

# MINUTES OF THE JANUARY 29, 2018, MEETING OF THE BOARD OF REGENTS

## ATTENDANCE

This scheduled meeting of the Board of Regents (“Board”) of the Smithsonian Institution (“Smithsonian”) was held on Monday, January 29, 2018. The Board conducted morning, afternoon, and executive sessions at the National Museum of the American Indian (“NMAI”) in Washington, D.C. Board Chair David M. Rubenstein welcomed Regents and staff and called the meeting to order at 9:31 a.m. Also present were Regents:

The Chief Justice <sup>1</sup>	John Fahey
Senator John Boozman	Roger W. Ferguson, Jr.
Senator Patrick J. Leahy	Michael Govan
Representative Sam Johnson	Risa J. Lavizzo-Mourey
Representative Doris Matsui	Michael Lynton
Ambassador Barbara M. Barrett	John W. McCarter, Jr.
Steve Case, Vice Chair	

Robert MacDonald, Smithsonian National Board Chair  
Alan G. Spoon, Advancement Committee Chair

The Vice President, Senator David Perdue, and Representative Tom Cole were unable to attend the meeting.

Smithsonian and Regent staff present by invitation of the Board were:

David J. Skorton, Secretary	D. Teng Chamchumrus <sup>2</sup> , Interim Chief Operating Officer, Smithsonian Affiliations
Frederica Adelman <sup>2</sup> , Director, Smithsonian Associates	John Davis, Provost/Under Secretary for Museums and Research
Patricia Bartlett <sup>2</sup> , Acting Assistant Secretary Education and Access	Zully Dorr, Acting Assistant Secretary for Advancement
Betty Belanus <sup>2</sup> , Education Specialist, Smithsonian Center for Folklife and Cultural Heritage	Farleigh Earhart <sup>1</sup> , Associate, Office of General Counsel
Greg Bettwy, Chief of Staff to the Secretary	Julie Eddy, Office of Representative Matsui
Cindy Brown <sup>2</sup> , Manager of Horticulture Collections Management and Education, Smithsonian Gardens	Elizabeth Eder <sup>2</sup> , Head of Education and Public Programs, Freer   Sackler Galleries of Art
Sara Cardello <sup>2</sup> , Education Specialist, Smithsonian Libraries	Karen Garrett <sup>2</sup> , Senior Program Officer, Office of the Associate Provost for Education and Access
Alison Cawood <sup>2</sup> , Citizen Science Coordinator, Smithsonian Environmental Research Center	Mallory Gianola, Special Assistant to the Regents

<sup>1</sup> Participated in the afternoon session only

<sup>2</sup> Participated in the lunch presentation only

Amanda Hamilton, Office of Representative Johnson  
Lauren Hancock, Office of Senator Perdue  
Cathy Helm, Inspector General  
Toni-Marie Higgins, Office of Senator Boozman  
Amy Homma<sup>2</sup>, Director of Digital Learning, Hirshhorn Museum and Sculpture Garden  
Albert Horvath, Under Secretary for Finance & Administration/Chief Financial Officer  
Rebecca Kasemeyer<sup>2</sup>, Associate Director for Audience Engagement, National Portrait Gallery  
Karen Keller<sup>1</sup>, Director, Office of Special Events and Protocol  
Emily Key<sup>2</sup>, Education Programs Manager, Smithsonian Latino Center  
Lanisa Kitchiner<sup>2</sup>, Director of Education and Scholarly Initiatives, National Museum of African Art  
Laura Klopfer<sup>2</sup>, Assistant Director of Public Education and Volunteers, Smithsonian National Zoological Park and Conservation Biology Institute  
Mark Kornmann<sup>2</sup>, Associate Director, Office of Education and Public Engagement National Air and Space Museum  
Carrie Kotcho<sup>2</sup>, A. James Clark, Director of Education and Impact, National Museum of American History  
Judith Leonard, General Counsel  
Era Marshall, Director for the Office of Equal Employment and Minority Affairs  
Carolyn Martin, Acting Assistant Secretary for Communications & External Affairs

Kevin McDonald, Senior Adviser to Senator Leahy  
Meredith McMahon<sup>2</sup>, Executive Director, Smithsonian Early Enrichment Center  
Jeffrey P. Minear, Counselor to the Chief Justice  
Sean Murphy, Office of Representative Cole  
Andrea Neighbors<sup>2</sup>, Education Specialist, Smithsonian Asian Pacific American Center  
Stephanie Norby<sup>2</sup>, Director, Smithsonian Center for Learning and Digital Access  
Carol O'Donnell<sup>2</sup>, Director, Smithsonian Science Education Center  
Paul Perry<sup>2</sup>, Director of Education and Outreach, Anacostia Community Museum  
Stephen M. Pinkos, Office of the Vice President  
Carolyn Rapkivian<sup>2</sup>, Director for Interpretation, National Museum of the American Indian  
Maura Reidy, Acting Director of Government Relations  
Philip Sadler<sup>2</sup>, Director, Science Education Department, Smithsonian Astrophysical Observatory  
Myriam Springuel<sup>2</sup>, Director, Smithsonian Institution Traveling Exhibition Service Interim Director, Smithsonian Affiliations  
Shari Werb<sup>2</sup>, Assistant Director, Education and Outreach, National Museum of Natural History  
Matthew White<sup>2</sup>, Director of Education and Visitor Services, National Postal Museum  
Porter N. Wilkinson, Chief of Staff to the Regents  
Carol Wilson<sup>2</sup>, Lunder Education Chair, Smithsonian American Art Museum

## MORNING SESSION

### EXECUTIVE SESSION: REPORT OF THE COMPENSATION AND HUMAN RESOURCES COMMITTEE

#### 2018 Senior Executive Compensation

The meeting of the Board of Regents began with an executive session. Compensation and Human Resources Committee Chair John Fahey led the Board's annual discussion of senior executive compensation decisions. The Board also reviewed the Secretary's annual performance appraisal for fiscal year 2017, proposed 2018 compensation, and terms of employment. Upon motions duly made and seconded, the Board voted to approve the Compensation and Human Resources Committee's recommendations.

**See attached Actions 2018.01.01–2018.01.03** (*Minutes of the Board of Regents, Appendix A*).

The executive session adjourned at 10:13 a.m.

### OPEN SESSION

#### Welcome

Smithsonian and Regent staff members entered the room and the meeting reconvened. Mr. Rubenstein welcomed everyone and called the open session to order at 10:17 a.m.

### REPORT OF THE CHAIR OF THE BOARD AND EXECUTIVE COMMITTEE

#### Departure and Recognition of the Advancement Committee Chair

Mr. Rubenstein recognized the final meeting of founding Advancement Committee Chair, Alan Spoon. He highlighted the innumerable contributions Mr. Spoon made during his tenure, including his time as a Regent and Regent Emeritus. Mr. Spoon began his involvement with the Smithsonian on the advisory board of the National Museum of Natural History. He served as a member of the Executive Committee and led the search for the 12th Secretary of the Smithsonian. Most recently, he served as co-chair of the Smithsonian's first Institution-wide campaign. Mr. Rubenstein expressed the Board's appreciation for Mr. Spoon's personal contributions and leadership.

#### Transition of Smithsonian National Board Chair

Next, Mr. Rubenstein noted that Robert MacDonald's term as Chair of the Smithsonian National Board will conclude on September 30, 2018. Mr. MacDonald will join the Board for his final meeting in June 2018. Mr. Rubenstein thanked Mr. MacDonald for his service to the Board and the Smithsonian.

**Departure and  
Recognition of  
Representative Sam  
Johnson**

On January 6, 2017, Representative Sam Johnson announced that he would retire from the U.S. House of Representatives in 2018, after twenty-seven years of public service. He has served on the Board since 1995. Mr. Rubenstein informed the Board that Congressman Johnson would be donating items from his time as a prisoner of war to the National Museum of American History (“NMAH”). He invited the Regents to join Congressman Johnson on February 13 for a donation ceremony and reception inside the *Price of Freedom* exhibit. Mr. Rubenstein recognized Congressman Johnson for his patriotism and more than two decades of service to the Smithsonian.

**Executive Committee  
Approvals**

The Board was briefed on the recent work of the Executive Committee, which voted to approve two philanthropic gifts to the National Air and Space Museum (“NASM”). The gifts were approved by the Executive Committee so that they could be announced at the retirement celebration of General Jack Dailey, Director of NASM. In addition the Committee approved the Secretary’s request to honor General Dailey with the Joseph Henry Medal for exceptional service to the Smithsonian. Mr. Rubenstein thanked Ambassador Barrett for presenting the award to General Dailey on Friday, January 26, 2018.

Due to exigent circumstances, the Committee also was charged with approving the Secretary’s request for authority to lease office and control-center space for the relocation of the Smithsonian Astrophysical Observatory (“SAO”) Chandra X-Ray observatory operations control center from Cambridge, Massachusetts to Burlington, Massachusetts.

Mr. Rubenstein concluded the report of the Executive Committee with a brief review of the Short Conversation, which was the public announcement of the Smithsonian’s strategic plan and served as the Regents’ Annual Public Forum for 2017. He thanked Congresswoman Matsui, Secretary Skorton, and the Director of Natural History Kirk Johnson for their involvement. Mr. Rubenstein also shared the success of the Long Conversation, the eight-hour marathon of dialogues between leaders in the arts and sciences following the Short Conversation.

## **APPROVAL OF THE CONSENT AGENDA**

**Consent Agenda**

The consent agenda (“agenda”) was presented for the Board’s approval. Procedures for the Board’s use of the consent agenda dictate that an item will remain on the agenda only by unanimous consent. Any Regent may ask the Office of the Regents to remove an item from the agenda for discussion by providing three days’ notice in advance of the scheduled Board meeting.

Action items listed on the January 29, 2018, consent agenda included: the draft minutes of the October 23, 2017, Board meeting; the appointment and reappointment of candidates to 14 Smithsonian Advisory Boards; bylaw amendments of the Center for Folklife and Cultural Heritage Advisory Council; and the approval and naming recognition for three gifts and one quasi-endowment. Upon motion duly made and seconded, the Board voted to adopt the agenda,

constituting the approval of all action items listed therein.

**See attached Actions 2018.01.04** (*Minutes of the Board of Regents, Appendix A*).

## QUESTIONS ON WRITTEN COMMITTEE REPORTS

Mr. Rubenstein reminded the Board that, in an effort to maximize time for substantive discussions, Regent committee chairs and Smithsonian staff have been asked to submit their reports in writing in lieu of an oral report, unless a topic requires action or substantial discussion. The reports were distributed in advance of the meeting and committee chairs and Smithsonian senior staff were present to answer questions from the Board.

### *Written Report of the Advancement Committee*

The Advancement Committee met on January 9, 2018. During the meeting, the Committee voted to recommend five gift actions and one administrative action to the Board of Regents. The Committee also reviewed the progress of the Smithsonian Campaign. The Committee discussed initial recommendations of the Volunteer Engagement and Regional Outreach Working Group, and received an update from the Secretary on funding advancement activities post-Campaign. The Smithsonian Campaign concluded on December 31, 2017.

### *Written Report of the Audit and Review Committee*

The Audit and Review Committee met on January 22, 2018. During the meeting, the Committee approved the Smithsonian's external auditor, KPMG, to prepare and submit the Smithsonian's 2017 Form 990 and 990-T to the Internal Revenue Service. The Committee also reviewed the results of the fiscal year 2017 audit and federal closing package. The Committee discussed the Smithsonian's information security program and was briefed on the Inspector General's activities.

### *Written Report of the Investment Committee*

The Investment Committee met on December 6, 2017, and reviewed the Investment Portfolio, Co-Investment and Secondary Strategy, and Portfolio Implementation and Operations. The Smithsonian Endowment's preliminary performance as of June 30, 2017, over the trailing one-year, three-year, five-year, and ten-year periods, generated returns against the policy benchmark of 13.9% versus 9.6%, 5.6% versus 2.5%, 9.0% versus 5.7%, and 5.0% versus 2.7%, respectively. Against the final report of Cambridge Associates peer universe of endowments and foundations, the Smithsonian was ranked in the first quartile for the trailing three and five-year periods, and in the second quartile for the trailing one- and ten-year periods.

## *Written Report of the Strategy, Innovation, and Technology Committee*

The Strategy, Innovation, and Technology Committee met on December 12, 2017. During the meeting the Committee reviewed information on education activities and discussed upcoming exhibits, including the American Women’s History Initiative. The Committee was also briefed on four upcoming exhibits that were expected to generate greater than normal stakeholder interest.

## *Written Report of the Smithsonian National Board*

The Smithsonian National Board (“SNB”) held its fall meeting from October 26-28, 2017, in Washington, D.C. During the meeting, SNB focused on the first goal of the Smithsonian’s new strategic plan, *Be One Smithsonian*. Members received an overview of the implementation strategy for the *One Smithsonian* goal, with emphasis on the role leadership volunteers can play in working with the Institution to advance the goal.

The SNB was also updated on changes related to two working groups. Having achieved its goal of advising the Smithsonian in the area of leadership development, the SNB’s Human Capital Working Group was dissolved. A new working group was created to focus on the Arts and Industries Building Initiative.

## *Written Report of the Office of Government Relations*

### **Budget**

The Office of Government Relations (“OGR”) has continued to monitor the federal budget. As of January 22, 2018, the Smithsonian is being funded by a continuing resolution (“CR”) at the fiscal year 2017 enacted funding level. This funding will continue through February 8, 2018.

### **Congressional Briefings**

The Office of Government Relations reported on two congressional briefings. On August 24, 2017, National Zoological Park Director Dennis Kelly and staff from the Smithsonian Offices of Facilities, Real Estate, and General Counsel updated staff from the Committee on House Administration, Senate Committee on Rules, and House Transportation Subcommittee on Economic Development, Public Buildings and Emergency Management on the central parking facility project. The briefing was an opportunity for all Congressional stakeholders to learn about the state of the project in advance of considering the legislation.

### **Smithsonian Introduced Legislation**

In addition, on November 2, 2017, the Smithsonian Offices of Planning, Management, and Budget; General Counsel; and Real Estate met with staff from the House Transportation Subcommittee on Economic Development, Public Buildings and Emergency Management to follow up on concerns raised at the July 6, 2016, hearing on Federal Leasing Authority. The Subcommittee was updated on ongoing conversations with the General Services Administration regarding the Institution’s ability to enter into long-term leases.

On December 13, 2017, the Committee on House Administration approved H.R. 4009, a bill to authorize the Board of Regents to plan, design, and construct a central parking facility on the National Zoological Park property in Washington, D.C. The legislation will move to consideration by the full House of Representatives. No action has been taken on the accompanying Senate legislation.

## REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

### Report of the Governance and Nominating Committee

Governance and Nominating Committee (“GNC”) Chair Ambassador Barbara M. Barrett presented the Committee report including one action item for the Board’s consideration: the 2018 Regent committee chairmanships and memberships.

### Committee Assignments and Chairmanships

Each January, the Governance and Nominating Committee recommends to the Board of Regents committee chairmanships and memberships. By tradition, Citizen Regents typically serve on three Regent committees and chair at least one committee, and the Congressional Regents serve on two committees.

Ambassador Barrett reviewed the proposed Regent committee membership roster and matrix. She noted that members and chairs would serve in their roles until January 2019. Upon motion duly made and seconded, the Board voted to approve the proposed 2018 committee assignments and chairmanships and recommended that the Chancellor make the necessary appointments.

**See attached Actions 2018.01.05** (*Minutes of the Board of Regents, Appendix A*).

### Review of 2017 Regents’ Self-Assessment

The Board then reviewed the preliminary results from its 2017 annual self-assessment, which serves to evaluate the performance of the Board and to identify priorities for the year ahead. A full review of the self-assessments and specific recommendations will be made to the Board at the April 2018 meeting.

## REPORT OF THE FINANCE COMMITTEE

### Report of the Finance Committee

Chair of the Finance Committee John Fahey gave the Committee’s report and presented one action item for the Board’s consideration: approval of the fiscal year 2019 federal budget submission to Congress. As a result of negotiations with OMB during the fiscal year 2019 passback process, the Smithsonian will submit to Congress a total budget request for fiscal year 2019 of \$957.4 million. The Smithsonian’s requested budget includes \$737.9 million for Salaries and Expenses, and \$219.5 million for Facilities Capital. The Institution’s federal budget request is due to Congress on February 5, 2018.

**See attached Actions 2018.01.06** (*Minutes of the Board of Regents, Appendix A*).

**Fiscal Year 2018 Budget**

Federal funding for fiscal year 2018 is currently being provided through a CR that runs through February 8, 2018. The funding level is equal to the appropriations provided in fiscal year 2017. The Smithsonian had requested a special increase in capital funds for the NASM revitalization.

## REPORT OF THE ADVANCEMENT COMMITTEE

**Report of the Advancement Committee**

Advancement Committee Chair Alan Spoon updated the Board on changes in Advancement Committee membership, presented preliminary results of the Smithsonian Campaign, and addressed post-Campaign questions from the Board.

**Smithsonian Campaign**

The Smithsonian Campaign kicked off in 2014. It was the Smithsonian’s first comprehensive Institution-wide fundraising campaign. As of January 7, 2018, the Smithsonian had raised \$1.87 billion for the Campaign, surpassing the fundraising goal of \$1.5 billion. Mr. Spoon highlighted that more than 500,000 donors participated, representing all 50 states and 107 countries. Approximately 46 percent of the Campaign contributors were first-time donors. Mr. Spoon also celebrated the opening of the National Museum of African American History and Culture, a \$406 million endeavor made possible through the Smithsonian Campaign.

**Volunteer Engagement Regional Outreach Group**

Next, Mr. Spoon shared initial recommendations from the Volunteer Engagement Regional Outreach Working Group, which were presented at the Committee’s January 9, 2018, meeting. Citing that more than 1,450 volunteers served on boards and regional committees, Mr. Spoon reported that the working group and committee have recommendations for the Smithsonian to sustain this momentum and engagement following the Campaign. The working group is incorporating the Committee’s feedback into a report, which will be presented to the Board of Regents for final review.

## REPORT OF THE SECRETARY

**Secretary’s Update**

Secretary Skorton updated the Board on the state of the Smithsonian, including upcoming exhibitions, executive hiring, recent Congressional visits, and capital funding.

**Upcoming Exhibitions**

The Secretary briefed the Board on an upcoming exhibit at the Hirshhorn Museum and Sculpture Garden (“HSMG”) that is expected to garner increased attention. The HSMG will present a three-night outdoor projection and restaging of the *Hirshhorn Museum, Washington, DC, 1988–2000* by artist Krzysztof Wodiczko. The artwork features symbolic images that speak powerfully to socio-political issues of both the 1980s and present-day. Hirshhorn staff and Smithsonian leadership are taking proactive steps to ensure the work is understood to be an archival restaging and to remain sensitive to the subject matter displayed in the piece.

**Update on Personnel Searches**

Next, the Secretary provided an update on four personnel searches across the Smithsonian. Cheryl Johnson has been appointed the Director of the Office of Government Relations, succeeding Nell Payne who retired from the Smithsonian. Ms. Johnson most recently served as the Senior Advisor and Chief of Staff to the Director of the National Museum of African American History and Culture. She assumes her tenure on February 5, 2018. The Secretary thanked Maura Reidy who has served as Acting Director of Government Relations since December 2016.

Secretary Skorton announced the appointment of Julissa Marengo as Assistant Secretary for Communications and External Affairs. Ms. Marengo most recently served as the Chief External Affairs Officer and Senior Advisor at the Federal Communications Commission. She will oversee the Offices of Public Affairs, Government Relations, Visitor Services, and Special Events and Protocol. Her first day at the Smithsonian will be February 12. The Secretary shared his appreciation for John Lapiana who served as Acting Assistant Secretary of Communication and External Affairs from April 2015 to August 2017 and to Carolyn Martin who is currently serving in the position.

Secretary Skorton also reported that Robert J. Spiller has been named Assistant Secretary for Advancement, succeeding Ginny Clark who departed from the Smithsonian in March 2017. Mr. Spiller is currently the Associate Vice President for Development and Alumni Relations at Johns Hopkins University, a position he has held since 2011. He assumes his tenure at the Smithsonian on March 12. The Secretary offered his gratitude to Zully Dorr for serving as the Acting Assistant Secretary for Advancement since Ginny's departure in 2017.

**World Economic Forum**

Secretary Skorton provided highlights of the Smithsonian's recent involvement in the World Economic Forum ("WEF") Annual Meeting, which took place January 22-26 in Davos-Klosters, Switzerland. The Smithsonian delivered a co-branded collaborative exhibition, *MASTERWORKS*, where international artisans demonstrated their crafts and invited guest participation. Secretary Skorton also emphasized the Institution's representation in panel discussions on empowering women, addressing political correctness, and American socioeconomic optimism.

**Congressional Meetings**

The Secretary gave an update on his and Mr. Rubenstein's meetings with various appropriators of the Senate and House to discuss the Smithsonian's federal funding and the impacts that limited funding could have on capital projects, most immediately the revitalization project of the National Air and Space Museum.

**Strategic Project Updates**

Secretary Skorton updated the Board on two strategic projects the Smithsonian continues to explore. The Smithsonian's collaboration with the Victoria and Albert Museum in London will support the new strategic plan's push to broaden the Institution's reach in new ways. Teams from both institutions continue to discuss programmatic, fundraising, and partnership terms. A final binding agreement is expected to be completed and presented to the Board in April. The Secretary also reported on a potential collaboration between Saudi Arabia and a variety of Smithsonian units. The Secretary cited the Institution's previous collaboration with Saudi Arabia regarding artifacts from the *Roads of Arabia*:

*Archaeology and History of the Kingdom of Saudi Arabia* exhibit, which was featured at the Arthur M. Sackler Gallery from November 2012 to February 2013.

**April Strategic Meeting  
Follow-up**

Secretary Skorton reported on the success of the April 3, 2017, Regents' Strategic Meeting. He highlighted the demonstration by SoftBank Robotics, a technology company that designs and produces interactive humanoid robots. At the April meeting, SoftBank Robotics demonstrated robotic facilitation using the first personal robot called "Pepper." Following this interaction, the Smithsonian received a donation of 100 "Pepper" robots, for use throughout the Institution. The Secretary shared his enthusiasm for deploying these emerging technologies across units and optimizing the use of next-generation technology to enhance in-museum experiences at the Smithsonian.

**Federal Funding**

Lastly, the Secretary reminded the Board that despite the federal government shutdown, which began on January 20, 2018, and ended on January 22, 2018, the Smithsonian was able to use fiscal year 2017 carry-forward funds to maintain normal operations.

Following the report of the Secretary, the Board adjourned to the luncheon program at approximately 11:34 a.m.

## **LUNCH: CONVERSATION WITH SMITHSONIAN EDUCATION LEADERS**

Regents and Smithsonian staff convened for a luncheon program, the third in a series that began at the Regents' quarterly meeting in June 2017. Smithsonian science directors were featured at the inaugural lunch in June 2017, and art directors were featured at the second lunch in October 2017. The January 29, 2018, luncheon program featured a conversation between Mr. Rubenstein and four of the Smithsonian's education leaders. Director of Digital Learning at the Hirshhorn Museum and Sculpture Garden Amy Homma, Associate Director for Education and Public Engagement at the National Air and Space Museum Mark Kornmann, Director of the Smithsonian Science Education Center Carol O'Donnell, and Lunder Education Chair at the Smithsonian American Art Museum Carol Wilson discussed their respective unit's role in providing learning programs at the Smithsonian and advancing education initiatives within the community.

## **AFTERNOON SESSION**

The Chancellor called the afternoon session to order at approximately 1:04 p.m. and reviewed the remainder of the Board's business agenda.

## **STRATEGIC PLAN IMPLEMENTATION**

Under Secretary for Finance and Administration/Chief Financial Officer Al Horvath provided an update on the implementation of the strategic plan. Since the Board's last meeting in October, the strategic plan has been shared internally at

an all-staff meeting in November and announced publicly at the “Short Conversation” in December.

Mr. Horvath has been working with a core team to outline planning objectives and identify strategies to achieve the seven mission goals. Through this work, the core team identified eight actionable focus areas to drive the strategic plan implementation going forward: positioning the Smithsonian Institution as a trusted, recognized source; building and deploying digital competency; engaging audiences in new, meaningful ways; creating a more unified visitor experience; leveraging strategic partnerships; being more strategic with physical assets; increasing pan-institutional collaboration and agility; and promoting diversity and inclusion.

The Board reviewed the proposed strategic plan implementation oversight structure. Mr. Horvath outlined four key teams that will oversee the implementation of the strategic plan over the next five years: strategic plan champions, overall plan leads, focus area component leads, and operations/logistics leads. The Board’s feedback will be incorporated into the implementation oversight structure. Next steps include finalizing staffing for the implementation oversight team and establishing team roles and responsibilities for year one.

## CAPITAL FACILITIES PROJECTS

Mr. Horvath also led the discussion on capital facilities projects, including the status of Smithsonian facilities, growing challenges, and the ongoing efforts to increase funding available for capital renewal.

The Smithsonian oversees the operation and maintenance of 12 million square feet of owned and leased space. A considerable amount of this space has reached a point of requiring major revitalization. Mr. Horvath has reported to the Board that federal funding for both renovations and maintenance has been well below industry benchmarks and has caused a gradual increase in the level of deferred maintenance that must be addressed. He reviewed the history of federal and non-federal capital obligations per facility for fiscal years 2007 to 2017, and the facilities capital and maintenance investment requirements for fiscal years 2017 to 2028.

The House and Senate passed a CR for fiscal year 2018, which provides funding for the Institution’s operations at the fiscal year 2017 level. The legislation prohibits the use of CR authority to initiate or resume activities for which funds were not available in fiscal year 2017. Mr. Horvath summarized several fiscal year 2018 federal funding scenarios for the Board, including the impact on the NASM revitalization.

## SPECIAL EVENTS POLICY

Secretary David Skorton and Director of Special Events and Protocol Karen Keller reviewed the Smithsonian's special events policy, which currently provides for treating certain outside events as "co-sponsored" donor celebrations. Secretary Skorton and his team have analyzed potential modifications to the policy, which the Secretary presented to the Board. Based on the Board's feedback, the Secretary will continue to refine the policy and will report back to the Board when the policy is finalized.

## EXECUTIVE SESSION: "GATEKEEPER" REPORTS

The Board then conducted an executive session with the Smithsonian's Gatekeepers, including the Secretary, General Counsel, Chief Financial Officer, and Inspector General.

## ADJOURNMENT

There being no further business to discuss, the meeting adjourned at approximately 3:11 p.m., after which Mr. Rubenstein and the Secretary moved to a separate room at NMAI to address questions from the media.

Respectfully submitted,

David J. Skorton  
Secretary