in its allocation of resources, both human and capital. Dr. Pell closed the discussion by noting that units are no longer working in "silos." She said that, although educational initiatives were not discussed at length during this discussion of the Grand Challenges, the inclusion of education in new programs, such as SIGEO, reflects the energy and collaborative spirit of the Smithsonian. Ms. Stonesifer thanked the Secretary, the Under Secretaries, and the Consortia directors for their contributions to the Grand Challenges and crossing boundaries.

**Revitalizing Education and  
Broadening Access**

The Secretary introduced Assistant Secretary for Education and Access Claudine Brown, who assumed her position less than one year ago.

Ms. Brown explained that her office coordinates the efforts of the Smithsonian Institution Traveling Exhibitions Service (SITES), Smithsonian Affiliates, The Smithsonian Associates, the National Science Resources Center (NSRC), and the Smithsonian Center for Education and Museum Studies (SCEMS). The Smithsonian Associates and NSRC operate without Federal or Trust funding. More than 200 Smithsonian educators and 100 public program staff directly report to the office. In addition, approximately 50 IT staff directly support education initiatives, as well as numerous undergraduate and graduate interns, volunteers, and collaborators at 23 Smithsonian units. Ms. Brown said that she met with each unit to assess whether or not the educational goals of their educators aligned with the missions of the unit directors. She reported the results were mixed.

Staff regard the strategic plan as a consensus-building document, and the Grand Challenges have been reviewed with regard to addressing the needs of learners. The core values and goals of each Challenge align with the curriculum standards that the nation's educators are required to teach. In addition, the Smithsonian is a trusted brand because of the valuable and reliable data offered by its scholars and researchers.

The Smithsonian works with external partners—funders, vendors, and other government agencies—to reach learners across the globe. Some of the many partners who support Smithsonian educational initiatives include the Bill & Melinda

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Gates Foundation, The John D. and Catherine T. MacArthur Foundation, Microsoft Partners in Learning, and ePals Global Community.

The Smithsonian annually records about 30 million on-site visits, of which 7.9 million participate in education programs. Not included are the many self-guided school groups that visit Smithsonian museums, but do not actively participate in the Smithsonian education programs. Some 52 travelling exhibitions are on view in 697 venues across all 50 states. Smithsonian virtual conferences, launched in 2009, have included more than 20,000 participants. Smithsonian educators also reach learners through 160 affiliate museums; The Smithsonian Associates offer more than 750 programs that target lifelong learners. SmithsonianEducation.org alone has received over 3 million visits; museum websites record even more visits.

Ms. Brown discussed methods of learning and the ability of the Smithsonian to complement and enhance classroom learning. Inquiry-based learning and active learning acknowledge that no two people learn the same way, and that “doing” helps learners retain information. She cited the Smithsonian science museums and Cooper-Hewitt programs as especially successful in their ability to encourage active, multisensory learning. A “citizen science” program supported by Microsoft Partners in Learning encourages inquiry-based learning by engaging students across the globe in efforts to measure, collect, and share data on tree growth.

Design-thinking skills and 21st-century learning skills that can be applied to all occupations also are important components of contemporary education. Cooper-Hewitt was cited for its success in advancing design-thinking education. Ms. Brown noted the recent National Youth Summit, a partnership between the Smithsonian and the National Endowment for the Humanities, which allowed students from across the country to participate in live discussions with Civil Rights Freedom Riders.

Teachers need products that offer individualized instruction, support learning within and outside of the classroom, and help student connect school with careers. To meet these needs, the Smithsonian must provide experiential learning opportunities, content-rich websites and interactive online experiences, reliable and accessible information, and opportunities to directly engage with Smithsonian specialists. Ms. Brown cited “Vanished,” an online mystery game about global warming, as a successful example of the Smithsonian’s ability to apply new technology to educational, collaborative programs. A partnership between the Smithsonian and MIT, “Vanished” offers students the opportunity to collaborate in a role-playing exercise in which clues are found in affiliate museums across the nation. In addition, real-time interviews with scientists and “oops” videos allow students to understand that making mistakes is part of—and in fact enhances—the learning process.

Expanding access to Smithsonian education includes providing more online education and teacher training. SITES now offers digital exhibitions that allow more groups to host SITES exhibitions. The exhibitions are fabricated on site by host museums, which also achieves cost savings for the Smithsonian. New technology also offers opportunities for Smithsonian audiences to learn at any time, in any place, and encourages student collaboration and civic participation. However, uneven global

access to broadband is a serious issue that limits online learning opportunities. Ms. Brown reported that a joint conference with the Department of Education during the summer of 2010 considered these issues and that another conference scheduled for November 2011 will further explore the potential of online education in rural communities.

Ms. Brown outlined the planned phases for expanding education at the Smithsonian. Phase I, the assessment phase, is well under way. Phase II, goal setting, is being shaped by the Grand Challenges. Phase III, broadening access, is moving forward with the support of the Gates Foundation's funding of youth access grants. Phase IV, going to scale, will follow. To expand the reach of the Smithsonian's educational offerings, and in light of cuts in Federal appropriations, the Smithsonian must repurpose and disseminate new and existing content; rethink models and skill sets; identify suitable partners and social networks; and create more participatory learning experiences for actual and virtual learners.

#### Discussion

Mr. McCarter noted his support for digital learning opportunities and the potential they offer to provide global access to the Smithsonian's resources. Senator Leahy noted the importance of controlling the security of the Smithsonian's websites, especially those targeted for young learners.

Mr. Silfen asked Ms. Brown to characterize the range of successful education initiatives across the 23 participating Smithsonian units, and to comment on ways to improve those programs. Ms. Brown noted that the larger museums have stronger education programs but base erosion has affected all of the units. She said that pan-institutional efforts should not compete with or diminish efforts by the units and highlighted the recent STEAM (science, technology, engineering, art, and math) conference as a successful program that allowed staff to learn about work by other colleagues, as well as to collaborate on new initiatives and joint grant applications.

Mr. Case spoke of the work that lies ahead and the need to partner the Smithsonian brand with larger companies to make education fun. He said that tens of millions of people play some online games—more than the combined annual visitorship to Smithsonian museums and research centers—and commented that the Smithsonian must unleash its creativity and better connect its assets to reach more people.

Ms. Stonesifer noted that the Smithsonian is unable to address all educational needs and asked if the signature projects being developed for the four Grand Challenges could provide an education template that better focuses the Smithsonian's educational assets. The Secretary said that, although the Smithsonian's education programs may not yet reach millions of people, they are tailored for different-sized audiences. Staff must be trained to develop programming that is based on the four Grand Challenges, is widely accessible, and can be targeted for special audiences.

Ms. Stonesifer asked if the Regents will be presented with a more developed education plan at the September 2011 Board meeting. Both the Secretary and Ms. Brown said that some areas of the plan are further along than others. Because many education initiatives will be based on the four Grand Challenges and the progress of the four Consortia, the Education and Access "Big Idea" process started more than

one year after the Consortia process began. Whereas the Consortia are in their second year of grantmaking activities, the Office of Education is in the middle of its first year of grantmaking. A “Big Idea” education fair was held in September 2010 that introduced Smithsonian educators to the collaborative process they’ll use to integrate the Grand Challenges into their outreach activities. Ms. Brown noted two issues must be addressed to support the entrepreneurial efforts of education staff: education staff must learn how to secure funding for their projects and an education technology specialist must be hired to help determine which projects are both meaningful and viable. That staff member also will help the central Office of Education determine whether a project is marketable and can generate support for future education initiatives, or should be distributed free of charge.

Dr. Córdova noted her enthusiasm for the Smithsonian’s potential to push the frontiers of knowledge. She asked about the communication vehicles that will engage donors in supporting and launching the Smithsonian’s education initiatives. The Secretary said that the branding initiative will help support the momentum of the Smithsonian’s education plans. He cautioned that the Smithsonian has never been in the business of conducting large-scale education and is determining both how far it can reasonably reach and how it will get there. Ms. Stonesifer said that a small committee of interested Regents could discuss this issue further with Ms. Brown, and several Regents volunteered.

Mr. Rubenstein said the traditional education model disseminates information and then tests to assess what has been retained. He suggested that the Smithsonian develop programs that engage students in learning activities and then assess their knowledge through game-like tests. Participants could become “Smithsonian scholars” and, with outside funding from interested donors, become eligible for scholarships.

Mr. Kogod commented that the Smithsonian is reaching in many directions and asked if there is consensus on what it wants to accomplish in education. He noted the importance of supporting the Smithsonian’s ability to become more relevant, and asked how the Arts and Industries building will fit into those plans. He inquired about benchmarks that will be able to assess the progress of the education plans. He also commented on the changing demographics of American families, and the need for youth mentoring services. Ms. Brown reported that the Smithsonian has identified two key groups of learners who can especially benefit from the Smithsonian’s assets: early learners and middle school students.

Ms. Stonesifer said that priority audiences must be determined and their needs must be compared against the Smithsonian’s assets and abilities. She asked if the September 2011 education presentation will identify the primary audiences and their needs, clarify the Smithsonian’s educational assets, provide an overarching view of the education plans, and suggest ways to resource those initiatives. The Secretary responded that some of those issues will be discussed during the meeting but that others areas need further development.

Mr. Case said that the Smithsonian’s education programs should focus less on what the Smithsonian does and more on enabling discovery and learning; it should unleash

the potential of learners to figure things out. The power of the Smithsonian lies in its brand and ideas, and Smithsonian educators should be facilitators who support and excite the potential of students to explore, inquire, and create. Mr. Spoon added that the Smithsonian should focus on supporting unfocused and surprising outcomes, and that it needed the structural ability to do so.

The Secretary thanked Ms. Brown for her presentation and for her efforts to help the Smithsonian achieve its potential as an international educational resource.

**Resourcing the Plan:  
Successes and Challenges**

Under Secretary Alison McNally discussed how the strategic plan will be resourced. She reminded the Board that it had reviewed a resourcing framework when the strategic plan was initially developed. The plan is based on four integrated and flexible pillars, not all of which are interchangeable. All four are necessary for the success of the strategic plan.

She discussed the revenue assumptions underlying the original plan, the changed plan, and the end-state plan for 2015. The original plan assumed more support from Federal appropriations. Estimated funding sources for the national campaign have been revised and adjustments have been made to the phasing of the seven-year campaign.

Changes to identified funding sources were explained from the current base to the fiscal year 2015 current end-state snapshot. Anticipated support from philanthropy increased 5 percent, new revenue goals increased 1 percent, government grants and contracts increased 5 percent, and “other” decreased 2 percent. The main drivers in the revised sourcing plan are increased funding from philanthropy and grant and contract activities. Historically, the Smithsonian has under-realized funding from grant and contract activities; it is anticipated that those activities will exceed revised assumptions. It is assumed that Federal funding will remain flat for the duration of the strategic plan, and revised assumptions reflect a 9 percent decrease from the original plan to the current fiscal year 2015 snapshot. Phasing has been revised for the receipt of Federal funding for the National Museum of African American History and Culture.

Ms. McNally said the Smithsonian is working toward becoming less dependent on Federal funding and more reliant on non-Federal funding pillars. Of course it will continue to depend on Federal funding to sustain the Smithsonian’s physical and intellectual infrastructure. She noted that the flat pay raise is demoralizing for staff but benefits the Smithsonian’s budget. Savings have and will continue to be realized through efficiencies and realigning base resources.

Ms. McNally reviewed major facility projects and their alignment with the strategic plan. Successfully completing selected facility projects by 2015 will be transformative for the Smithsonian. Projected costs have been adjusted for inflation.

She also said that a chart will be developed that shows how resources will be used in 2015. The uses will be broken out by Grand Challenges, education, broadening access, and other mission-enabling activities.

Mr. Spoon said that the resourcing plan does not look as conservative as it might. He commented on the possibility that some members of Congress might respond that the Smithsonian should do more by increasing efficiencies and realigning resources at its base. The Secretary noted that that concern is addressed through the SI Redesign initiative.

## FINANCIAL SNAPSHOT AND BUDGET OUTLOOK

Under Secretary McNally provided the financial snapshot through March 31, 2011. With regard to the Smithsonian's revenues, the report reflects the Smithsonian's receipt of its fiscal year 2011 Federal appropriation, which was 0.2 percent below the fiscal year 2010 level. Despite the anticipated drop in Federal support, the Smithsonian anticipates a fairly strong fiscal year-end financial forecast as the requirement no longer includes Federally mandated pay raises and the Smithsonian has controlled its expenses through utility and rent savings.

Revenues from fundraising initiatives, including the national campaign, and government grants and contracts are running ahead of plan. Ms. McNally reported that both revenue categories are being monitored as each has slowed slightly since March 2011. Fiscal year-end forecasts, however, remain strong. New revenue from Smithsonian Enterprises (SE) is down approximately \$6 million, primarily in the retail area. Nevertheless, overall SE net gain is forecast to meet budget at fiscal year-end because of the continued expense-management efforts led by SE President Tom Ott.

Expenses are on track. It is anticipated that the Smithsonian will end the fiscal year in fairly good shape.

Adding to Mr. Sant's earlier comments about the budget snapshot, Senator Reed asked that the September 2011 Board meeting include discussion of specific budget numbers and that the numbers be categorized differently, such as by unit. He suggested that the Board also discuss the Inspector General's report on collections care at that time. Ms. Stonesifer agreed that the September meeting include a "deep dive" discussion of the Smithsonian's budget, including the fiscal year 2012 Federal budget.

## REPORT OF THE INVESTMENT COMMITTEE

Investment Committee Chair David Silfen reported that the Smithsonian's Endowment was very active in the second quarter. The Endowment recovered from its February 28, 2009, low of \$775.5 million, surpassed its October 31, 2007, peak of \$1,092.6 million, and reached \$1,094.9 million in April 2011.

The performance of the Endowment against policy benchmarks has been strong on a one-year trailing basis (13.2 percent versus 12.4 percent). It has outperformed its peer universe for one-year (13.2 percent versus 12.9 percent), three-year (3.0 percent versus 2.6 percent), and five-year (5.1 percent versus 4.3 percent) periods, and ranks



in the second quartile for the same periods. The outperformance is primarily driven by manager selection.

Asset allocations have changed dramatically since 2005 and now have attained long-term policy targets or are comfortably within allowable ranges. The Endowment's liquidity continues to be good with 68 percent available annually. The portfolio is projected to be in line with policy at year's end.

The annual strategic review resulted in recommendations to include two new sub-strategies to the Fixed Income and Hedge Fund strategies. The Committee also revised its Investment Guidelines to implement UPMIFA (Uniform Prudent Management of Institutional Funds Act) guidance, better define the roles and responsibilities of the committee and Office of Investments staff, and improve the overall effectiveness of the guidelines.

Mr. Silfen said that the Office of Investments now has three senior officers. He also reported that he and Director of Advancement and Philanthropic Giving Virginia Clark are preparing presentations to constituents in support of the national campaign.

## REPORT OF THE ADVANCEMENT COMMITTEE

### Overview

Advancement Committee Chair Alan Spoon reported that committee members continue to be very engaged in the development of the national campaign. The committee has reviewed the structure of the campaign steering committee, dashboards that support managerial insight and oversight, and the branding initiative. The committee also has discussed the structure of campaign committees and the relationships between a small steering committee of campaign cochairs (currently comprised of Regents Rubenstein and Spoon), the Secretary, and a larger steering committee that represents unit and regional interests. An honorary campaign committee will be created to support the campaign.

Over \$300 million has been raised for the national campaign and about 20 percent of the gifts needed for each level of the donor pyramid. Sixty-seven new positions are being created to support the campaign and 17 have been hired to date. Two are endowed.

Fifteen units now have advancement committees, five have full boards operating in advancement committees, and two are in the process of creating boards. Two areas of focus in the strategic plan (Revitalizing Education and Broadening Access) and four units (the Museum Conservation Institute, the National Museum of African American History and Culture, the National Postal Museum, and the Smithsonian American Art Museum) have secured commitments for 25 percent of their campaign goals. Nine proposals for gifts of \$5 million or more are in development. Fifty-five similar gifts must be secured to achieve the goals of the campaign.

Mr. Spoon discussed the close relationship between the national campaign and the branding initiative. National campaign messages, which are being finalized, have five major themes: tell America's whole story, inspire lifelong journeys, energize learning,

reach people everywhere, and empower research that transcends disciplines. Individual unit cases for the campaign will be completed over the next year, and the case for the overall Smithsonian campaign will be completed by the spring of 2012. The identity and name of the campaign will be presented to the Board in the fall of 2011. Director of Advancement and Planned Giving Clark added that the Smithsonian's advisory boards and prospective donors are engaged in shaping the campaign's messages and priorities.

**Notable Gifts and Grants  
and Gift Actions**

Ms. Clark reported on recent notable gifts and grants that have contributed to the Smithsonian's ability to raise almost \$122 million of the Smithsonian's fiscal year 2011 fundraising goal of \$175 million. She highlighted several of the new leadership gifts, including the Terra Foundation's gift in support of the Archives of American Art's digitization initiative and the Caterpillar Foundation's gift in support of the new National Museum of African American History and Culture. Six gift actions were presented for the Board's approval. The proposed motions were approved en bloc.

***See attached Resolutions 2011.06.01–2011.06.06 (Minutes of the Board of Regents, Appendix A).***

Ms. Stonesifer adjourned the morning session at 12:40 p.m. The Regents were joined for lunch by former Regent Congresswoman Doris Matsui, who was thanked for her many contributions to the Board and to the Smithsonian. Cooper-Hewitt, National Design Museum Director Bill Moggridge provided a presentation on the museum's history, collections, programs, and plans.

## AFTERNOON SESSION

The Chancellor called the afternoon session to order at 1:30 p.m.

### SMITHSONIAN INSTITUTION'S STRATEGIC PLAN: THE SMITHSONIAN BRAND STRATEGY

#### Introduction

Secretary Clough introduced the last section of the strategic plan update: the Smithsonian brand strategy. The brand strategy will help the public and stakeholders understand what the Smithsonian is becoming by demonstrating its forward momentum, reaching out in new ways, and accessing new and larger audiences. Secretary Clough expressed his appreciation for the efforts of the internal teams of unit directors, including Mr. Moggridge, and external focus groups. He also expressed his appreciation for Target Corporation for its contributions of expertise and financial support for the development of the brand strategy. He then asked Director of Communications and External Affairs Evelyn Lieberman to present the proposed Smithsonian brand strategy.

#### Positioning the Smithsonian: The Brand Strategy

Mrs. Lieberman said that every great institution has a great brand and that the Smithsonian deserves no less. Although the Smithsonian has one of the world's best-respected and best-loved brands, much of what people know about it is rooted in the past. The success of the Smithsonian's branding initiative will depend upon the ability of the Smithsonian to leverage its vast body of knowledge, drive change, encourage collaboration, seek new possibilities, and make an impact as never before done. She stated that the Smithsonian brand will be its "recipe for success" and noted the interrelationship between the strategic plan ("what we want to do"), the national campaign ("what makes it possible"), SI Redesign ("how we can do it better"), and the Smithsonian brand ("why we do it"). Stakeholders' understanding of the Smithsonian must change from a dated perception of "the nation's attic" to a vibrant and meaningful everyday resource. It must represent both the overall Smithsonian and individual units.

More emphasis must be placed on what the Smithsonian does, not just what it has. The Smithsonian brand must be more relevant in order to reach more people and to attract more donors, partners, and visitors, both physical and online. Internally, the brand must reflect what is best about the Smithsonian; externally, it must engage people in taking a fresh look at us.

The strategic planning process allowed the Smithsonian to identify what it does best, but the research for the branding initiative gave us an opportunity to learn what the world wants from organizations like the Smithsonian. The intersection of the two is the basis of the brand strategy. Mrs. Lieberman explained that the brand strategy is based on solid research on the strengths of the Smithsonian and the ways to best leverage its resources. It will help meet the objectives of the strategic plan, enable

staff to understand the benefits of its collaborative objectives, and inform the national campaign by describing the Smithsonian's vision and inspiring new donors.

The research revealed two key findings: that people learn best when knowledge is combined with something they both find relevant and can experience, and that the Smithsonian needs to be more audience-focused. Addressing these findings will ensure the Smithsonian's global relevance and inspire audiences on a personal level.

A successful brand strategy will balance what is achievable with what is aspirational. It will allow the Smithsonian to retain its iconic status while engaging people in personally meaningful ways. It will redefine the Smithsonian's role by inviting people to join the Smithsonian in the learning process and experience the Smithsonian as an everyday, 21st-century resource for ideas and experiences.

The brand strategy will be rolled out in two phases, internal and external. Mrs. Lieberman explained the internal brand purpose statement "Exciting the Learning in Everyone" and the many messages it captures. "Exciting the Learning in Everyone" is at the heart of what we all do at the Smithsonian. This phrase is our internal call to action: it is the Smithsonian's responsibility to provide learning experiences to people of all ages and backgrounds. It signals to staff that the Smithsonian is changing and that everyone plays a role in creating collaborative learning experiences for our audiences.

The brand strategy should influence everything at the Smithsonian, including the attributes we encourage and reward in our people, the skills and expertise we develop, the experiences and products we offer to our audiences, and the way in which we talk about the Smithsonian, inside and outside.

Externally, the brand strategy will enable the Smithsonian to show that we are more than people think we are. Mrs. Lieberman offered key talking points that express the exciting breadth of what the Smithsonian offers. She explained three key messages that express the Smithsonian's unique abilities: "We are a universal lens for learning"; "We reflect the American spirit"; and "We spark learning in everyone." The first two, she said, are achievable mission-driven goals that will help the Smithsonian achieve its aspirational goal of "sparking learning in everyone."

She then presented the brand tagline—"Seriously Amazing." Mrs. Lieberman said that the tagline reflects the best of what the Smithsonian is and will be. It expresses both the gravitas and the "wow" moments that the Smithsonian can deliver.

The tagline could be used on a universal toolbar, appearing on all of the Smithsonian's websites or on mobile tools. "Seriously Amazing" and the three messages will inform both written and verbal communications and appear on print materials designed to engage current and potential stakeholders, partners, and donors.

Mrs. Lieberman said that the tagline will be successful for a number of reasons. When used judiciously and in context, it will make audiences think about the

Smithsonian in new ways and allow people to discover what is “Seriously Amazing” to them. The brand was shaped by senior leadership and informed by external research, including that on learning preferences. Focus group testing validated both the strategy and the tagline.

A detailed implementation plan will bring the brand to life. The plan focuses on telling and then showing the brand, first to internal and then to external audiences. Internal implementation will take at least a year, during which staff workshops will highlight what is already aligned with the brand and demonstrate how to use the brand’s tools. Brand ownership will be cultivated across the Smithsonian and strong brand advocates (such as the Board of Regents) will be identified.

Internal launch vehicles will include online strategies, internal videos, and a launch event. External launch vehicles will likely include print, online, television, and outdoor advertising. Mrs. Lieberman noted the strong support of Target in the development of the brand strategy and said that the company is interested in supporting a national brand advertising campaign.

Monitoring, measuring, and managing the brand strategy will be critical to its success. Tools and metrics will be developed to measure the brand’s ability to shape internal and external audiences’ behavior and expectations. Mrs. Lieberman added that resources will be needed to support the tracking of external audiences. She closed her presentation by saying that she is confident that the brand strategy will help the Smithsonian move to where it wants to be and make the impact it wants to make on the world.

#### Discussion

The Chancellor said that the Board would be asked to vote on the approval of the brand strategy and asked the Board for comment. Mr. Case expressed his support for the brand strategy presentation and said we must ensure that our accomplishments and activities (what we do) live up to the brand message (what we say). He also expressed concern that the Smithsonian might be off-strategy by launching the brand without first engaging people. Mrs. Lieberman said that the Smithsonian internal implementation plan is detailed for a number of reasons. Contributors to the brand strategy and implementation plan are aware of these concerns and agree that the external launch cannot occur until the internal implementation demonstrates that staff solidly embrace the brand and its strategy.

Mr. Rubenstein asked if the Smithsonian logo might be redesigned so that it better reflects the brand. Mrs. Lieberman said a logo redesign initiative would not be possible at this time, although many staff, including Mr. Moggridge, would support that action. She said that the brand strategy would encourage dropping the use of “Institution” when referring to the Smithsonian. She added that this presentation was designed to gain feedback and then approval to move forward with initial implementation of the brand strategy. Mr. Moggridge said that the design of the brand logo will help build the brand by giving expression to the ideas it conveys. He added that Cooper-Hewitt would welcome the opportunity to contribute to the design and implementation of the brand’s visual representation.

Ms. Stonesifer said that the implementation of the brand strategy will clearly occur in two phases, and that the second phase requires further development. She asked if the Board agreed with the suggestion that the motion be amended to approve the implementation of the first phase of the brand strategy. The Secretary agreed that the information gained in the coming months will inform and better support the second phase of the brand's implementation.

Representative Becerra asked about other brand strategies and taglines that were considered, as well as the process that led to the selection of "Seriously Amazing" and its talking points. Several alternative taglines were shared, none of which were satisfactory. The Secretary noted the innate challenge of capturing the many different parts of the Smithsonian.

The application of "Seriously Amazing" to the national campaign was discussed. Mrs. Lieberman explained that the brand will inform the national campaign but that staff have not yet determined if the brand tagline also will be that used for the campaign. She assured the Board that the brand tagline will not confuse campaign messaging.

Mr. McCarter noted that the goals of the strategic plan include reaching larger and more diverse audiences, and asked if the brand tagline can be effectively translated into other languages. Mrs. Lieberman said that the rollout of the brand strategy will be in English and that the development of the brand strategy has not yet advanced to its use in other languages.

Dr. Córdova commented on the shift from using the phrase "the nation's attic" to the tagline "Seriously Amazing." She said that the tagline notes the Smithsonian's attributes but doesn't state what the Smithsonian is. Mrs. Lieberman explained that the talking points—"We are a universal lens for learning," "We reflect the American spirit," and "We spark learning in everyone"—reflect the vast resources of the Smithsonian. They also express that the Smithsonian is both a microscope and a kaleidoscope in its ability to generate understanding, provide access, and inspire.

The Board asked that Mrs. Lieberman later report on the development of the second phase of the brand strategy. With Senator Leahy passing, the revised motion was then approved.

***See attached Resolution 2011.06.07 (Minutes of the Board of Regents, Appendix A).***

## REPORT OF THE STRATEGIC PLANNING AND PROGRAMS COMMITTEE

Strategic Planning and Programs Committee Chair France Córdova reported on several issues that were discussed during the committee's May 2, 2011, meeting. In response to the Regents' Exhibition Policy Review Panel's report and with the support of a newly created pan-institutional exhibition review calendar, the committee reviewed two potentially controversial planned exhibitions.

### Exhibition Reviews

The Sackler Gallery of Art's proposed exhibition Shipwrecked—Tang Treasures and

Monsoon Winds, which had been noted during the report of the Secretary, was reviewed by the committee during its meeting. Because the historically significant artifacts in the planned exhibition had been recovered through possibly unscientific and unethical excavations, concern was raised that their exhibition might give credibility to the method of their recovery. Dr. Kurin said that the Smithsonian-sponsored forum of internal and external experts supported excellent dialogues, and that UNESCO and the National Geographic Society will sponsor a conference in fall 2011 to address the issue of underwater heritage. He said that the Sacker Gallery will revamp the exhibition into a more complex presentation that will share the history of the ninth-century Chinese artifacts and address the complicated issues raised by their recovery.

Dr. Córdova reported that the committee also reviewed plans for an exhibition case installation at NMAH to mark the 30th anniversary of the HIV/AIDS outbreak. The exhibition opened in June 2011 without controversy.

**Potential Collection Acquisition**

Dr. Córdova next updated the Board on the potential acquisition of a 5,000-object collection that would significantly strengthen the collections of the Smithsonian American Art Museum. She reminded the Regents that the Smithsonian had been contacted by the current owner of the collection about the financial difficulties that preclude current public access to the objects and the wish to maintain the integrity of the collection. The Secretary said that the Smithsonian is investigating several options that could allow the Smithsonian to acquire the collection, including the option of maintaining the collection in its current location.

**Other Negotiations**

Dr. Córdova reported that the Smithsonian is awaiting a response from the Abu Dhabi cultural authority, which had been provided with a proposed term sheet in September 2010 for a Smithsonian-affiliated museum professional education program in Abu Dhabi.

## REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

**Advisory Board Appointments**

Governance and Nominating Committee Chair Shirley Ann Jackson reminded the Board that it had approved the establishment of an advisory board for the Smithsonian Tropical Research Institute (STRI) in January 2011. She reported that the Secretary had requested that the committee review the proposed appointment of the first two members to the STRI Advisory Board. Via mail ballot, the Committee agreed to recommend that the Regents approve a motion to appoint the new members. The motion was approved.

***See attached Resolution 2011.06.08 (Minutes of the Board of Regents, Appendix A).***

## REPORT OF THE SMITHSONIAN NATIONAL BOARD

Smithsonian National Board (SNB) Chair Paul Neely directed the Board's attention to SNB's report and commented on the impressive list of contributions made by past and

present SNB members. He noted that many of the gifts of time and money have supported the initiatives and outreach efforts made by the Secretary on behalf of the Smithsonian.

## REPORT OF THE OFFICE OF GOVERNMENT RELATIONS: LEGISLATIVE ACTIVITIES AND ISSUES

Director of Government Relations Nell Payne stated there were no updates to the report provided in the Regents' meeting materials.

## ADJOURNMENT

The afternoon session was adjourned at 2:40 p.m., after which the Board held two executive sessions. The meeting of the Board of Regents was adjourned at 3:15 p.m.

Respectfully submitted,

G. Wayne Clough  
Secretary



**APPENDIX A: APPROVED RESOLUTIONS OF THE  
JUNE 27, 2011, MEETING OF THE BOARD OF REGENTS**

**VOTED** that the Board of Regents recognizes the generosity of Anne R. and G. Wayne Clough to the Smithsonian and creates and names the Anne R. and G. Wayne Clough Endowment, an endowment to encourage and support undergraduate students who wish to intern at the Smithsonian. [2011.06.03]

**VOTED** that the Board of Regents recognizes the generosity of the Terra Foundation for American Art to the Archives of American Art and names the Terra Foundation Project Manager For Online Scholarly and Educational Initiatives, for five years; and names the section of the Archives of American Art's website into which are grouped the collection materials digitized using this grant the Terra Foundation Center for Digital Collections, for 15 years. [2011.06.04]

**VOTED** that the Board of Regents recognizes the generosity of the Parnassus Foundation and its principals, Raphael and Jane Bernstein, to the Freer Gallery of Art and the Arthur M. Sackler Gallery, and creates and names the Jane and Raphael Bernstein/Parnassus Endowment to support Japanese art and culture at the Galleries. [2011.06.05]

**VOTED** that the Board of Regents recognizes and commends the generosity of the National Air and Space Museum Board to that museum and creates the National Air and Space Museum Director's Endowment to support museum priorities as determined by the director. [2011.06.06]

**VOTED** that the Board of Regents recognizes the generosity of Lloyd Herman to the Smithsonian American Art Museum and its Renwick Gallery and names the Lloyd Herman Curator of Craft position in perpetuity. [2011.06.07]

**VOTED** that the Board of Regents recognizes the generosity of the donors to the Smithsonian Institution Libraries and creates and names the Ronald J. and Deborah A. Monark Endowment for the benefit of the Smithsonian Institution Libraries in support of its Director's Fund. [2011.06.08]

**VOTED** that the Board of Regents approves Phase I of the Smithsonian Branding Strategy as presented by the Secretary. [2011.06.09]

**VOTED** that the Board of Regents appoints Frank Levinson and Steven Hoch to the Smithsonian Institution Tropical Research Institute Advisory Board for four-year terms effective immediately. [2011.06.10]