

# MINUTES OF THE SEPTEMBER 20, 2010, MEETING OF THE BOARD OF REGENTS

## ATTENDANCE

This scheduled meeting of the Board of Regents was held on Monday, September 20, 2010, at the National Museum of the American Indian. The Board conducted morning and afternoon sessions. The afternoon session included an executive session and the Board's third annual public forum. The morning and executive sessions were held in conference rooms 4018–19, and the public forum was held in the Rasmuson Theater. Board Chair Patricia Q. Stonesifer called the meeting to order at 8:35 a.m. Also present were:

The Chief Justice <sup>1</sup>	Sam Johnson	John W. McCarter Jr.
France Córdova	Robert P. Kogod	David M. Rubenstein
Christopher J. Dodd <sup>2</sup>	Patrick J. Leahy <sup>3</sup>	Roger W. Sant
Shirley Ann Jackson	Doris O. Matsui	Alan G. Spoon

Paul Neely, Smithsonian National Board Chair

Vice President Joseph R. Biden Jr., Senator Thad Cochran, Representative Xavier Becerra, and Dr. Phillip Frost were unable to attend the meeting.

Also present were:

G. Wayne Clough, Secretary	A. Sprightley Ryan, Inspector General
Patricia L. Bartlett, Chief of Staff to the Secretary	Jeffrey P. Minear, Counselor to the Chief Justice
Claudine K. Brown, Director of Education	Colin McGinnis, Assistant to Senator Dodd
Amy Chen, Chief Investment Officer	Kevin McDonald, Assistant to Senator Leahy
Virginia B. Clark, Director of External Affairs	Melody Gonzales, Assistant to Congressman
Barbara Feininger, Office of the Regents Senior Writer-Editor	Becerra
Richard Kurin, Under Secretary for History, Art, and Culture	David Heil, Assistant to Congressman Johnson
John K. Lapiana, Chief of Staff to the Regents	Kari Lacosta, Assistant to Congresswoman Matsui
Judith Leonard, General Counsel	Mara Lee, Assistant to Congresswoman Matsui
Evelyn S. Lieberman, Director of Communications and Public Affairs	Charles Alcock, Director of Smithsonian Astrophysical Observatory and Harvard- Smithsonian Center for Astrophysics <sup>4</sup>
Alice C. Maroni, Chief Financial Officer	Lonnie Bunch, Director of the National Museum of African American History and Culture <sup>4</sup>
Alison McNally, Under Secretary for Finance and Administration	Michele Moresi, National Museum of African American History and Culture Curator of Collections <sup>5</sup>
Tom Ott, President of Smithsonian Enterprises	Barbara W. Stauffer, Smithsonian Leadership Development Program Member
Nell Payne, Director of Government Relations	
Eva J. Pell, Under Secretary for Science	

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

<sup>2</sup> Senator Dodd arrived at 9:00 a.m. and voted on resolutions 2010.09.02–2010.09.22.

<sup>3</sup> Senator Leahy arrived at 10:35 a.m. and voted on resolutions 2010.09.03–2010.09.22.

<sup>4</sup> Dr. Alcock and Mr. Bunch provided presentations on, respectively, the Smithsonian Astrophysical Observatory and the National Museum of African American History and Culture.

<sup>5</sup> Ms. Moresi participated in the presentation on the National Museum of African American History and Culture.

## MORNING SESSION

### REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

#### Introductory Comments

Executive Committee and Board Chair Patricia Stonesifer welcomed the attendees and thanked those Regents able to attend the previous evening's dinner honoring private donors who recently made significant gifts to the Institution. Ms. Stonesifer said that the public-private partnership that supports the Institution would be the subject of the afternoon public forum.

Ms. Stonesifer commented on the Smithsonian's many accomplishments since the June 2010 meeting of the Board. Considerable momentum has been established and maintained by the Secretary and Smithsonian leadership. The Smithsonian has strengthened its leadership team, demonstrated the relevance of its mission, made key strategic resource decisions, and successfully implemented institutional decisions. She said that the effective execution of the Smithsonian's many recent initiatives demonstrates rigorous, high-caliber thinking and leadership. Initiatives cited included the development of a national campaign, the implementation of best practices recommendations, the creation of the consortia, and the launch of a branding initiative. She noted the Smithsonian's contributions to the conservation and protection of earthquake-damaged cultural artifacts in Haiti and the application of Smithsonian research and resources to the Gulf of Mexico oil spill.

#### Overview of Executive Committee Meetings

The Executive Committee conducted two formal sessions, as well as other informal meetings, since the June 2010 meeting of the Board. On August 23, 2010, the committee reviewed and approved, on behalf of the Board, the fiscal year 2012 Federal budget requests to the Office of Management and Budget (OMB). Both a requirements budget and a budget based on OMB guidance were submitted. As advised by OMB, the guidance budget reflected an anticipated 9 percent cut in Federal support. Ms. Stonesifer said that the Executive Committee was especially troubled that the guidance budget includes a \$19.7 million cut in maintenance and facilities funding.

The Executive Committee again met on September 13, 2010, to review the agenda for this meeting and discuss the proposed framework for the afternoon public forum. In the coming months the committee will help advance the branding and Smithsonian Redesign initiatives, and finalize plans for the national campaign.

#### Minutes of the June 21, 2010, Meeting

The minutes of the June 21, 2010, meeting of the Board of Regents were approved.

***See attached Resolution 2010.09.01 (Minutes of the Board of Regents, Appendix A).***

### REPORT OF THE SECRETARY

#### Organizational Strength

The Smithsonian received several important recognitions of its organizational strength. Based on an employee survey designed by the Office of Personnel Management, the

Partnership for Public Service recently named the Smithsonian one of the ten best places to work in the Federal government. The Secretary noted that Senator Ted Kaufman (D-DE) recognized Under Secretary for Finance and Administration Alison McNally's career in public service, naming her the Federal public employee of the week in July 2010.

**Update on  
the Strategic Plan**

The Secretary provided a brief update on the progress of the strategic plan. A more comprehensive report using data from the close of fiscal year 2010 will be provided at the January 2011 meeting of the Board.

The four Grand Challenges consortia were launched under the leadership of their new directors. The third idea fair was successful and an institutional competition was initiated for proposals seeking funding from a \$10 million grant from the Bill & Melinda Gates Foundation.

The Smithsonian's budget and goal processes are fully aligned with the strategic plan. A new organizational structure was approved by the OMB and the House of Representatives; it currently is under review by the Senate.

**Institutional Goals  
for Fiscal Years 2010  
and 2011**

The Institution's 44 goals for fiscal year 2010 are largely on target. Thirty-eight are on track, three are projected to miss their fourth quarter targets, and a few digitization-related goals have encountered minor issues. The development of the Smithsonian's fiscal year 2011 goals now align with the Institution's budget process and are being presented to the Board four months earlier than in prior years. The latter was noted as an especially significant accomplishment.

**SI Redesign**

The SI Redesign effort is dedicated to achieving excellence in mission-enabling initiatives, supporting the creative enterprise of Smithsonian employees, and wisely managing the funds to do so. The process is being led by Janet Abrams, a new full-time director who will be supported by the efforts of four teams: the Finance, the Goal-Setting and Budgeting, the Federal Hiring Process, and the Metrics Redesign.

**Smithsonian Education**

Two key aspects of the strategic plan—education and broadening access—are supported by new Director of Education Claudine Brown. Ms. Brown is overseeing a review of the Smithsonian's management and coordination of funds devoted to educational initiatives.

Secretary Clough and U.S. Secretary of Education Arne Duncan cohosted the National Rural Education Technology Summit. The Smithsonian's National Science Resources Center (NSRC) was awarded a highly competitive grant from the Department of Education to launch a major initiative to transform STEM—science, technology, engineering, and mathematics—education in three areas. Over \$8 million in private matching funds was raised to qualify for the grant.

The National Science Foundation awarded a \$2.5 million grant to the National Museum of American History's Lemelson Center. The funding will support the new exhibition "Places of Invention." The Pearson Foundation awarded \$2.5 million to support 20 Smithsonian workshops to train students and teachers in the use of Smithsonian

collections and mobile technologies for educational purposes. The Secretary presented a short video of the initiative.

**Visitation**

Smithsonian visitation is strong. Fiscal year 2010 visitorship would have surpassed fiscal year 2009 visitor records—the highest since 2001—if not for the impact of the December 2009 and February 2010 snowstorms that closed Federal facilities for several days. The National Air and Space Museum is the current leader in visitorship to Smithsonian museums; the museum also achieved an all-time record in retail sales.

**Social Media**

The Smithsonian has over 300 social media accounts. The popular *MEanderthal* application has received more than 360,000 views. A mobile application is under development to enrich visits to Smithsonian museums and help visitors navigate the museum system. Under the leadership of Chief Information Officer Ann Speyer, the Smithsonian Commons Prototype is being developed to support digital access to the Smithsonian’s research, collections, and communities.

**Branding Initiative**

After a comprehensive competition, New York City–based firm Wolff Olins was hired to lead the Smithsonian’s branding initiative. The initiative will help public and private stakeholders better understand and support the scope of the Smithsonian’s resources and contributions. A branding study will kick off on September 22, 2010; the implementation of the branding process will likely begin in spring 2011. The Executive Committee will be introduced to Wolff Olins during its September 29, 2010, meeting. The Board discussed the importance of both keeping the Board apprised of the initiative’s progress and tracking the monies spent on the branding initiative. Director of Communications Evelyn Lieberman reminded the Board that global market research firm Harris Interactive identified the Smithsonian as the sixth most-trusted non-profit organization in 2010; the top five are health organizations.

**Federal and Trust Budgets**

The Secretary characterized the Smithsonian’s fiscal year 2011 Federal budget as “good.” It was approved by the OMB but is awaiting action by the Congress. A Continuing Resolution appears likely, which could last until December 3, 2010, after which it could be considered as part of a large omnibus package. Many Smithsonian directors participated in the development of two (requirements and guidelines) fiscal year 2012 Federal budget submissions.

All Smithsonian Trust fund-raising activities are on track to meet their fiscal year 2010 stretch goals. Grant and contract awards, up 6 percent from 2009, will likely set a new record this fiscal year and philanthropic giving will achieve a fiscal year 2010 goal of \$142 million. Smithsonian Enterprises negotiated new agreements with Comcast and QVC, among others, and will finish fiscal year 2010 some \$1 million above budget. The distribution agreement with Comcast will likely double the number of households that receive the Smithsonian channel. The Secretary commented on QVC’s successful sale of jewelry based on specimens from the National Gem and Mineral Collection, and displayed samples for the Board’s review. A second QVC jewelry sale is scheduled for December 2010.

**Personnel Change**

The Secretary announced that Chief Financial Officer Alice Maroni will conclude 10 years of service and become a visiting distinguished fellow for the Henry L. Stimson

Center. He expressed his deep appreciation for Ms. Maroni's dedicated efforts to establish sound financial policies and procedures during her tenure at the Institution. On behalf of the Board of Regents, Finance Committee Chair Roger Sant thanked Ms. Maroni for her many contributions to the Smithsonian. The Regents and staff extended a lengthy round of applause for Ms. Maroni.

**Capital Projects**

The Secretary presented updates on several capital projects. Elephant Trails Phase One opened at the National Zoo; the new space will allow the Zoo to increase the size of its elephant herd from three to 10. The Institution has received \$25 million of \$250 million in Federal funds pledged for the National Museum of African American History and Culture (NMAAHC); \$20 million is included in the fiscal year 2011 Federal budget. Management is vigorously working to secure the remaining \$205 million in the fiscal year 2012 Federal budget. The National Capital Planning Commission unanimously approved revised design plans for the museum.

**The Legacy Fund**

Matching funds were released from the Legacy Fund for the Arts and Industries Building. Thirty million dollars in total monies will be applied to the renovation of the building's exterior shell, including its roof, trusses, and windows. Bids for the work are coming in under budget. The Secretary thanked Ms. Stonesifer her efforts to secure Congress's release of the funds; he also thanked Mr. Sant for his cultivation of a significant donor for the project.

**Awards and Recognition**

Outstanding awards were received by several Smithsonian units in the third quarter of fiscal year 2010. The Science Media Group of the Smithsonian Astrophysical Observatory won the American Association for the Advancement of Science's prize for online resources. "The Habitable Planet: A Systems Approach to Environmental Science," a Web-based instructional resource, was a pan-Institutional effort involving contributions from the Observatory and the Smithsonian Tropical Research Institute. The National Zoo received the Association of Zoos and Aquariums' 2010 Edward H. Bean Award, the association's oldest award, in recognition of programs that contribute to the reproductive success of endangered species. The Secretary also noted that Jim Ulak, senior curator of Japanese Art at the Freer and Sackler Galleries, was selected for induction into the Order of the Rising Sun in recognition of his contributions to strengthening ties between Japan and the United States.

**Exhibitions**

Nearly 85 new Smithsonian exhibitions opened in fiscal year 2010. The Secretary recognized several, including *Paper Engineering: Fold, Pull, Pop, and Turn*, an exhibition by Smithsonian Institution Libraries at the National Museum of American History; Freer and Sackler Galleries' *Gods of Angkor: Bronzes from the National Museum of Cambodia*; and the National Museum of African Art's *Grass Roots: African Origins of an American Art*. He noted that *Hide/Seek: Difference and Desire in American Portraiture*, the first major museum exhibition to focus on sexual difference in the making of modern American portraiture, would soon open at the National Portrait Gallery.

**Proposed Fiscal Year 2011 Goals**

The Board discussed the proposed fiscal year 2011 goals, which align with the strategic plan. The Regents noted that, compared to institutional goals presented in prior fiscal years, the Smithsonian's goals for fiscal year 2011 are stronger, clearer, and more measurable. Nevertheless, non-substantive changes were recommended to further enhance the document.

Mr. Rubenstein noted that a recent \$10 million dollar gift from the Bill & Melinda Gates Foundation will support the “crossing boundaries” goal and the launch of the four Grand Challenges consortia. The Secretary reported that a different annual goal—revitalizing education—also will benefit from another recent gift.

Secretary Clough then announced that the Gates Foundation had agreed to fund a \$30 million endowment to advance Smithsonian educational outreach initiatives, particularly those using new technologies, in support of underserved youth. He reminded the Board that the Gates Foundation previously had provided \$10 million in funding for the National Museum of African American History and Culture. Mr. Kogod noted that, should this gift trigger the release of matching Legacy Fund monies, the sum effect of the Gates Foundation’s support would total \$80 million.

The Secretary said that Ms. Stonesifer had been instrumental in the development of this gift opportunity. The Board applauded both the gift and the efforts of Ms. Stonesifer. The Secretary emphasized that that the public announcement of the gift would be delayed for several weeks because the Gates Foundation was in the process of launching several important initiatives.

Ms. Stonesifer said that gifts like the Gates Foundation grant endorse the power and potential of the Smithsonian and its educational resources. She said that the substantial grant recently awarded to the Smithsonian by the Department of Education also was the result of a highly competitive process, and expressed her appreciation for the fund-raising efforts and gifts that enable the Smithsonian to achieve its goals and advance its mission. The Board also noted the significant contributions and achievements of Smithsonian Enterprises in a challenging economic climate. The Regents then approved Institution’s fiscal year 2011 goals.

***See attached Resolution 2010.09.02 (Minutes of the Board of Regents, Appendix A).***

## DIRECTOR’S REPORT: THE NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

National Museum of African American History and Culture (NMAAHC) Director Lonnie Bunch presented a summary of the museum’s development and an update on its activities, goals, and challenges.

### The Museum’s Goal

The goal of NMAAHC is to provide a place that allows all Americans to understand the contributions and challenges of the African American experience; confront the nation’s tortured racial past; use African American culture as a lens to understand what it means to be American; understand how the African American experience profoundly shapes the lives of all Americans; and understand the African American experience in a larger, international context. The museum will frame the story of the African American experience in many ways and collaborate with Smithsonian units and other history and African American museums to do so.

**Progress and Development**

Mr. Bunch outlined the progress the museum has made since his appointment in 2005. At that time the museum did not have a site, architectural plans, collections, funding, or visibility, and a total of two staff reported to Mr. Bunch. In five years, the museum has raised over \$60 million, built a collection of over 10,000 objects, secured a prominent location for its future facility on the National Mall, selected the building's architects, developed plans for the interior and exterior of the building, and developed a staff of over 60 people.

Without a physical space or collection, NMAAHC quickly demonstrated its vitality and viability by asserting that it exists both in the present and the future. NMAAHC launched a virtual, online museum, and has created exhibitions hosted in other Smithsonian facilities and around the nation via the Smithsonian Institution Traveling Exhibition Service (SITES). It has tested exhibition and collection concepts and encouraged the public to help shape the content of the museum. Increasing its visibility has generated enthusiasm and financial support for the museum.

NMAAHC's membership campaign, which began in February 2010, now boasts 14,000 members representing every state. Although most of the museum's fund-raising activities will launch after the final design drawings are completed, \$60 million has been raised to date. The museum seeks to raise over \$150 million before the site's groundbreaking in 2012, after which the fund-raising campaign will go public. NMAAHC hopes to secure \$250 million one year prior to the opening of the facility.

Support for NMAAHC fund-raising efforts is strong. The museum's subject matter, affiliation with the Smithsonian brand, green design, consumer base, and strong advisory council all contribute to a compelling fund-raising campaign. Corporate support is notable, and is likely double that for other capital campaigns. Founding donors (donors who contribute at least \$1 million) have provided a significant portion of the \$60 million raised to date. NMAAHC's ability to tap new funding sources includes engaging emerging leaders and organizations.

Mr. Bunch expressed his appreciation to Ms. Stonesifer for her efforts to secure \$10 million in funding from the Bill & Melinda Gates Foundation in 2009. The Gates Foundation's support resulted in a letter seeking similar support from other foundations. The fund-raising letter was signed by the heads of the Gates, W.K. Kellogg, and Rockefeller foundations. He also thanked the Board of Regents for approving the expansion of the NMAAHC Council and affirming members' ability to serve until the opening of the museum. In addition to generating corporate support for NMAAHC, the Council has expanded the museum's national visibility. The Regents will likely be asked to expand the size of the Council again in the next year, increasing its size by 10 members.

**Design and Construction**

The architectural design of NMAAHC was discussed, and Mr. Kogod was thanked for his many contributions to the design process. The design of the museum is intended to both respond to its future site on the National Mall and provide the museum with the visibility it deserves. It will reflect many aspects of the African American experience, including the community's resilience, spiritual foundation, African roots, and contributions to the shaping of American history and the nation's capital. There will be

internal and external vistas on each level of the museum, as well as reflection spaces and water, to support a contemplative museum experience. NMAAHC will also be the first “green” museum on the National Mall.

Mr. Bunch said that the museum’s design has benefited from the input of Federal regulatory agencies and credited Sheryl Kolasinski and the Office of Facilities Engineering and Operations for carefully guiding the building’s design approval process through appropriate regulatory agencies. The National Capital Planning Commission and the Commission of Fine Arts have both approved the museum’s design.

Future design and construction benchmarks for the museum include completing the museum’s drawings by the end of 2010, finalizing all design and construction drawings in 2011, groundbreaking in 2012, starting construction in 2013, and opening to the public in 2015.

#### **Building the Collection**

The biggest challenge the museum faces is the development of its permanent collection. With 10,000 objects currently in its collection, NMAAHC must acquire at least 20,000 more objects to sustain a compelling and substantive museum program. As the outright purchase of objects is the least cost-effective way to build a collection, the museum developed “Saving African American Treasures,” a strategy to encourage private collectors, and in many cases their family members, to share their collections. Local museums throughout the country are hosting events with Smithsonian experts who advise citizens and collectors about the potential significance and conservation of their collections. Through this vehicle, Smithsonian staff have acquired objects for the collections of both local museums and NMAAHC, generated publicity about the development of the museum, cultivated understanding of the importance of protecting objects of significance to African American communities and experiences, and identified areas that might generate future acquisitions for the NMAAHC collection.

With the assistance of NMAAHC Curator of Collections Michele Moresi, Mr. Bunch shared several objects of significance in the museum’s growing collection. Some of the examples included a powder horn carved and owned by an African American Revolutionary War soldier from Glastonbury, Connecticut; child-sized slave shackles from a middle passage slave ship; a Ku Klux Klan rally banner from Indiana, circa 1923–24; and a letter from abolitionist John Brown to his wife. Written in 1858 during Brown’s stay in the home of African American social reformer Frederick Douglass, who added a note on it, the letter was hidden to protect Douglass after Brown’s 1859 death in the failed Harpers Ferry raid.

Mr. Bunch commented on a personal favorite from the collection: the hymnal of African American abolitionist Harriet Tubman. He noted that the existence of many of Tubman’s personal effects, including photographs taken just prior to her death, had been unknown until a recent donation was made to the museum. In addition to their religious significance, spirituals offered slaves the opportunity to convey coded messages. Mr. Bunch said that the acquisition of Tubman’s effects demonstrate the quantity of significant objects yet to be discovered.

#### **Discussion**

Mr. Bunch was asked if the scope of the museum’s presentation of the African diaspora would be limited to the diaspora in the United States or international in scope. He said

that about 90 percent of the museum’s work would be devoted to understanding and representing the African experience in the United States. He noted, however, that telling the story of the African American experience includes demonstrating its powerful international influence and cited Polish Solidarity leader Lech Wałęsa’s use of the American civil rights song “We Shall Overcome” to rally supporters.

Dr. Jackson asked about the museum’s plans for presenting the major contributions of African Americans to science and technology, noting that most people are unaware of African Americans’ influence on technological developments and the industrial revolution. She cited many landmark advances, such as the invention of automatic machine lubrication and the development of plasma, and said that the significance of the African American experience is diminished if one is unaware of such contributions. Mr. Bunch said that the museum is committed to understanding and addressing what the public knows—and what it needs to know. The contributions of African American researchers such as Charles Drew and Ernest Just are already reflected in the museum’s permanent collection, and the representation of such contributions will continue to expand.

**The Federal Funding Challenge**

The Board discussed the challenge of securing Federal appropriations for the museum in a difficult economic environment. Mr. Bunch, Secretary Clough, and other Smithsonian leaders have maintained ongoing discussions with stakeholders in the Congress and the administration about how to generate Federal support and momentum that will result in the timely and cost-effective completion of the museum. Mr. Bunch has held meetings with the members of the Congressional Black Caucus, First Lady Michele Obama, and key members of the administration. Advice from the Office of Management and Budget resulted in the Smithsonian’s submission of a separate fiscal year 2012 Federal budget request of \$205 million for the museum. The Board agreed that the support of President Obama will play a critical role in securing Federal funding for the museum.

The ability of the National Museum of African American History and Culture to raise private funds was recognized, as was the strength of the NMAAHC Council’s ties with the corporate community. It is hoped that the Federal government will view these achievements as representative of the Smithsonian’s commitment to the realization of the museum, and, as the Smithsonian’s partner in this historic endeavor, will allocate funds that will result in the museum’s timely construction.

## FINANCIAL SNAPSHOT

Under Secretary for Finance and Administration Alison McNally presented a financial snapshot of the Institution. She noted that the report’s format is still under development and that fiscal year 2011 presentations of the Institution’s revenues and expenses will better align with the strategic plan.

The fiscal year-end forecast is very positive. With regard to revenues, all income-generating development and business activities will meet their stretch goals. Expenses are under control. The Central Trust is in balance: some prior cuts have been restored,

some of the Central Trust debt has been paid in advance, and a Trust hiring freeze has been lifted for the first time in five years.

## REPORT OF THE FINANCE COMMITTEE

Finance Committee Chair Roger Sant provided the committee's report. The committee met on August 23, 2010, to review the year-end report for fiscal year 2010, the fiscal year 2011 budget, and the proposed fiscal year 2012 budget submission to the Office of Management and Budget.

Fiscal year 2010 has been a very good year for the Smithsonian. It is anticipated that the Institution's fiscal year-end net assets will reflect an increase of about \$147 million and surpass the budget by \$56 million.

### The Fiscal Year 2011 Budgets

The Institution's fiscal year 2011 budget is problematic. Although the Smithsonian's Federal budget request for a 5 percent increase was supported in the House, passage of the Federal budget is now stalled in the Senate. A Continuing Resolution is expected for the first part of the fiscal year but, because it would fund the Institution at the prior year's level, the Smithsonian will make interim spending decisions as necessary until a full-year appropriation is approved. A full-year Continuing Resolution would require adjustments to the Smithsonian's budget.

The Trust portion of the fiscal year 2011 budget, \$376.1 million, reflects an increase of about 8 percent in key revenue sources. The Trust budget was characterized as "fairly aggressive" and includes increases in fund raising (23 percent) and government grant and contract activities (8 percent). Mr. Sant commended the efforts of Smithsonian Enterprises (SE) and its director, Tom Ott, for the division's outstanding performance in fiscal year 2010. SE projects an 8 percent, or \$28.2 million, increase in fiscal year 2011. Lifting the Central Trust hiring freeze was again noted as significant.

Motions to approve the fiscal year 2011 Federal and Trust budgets were then approved.

***See attached Resolutions 2010.09.03–2010.09.04 (Minutes of the Board of Regents, Appendix A).***

### The Fiscal Year 2012 Federal Budget Request

The fiscal year 2012 Federal budget request was then discussed. Mr. Sant reminded the Board that the Executive Committee previously approved the Smithsonian's fiscal year 2012 Federal budget request. Two budgets—a guidance budget and a requirements budget—were submitted to the Office of Management and Budget (OMB) on September 13, 2010.

As directed by OMB, the fiscal year 2012 guidance budget reflects a 9 percent reduction from the fiscal year 2011 Federal budget and a 6 percent reduction from the fiscal year 2010 Federal budget. With anticipated federally mandated pay increases, the actual budget reduction would total 11 percent.

The requirements budget, \$821 million, is limited to a \$23 million (3 percent) increase over the fiscal year 2011 appropriation request. Mr. Sant said that the requirements budget, \$16 million of which is for fixed, unavoidable costs, reflects the aggressive efforts of staff to identify and protect the most essential elements of the Institution's operating budget. Federal funding for the construction of the National Museum of African American History and Culture, which totals \$205 million, is a separate request.

The guidance budget reflects significant reductions in funding for facilities maintenance and capital. The Board expressed great concern about the short- and long-term consequences of Federal funding cuts, noting that the proposed decreases in the facilities budgets—and, in particular, funding for facilities maintenance—would reverse the progress the Institution has made to address its facilities capital requirements.

**George Mason University  
Conservation Education  
Program**

Mr. Sant reported that the Finance Committee also discussed the George Mason University Conservation Education Program partnership. The Board was apprised that, should the university's fund-raising efforts not succeed, the Regents might be asked to approve the use of some of the National Zoological Park's unrestricted endowment funds to meet the Smithsonian's partnership obligations.

## REPORT OF THE INVESTMENT COMMITTEE

**Portfolio Update**

Investment Committee Vice Chair Roger Sant provided the committee's report.

The Smithsonian's Endowment for the period ending June 30, 2010, reflected assets of \$892.1 million, an increase of \$73.8 million since July 1, 2009. Although August 2010 was challenging, the Endowment closed the month with assets of \$907 million.

The one-year trailing return of 12.7 percent, versus the policy benchmark of 12.3 percent, placed the Endowment in the first quartile of comparable endowments. The Endowment outperformed its policy benchmark over three- and five-year periods but was in the second and third quartiles with regard to peer endowments. Mr. Sant reminded the Board that the Investment Committee has restructured the Endowment over the last five years and anticipates that the new policy will now eclipse the five-year record. The actual asset allocation of the Endowment is now fairly close to its long-term policy.

**Committee Meetings**

The committee's effort to sponsor videoconference meetings has resulted in logistical challenges. The Board agreed that maintaining an effective, highly qualified committee with members who at times might be limited to teleconference participation is preferable to limiting discussions to only members who can participate in person.

**Uniform Prudent  
Management of  
Institutional Funds Act**

The Uniform Prudent Management of Institutional Funds Act (UPMIFA) was discussed. During its June 2010 meeting, the Board discussed the Investment Committee's recommendation to use UPMIFA standards to guide the management of the Smithsonian's Endowment and a comparison chart of the key components of UPMIFA was prepared for the Board's review. The Board approved a motion to be guided by UPMIFA standards in the management, investment, and expenditure of Endowment

funds and, unless otherwise instructed by donors, to classify, for accounting purposes, the historic dollar value of its funds as permanently restricted.

*See attached Resolution 2010.09.05 (Minutes of the Board of Regents, Appendix A).*

## REPORT OF THE ADVANCEMENT COMMITTEE

### Update on the National Campaign

Advancement Committee Chair Alan Spoon provided the committee's report. Both staff and Advancement Committee members have devoted significant attention to the national campaign since the Regents' June 2010 meeting. The Advancement Committee reviewed the key components of the campaign plan, including its goal and size; needs and initial messages; staffing and budgeting; funding; and gift policies.

A feasibility study testing the campaign's ambitions, size, and goals is under way. The committee and staff are discussing "the Federal handshake" and strategies to ensure that the Institution's fund-raising activities will not result in reduced Federal appropriations. The Secretary has formalized a list of strategic, "sacrosanct" priorities that is intended to assure prospective donors about the issues and plans of greatest importance to the Smithsonian.

The Advancement Committee will seek the input of other Regents' committees, including the Governance and Nominating and Strategic Planning and Programs committees, as it finalizes the final draft of the campaign plan. It is anticipated that the national campaign plan will be provided to the Board for approval in January 2011.

Secretary Clough commented on the engagement of staff in the development of the campaign. Four work groups and two committees reviewed different aspects of the campaign plan during the summer 2010. Beginning in spring 2010, a group of unit directors met every two weeks to discuss the plan. On September 2, 2010, a campaign update meeting was held with all unit directors and development officers. The Secretary reported that staff have taken ownership of the plan, are aware of its transformative potential, and are eager to launch the campaign. The Secretary will soon meet with many of the Smithsonian's advisory boards to inform and engage these stakeholder groups in the campaign process.

### Notable Gifts and Proposed Gift Actions

Transformative gifts to the Smithsonian were discussed. The Board again expressed its appreciation to the Bill & Melinda Gates Foundation for its support for a youth access endowment. It also discussed a pending gift from The Boeing Company, which will be presented later to the Executive Committee for its approval on behalf of the Board. The Boeing gift will complete the construction of the National Air and Space Museum's (NASM) Udvar-Hazy Center. The Secretary noted that the second phase of the center's construction is funded solely by private funding and praised the fund-raising abilities of NASM Director Jack Dailey.

Director of External Affairs Ginny Clark reported that the Institution will meet its fiscal year 2010 fund-raising goal of \$142 million. Gift proposals were presented for the Board's approval. With Ms. Stonesifer abstaining, the proposed motions were approved en bloc.

*See attached Resolutions 2010.09.06–2010.09.08 (Minutes of the Board of Regents, Appendix A).*

## HIGHLIGHTS FROM THE COLLECTIONS

Under Secretary for Science Eva Pell said that the Smithsonian is analyzing the scope of its frozen collections. The Pan-Smithsonian Cryo-Initiative's assessment has revealed some 700,000 frozen samples of biological materials that have been collected over the last 30 years. She also reported that the National Museum of Natural History is digitizing its records of collection loans which, prior to the 1970s, were paper-based records.

Under Secretary for History, Art, and Culture Richard Kurin said that the Smithsonian has received eight highly competitive Save America's Treasures grants totaling about \$6 million in matching funds over several years. The Archives of American Art is the most recent recipient of a Save America's Treasures grant. The funding will support the preservation and digitization of the recordings and oral histories that document the making of American art over the last century.

## REPORT OF THE AUDIT AND REVIEW COMMITTEE

### Updates on Committee Meetings

Audit and Review Committee Chair John McCarter provided the committee's report.

The committee met twice since the June 2010 Board of Regents' meeting. The August 9, 2010, meeting was devoted exclusively to the review of the Institution's IRS Form 990 not-for-profit tax filing. Mr. McCarter commended Chief Financial Officer (CFO) Alice Maroni and Comptroller Andrew Zino for their leadership in the preparation of the revised form.

KPMG, the Smithsonian's independent auditors, met with the committee on September 7, 2010. The audit plan for fiscal year 2010 was presented and a new audit partner was introduced to the committee.

During the September 7 meeting, the committee received an update from Inspector General A. Sprightley Ryan on modifications to the Inspector General Act, completed and pending audits, and the activities of the OIG (Office of the Inspector General) Hotline. From October 1, 2009, through mid-August 2010, the OIG Hotline received 95 complaints, which was consistent with the number of complaints received during fiscal year 2009. The Secretary noted that, in addition to addressing complaints that may warrant investigation, the OIG Hotline supports the Institution and its employees by diffusing tensions and addressing misunderstandings. Ms. Ryan also presented her fiscal year 2011 audit plan.

The committee met with the CFO, who updated members on the Institution's efforts to address internal control deficiencies. Mr. McCarter expressed his appreciation to Ms. Maroni for her guidance when he assumed the chairmanship of the Audit and Review

Committee, as well as for the support she provided to the entire committee during her tenure as the Institution's Chief Financial Officer.

The committee had five executive sessions. In compliance with Governance Reform Recommendation 19, General Counsel Judith Leonard provided a report on the review of the annual financial disclosure statements and outside activity requests of senior executives. There were no findings associated with the review that warranted special action. The General Counsel anticipates that the reporting requirements will be reviewed in the coming year and may be modified.

## REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

### Triennial Review of the Smithsonian's Governance Reform Initiative

Governance and Nominating Committee Chair Shirley Ann Jackson provided the committee's report. She requested that future meeting minutes be titled "draft," not "unapproved," prior to their approval.

Upon the recommendation of the Governance Committee, the Board adopted 25 governance reforms in June 2007. In June 2010, the Governance and Nominating Committee began its triennial review of the implementation and efficacy of the 25 reforms.

To support its review, the Governance and Nominating Committee has identified four overarching goals that have guided the Board's governance efforts since 2007:

- promoting a culture of openness and transparency
- promoting a culture of accountability
- building and maintaining an exceptional board
- strengthening the constructive partnership between the board and staff

The committee is reviewing each of the 25 governance reforms by asking and answering the following questions:

- What problem was the reform designed to address?
- Which of the four overarching goals does it promote?
- What actions were taken to implement the recommended reform?
- Is implementation complete?
- Has the implementation effectively solved the problem and, if not,
- What further steps are necessary?

Dr. Jackson reported that the preliminary findings of the governance review are generally positive. A final report on the review, along with recommendation to further improve the Smithsonian's governance, will be presented to the Regents during the January 2011 Board meeting.

### Regents 3.0

Two governance-related issues surfaced during the best-practices review. The principles, roles, and expectations that guide the partnership between the Board and

senior management should be articulated. The configuration of Regents' committees, their processes, and their administration also should be reviewed.

Dr. Jackson reported that an ad hoc group is now considering process improvements, possible committee changes, and overall streamlining efforts, and will report its findings to the committee during its December 2010 meeting. She noted that the committee would welcome suggestions to support such improvements.

**Regents' Annual Self-Assessment**

One of the governance reforms adopted in June 2007 was the implementation of an annual self-assessment by Board members. The Board reviewed the proposed self-assessment survey for 2010. Celia Roady of Morgan, Lewis & Bockius LLP will administer the questionnaire, which is designed to determine satisfaction levels regarding the Board's involvement in four key strategic areas. The results of the survey will be reviewed by the Board's leadership to identify actions that will strengthen the governance of the Smithsonian. All Regents were strongly encouraged to participate in the survey. The participation of the full Board will demonstrate its strong engagement in the Institution's governance.

**Advisory Board Diversity**

The Board reviewed a diversity analysis of the Smithsonian's advisory boards. Dr. Jackson characterized the results as disappointing. She noted the importance of intellectual diversity, in addition to better representing race and ethnicity, gender, and physical ability. The Secretary said that achieving greater diversity in the Smithsonian's workforce and advisory groups is a top priority and that creating a culture of inclusiveness will be a key focus in fiscal year 2011. With regard to the national campaign, achieving greater diversity in the Smithsonian's advisory boards will present both challenges and opportunities.

**Advisory Board Appointments**

The Board reviewed the proposed appointment or reappointment of members to nine Smithsonian advisory boards. The Board agreed that enhancing the diversity of the Smithsonian's advisory boards is an important, long-term commitment and discussed the application of a modified diversity analysis, or template, to the advisory board nomination process. Management is also developing strong candidate pools to support advisory boards' nomination processes. The motions were approved en bloc.

***See attached Resolutions 2010.09.09–2010.09.17 (Minutes of the Board of Regents, Appendix A).***

**Smithsonian Institution Traveling Exhibition Service Advisory Board**

The Board reviewed a proposal to establish an advisory board for the Smithsonian Institution Traveling Exhibition Service (SITES). Bylaws for the proposed advisory board also were presented. Dr. Jackson noted that the Board will likely be asked to consider other new advisory boards in the near future, including one for the Smithsonian Astrophysical Observatory and one for the Smithsonian Tropical Research Institute. The Board approved a motion to establish the SITES advisory board and to approve its bylaws.

***See attached Resolution 2010.09.18 (Minutes of the Board of Regents, Appendix A).***

**National Science Resources Center Bylaws**

The National Advisory Board of the National Science Resources Center (NSRC) has been operating under bylaws that, to date, do not appear to have been officially approved by

the Board of Regents. The bylaws are consistent with Smithsonian guidelines and have been approved by the Office of General Counsel.

The Governance and Nominating Committee agreed that the Board should formally approve the bylaws. It is anticipated that the governing board of the National Academies of Science, which jointly oversees NSRC, will soon add its approval of the bylaws. The Regents approved the bylaws.

***See attached Resolution 2010.09.19 (Minutes of the Board of Regents, Appendix A).***

Ms. Stonesifer said that three additional actions proposed by the Governance and Nominating Committee would be considered during the executive session.

## REPORT OF THE STRATEGIC PLANNING AND PROGRAMS COMMITTEE

### International Museum Professional Education Program

Strategic Planning and Programs Committee Chair Doris Matsui provided the committee's report. The committee met on September 14, 2010, and reviewed updates on several key initiatives.

The committee was briefed on the international museum professional education program and the status of the proposed pilot program in Abu Dhabi. Comments from the June 2010 meetings of the committee and the Board were incorporated into the draft term sheet, which was subsequently shared with Abu Dhabi. It is anticipated that the Smithsonian will receive a response within the next few weeks and that a recommendation on the establishment of the pilot program could be made by the Strategic Planning and Programs Committee as early as December 2010.

### The Smithsonian Associates

The committee was briefed on the status of efforts to make The Smithsonian Associates (TSA) more financially viable. Under Secretary Kurin reported that overall plans for TSA's future will be completed in early 2011.

The committee also discussed TSA's degree-granting partnership in support of a Masters in Decorative Arts. The Smithsonian will replace the Corcoran College of Art + Design with George Mason University as its partner in the Masters in Decorative Arts program. The committee was assured that students currently in the program will not be adversely affected by this change.

### Asian Pacific American Program

The future of the Smithsonian's Asian Pacific American Program was the primary focus of the committee's meeting. Ms. Matsui said that the January 2010 retirement of the program's founding director, Dr. Franklin Odo, presented a natural opportunity to review the program's history, consider its relationship to the Asian American community, examine the changes that have occurred in the Asian American community since the program's founding in 1997, and reexamine the program's potential.

Ms. Matsui said that the program was reviewed by Under Secretary Kurin; Irene Hirano, former director of the Japanese-American Museum in Los Angeles; Konrad Ng, University of Hawaii professor and, until recently, acting director of the Smithsonian

Asian Pacific American Program; and Jack Tchen, founding director of New York University's Asian/Pacific/American Institute. In addition, some 40 other national leaders participated in telephone conferences about the program and its future. All agreed that the Smithsonian's Asian Pacific American Program offers a unique opportunity to bring together arts, education, science, and culture in support of the Smithsonian strategic plan.

These discussions resulted in draft recommendations to help strengthen the program and maintain its momentum. Among the recommendations reviewed by the committee were to change the title of the unit from "program" to "center"; to support the installation of a new director by January 1, 2011; and to establish an advisory board for the center. Renaming the unit is intended to more accurately reflect its mission and goals, as well as to strengthen its viability and visibility across the Institution. Ms. Matsui reported that the committee was very receptive to the recommendations. She added that the center's future is envisioned as a convening force that uses technology and Smithsonian expertise to connect and share global sources of information about the culture and contributions of the Asian Pacific American community.

## REPORT OF THE SMITHSONIAN NATIONAL BOARD

Smithsonian National Board Chair Paul Neely reported that the National Board had not met formally since the June 2010 Regents' meeting. Twelve National Board members, their spouses, and several senior staff participated in the summer 2010 tour "Retracing the Footsteps of James Smithson." The trip, which was characterized as "inspirational," was led by Heather Ewing, author of *The Lost World of James Smithson: Science, Revolution, and the Birth of the Smithsonian*.

## REVIEW OF GOVERNMENT RELATIONS

Director of Government Relations Nell Payne said there were no updates to the legislative update provided in the Regents' meeting materials. She was asked about the status of H.R. 4098: Smithsonian Modernization Act. Introduced by Delegate Eleanor Holmes Norton (D-DC), the bill would revise the composition and responsibilities of the Board of Regents. Ms. Payne reported that there has been no action on the bill, or versions of it, since it was first introduced in 2007.

## DIRECTOR'S REPORT: THE SMITHSONIAN ASTROPHYSICAL OBSERVATORY

Smithsonian Astrophysical Observatory (SAO) Director and former Acting Under Secretary for Science Charles Alcock provided a summary of the history, activities, goals, and challenges of the observatory.

## History of the Smithsonian Astrophysical Observatory

The Smithsonian Astrophysical Observatory was founded in 1890 by Secretary Samuel P. Langley. SAO's first 60 years were dedicated to solar astronomy and the pursuit of the "solar constant," or the amount of energy from the sun that strikes the outer edge of the earth's atmosphere every day.

SAO's original location outside of the Smithsonian Castle was not ideal and in 1955, under the leadership of Secretary Leonard Carmichael, the observatory moved to the campus of Harvard College, home of the Harvard College Observatory. The Cambridge, Massachusetts, location allowed SAO to benefit from Harvard's leadership in astronomy and astrophysics. Under the visionary leadership of its first director in Cambridge, Harvard Professor Fred L. Whipple, SAO's programs and staff grew in size and reputation.

In 1973, the partnership between the Harvard College Observatory and the Smithsonian Astrophysical Observatory was formalized in a memorandum of understanding signed by Secretary S. Dillon Ripley and Harvard University President Derek Bok. Sharing a common vision and director, currently Dr. Alcock, the partnership now known as the Harvard-Smithsonian Center for Astrophysics is the world's largest and most renowned center dedicated to the study of the universe.

## Achievements and Initiatives

SAO comprises approximately 83 percent of the Center for Astrophysics and has a strong record of achievement in developing and successfully implementing large, complex, and innovative observational and theoretical research projects. Eight SAO scientists are members of the National Academy of Sciences and numerous others have received international recognition and funding for efforts to address fundamental questions in astronomy and astrophysics.

The scope and reach of SAO facilities are enormous, and the range of scale in telescopes is essential to the successful study of astronomy and astrophysics, allowing scientists to both identify and characterize celestial objects. SAO developed and operates telescope facilities in Arizona, Hawaii, and Massachusetts, and participates in the Magellan Telescopes in Chile. It also collaborates in programs with partners around the globe. SAO's largest single investment to date has been the Submillimeter Array in Mauna Kea, Hawaii.

Because the atmosphere of the Earth is opaque to many types of naturally occurring radiation, a significant portion of SAO's research and x-ray astronomy is space-based. SAO is a leader in several NASA missions (including the Chandra X-ray Observatory, the Spitzer Space Telescope, and Hinode, which is being conducted with the Japanese Space Agency) and the Solar Dynamics Observatory. SAO also is a leading center for theoretical and computational astrophysics, utilizing complex numerical simulations to model the formation of the early universe and the development of galaxies and planets. SAO's laboratory astrophysics program uses laboratory experiments to expand the understanding of physical processes and applies these results to interpret the processes seen throughout the universe.

Using pioneering techniques, SAO scientists consider the formation and evolution of planets, stars, black holes, galaxies, and larger scale structures in the universe, as well

as the origins and influence of dark matter and dark energy. Techniques developed by SAO scientists recently led to groundbreaking progress in the study of extra-solar planets; it is anticipated that the techniques will support significant advances in the next decade.

#### **Goals and Funding**

SAO's overarching goal is to maintain its leadership in the fields of astronomy and astrophysics. The observatory's strategic plan, which is closely aligned with the Smithsonian strategic plan, addresses four significant scientific questions. Dr. Alcock noted that SAO's plan will be modified in the near future in response to the 2010 National Research Council survey, the significance of which he later explained.

Trust funds provide for a significant portion of the observatory's budget (\$92.657 million in fiscal year 2010; 95 percent from government grants and contracts). Federal appropriations provide for the remainder of SAO's budget (\$28.153 million in fiscal year 2010).

#### **Challenges**

SAO's challenges include the base erosion that has impacted all Smithsonian units. Low staff turnover rate has resulted in reduced numbers of young researchers. SAO is working with the central Office of Development to identify potential donors and enhance its fund-raising abilities. It also must respond to the 2010 National Research Council survey and, in particular, its recommendation to support large synoptic survey telescopes as the top-level priority. This recommendation is a reversal of the previous survey's recommendation, which in 2000 supported the establishment of giant segmented telescopes, such as the Giant Magellan Telescope, as the top-level priority.

#### **The Giant Magellan Telescope**

Dr. Alcock emphasized the importance of the Giant Magellan Telescope (GMT) in the international effort to create the world's largest next-generation telescope. GMT, a partnership initiative that is included in the Smithsonian's strategic plan, will address many major science questions, such as the how stars, planets, and galaxies form and evolve. Whereas the two primary competitors in next-generation telescopes are developing designs with either 492 or 700 segmented mirrors, the GMT design is comprised of seven segmented mirrors. Dr. Alcock said that, in addition to being more stable, the GMT design is cost-effective and easier to construct. Current estimates for the project, if finished by 2020, total \$688 million, excluding annual operating costs.

Dr. Alcock reminded the Regents that the benefits to participants in the GMT partnership are proportioned to the funding provided by each. Larger, and earlier, investments will result in increased telescope time. SAO, which has contributed \$2.8 million to the partnership to date, is no longer the leading contributor to the project. Dr. Alcock said that SAO's goal is to contribute \$68 million and achieve a 10 percent stake in the project.

#### **Discussion**

The Regents asked about SAO's leadership status in astronomy. Dr. Alcock said that the United States currently has a narrow intellectual lead in the field but acknowledged that European telescope engineering is superior. Funding is essential to maintaining SAO's world-renowned leadership in astronomy and avoiding "creeping mediocrity."

Dr. Alcock's closing remarks were optimistic. He thanked the Board for the opportunity to discuss SAO and noted that, notwithstanding the challenges it faces, SAO is well-

positioned to maintain its leadership in astronomy because of the support of Smithsonian leadership; the strength of SAO's mission, goals, and achievements; and the Smithsonian strategic plan's commitment to "unlocking the mysteries of the universe."

## AFTERNOON SESSION

The Chancellor called the executive session to order at 1:15 p.m.

### EXECUTIVE SESSION

The Board considered three proposed actions that had been forwarded to the Board upon the recommendation of the Governance and Nominating Committee. The first and second actions concerned the reelection of Patricia Q. Stonesifer as chair and Alan G. Spoon as vice chair of the Board of Regents. With Ms. Stonesifer and Mr. Spoon abstaining, the motions were approved.

***See attached Resolutions 2010.09.20–2010.09.21 (Minutes of the Board of Regents, Appendix A).***

The Regents discussed the renomination of citizen Regents Shirley Ann Jackson and Robert P. Kogod for second terms on the Board of Regents. With Dr. Jackson and Mr. Kogod abstaining, the Board approved the renomination of both Regents and asked that the congressional Regents introduce and support legislative initiatives leading to their reappointments.

***See attached Resolution 2010.09.22 (Minutes of the Board of Regents, Appendix A).***

The executive session concluded at 1:45 p.m., after which Director of Communications Evelyn Lieberman briefed the Board on the public forum. The regular business session concluded at 2:10 p.m.

### THIRD ANNUAL PUBLIC FORUM WITH THE BOARD OF REGENTS

Chaired by Smithsonian Chancellor John G. Roberts Jr., the Chief Justice of the United States, the third annual public forum with the Board of Regents was called to order at 2:30 p.m.

The purpose of the forum was to introduce the Regents and explain their role in the governance of the Smithsonian; allow the Secretary to provide a brief update on the current state of the Institution; to discuss the Smithsonian's unique status as a public-private partnership; and to respond to questions from the audience.

The Secretary briefly summarized the report he had given to the Board during the morning business meeting. He spoke of the Institution's core values, goals, and vision, and cited many of the achievements realized through Smithsonian initiatives in the past year.

Dr. Jackson said that the Smithsonian's public-private partnership is based on trust in its governance, and reviewed the important changes in the Institution's governance that have occurred in the past three years. Using the National Museum of African American History and Culture as an example, Ms. Matsui explained the partnership, through appropriations, between the Smithsonian and the Federal government. Mr. Spoon discussed the national campaign, the important role of philanthropy at the Smithsonian, and the need to augment Federal appropriations. Mr. McCarter and Mr. Rubenstein commented on public-private partnerships outside of the Institution.

With the Chancellor moderating, the Regents then addressed questions posed by the audience, by Webcast viewers, and via advance e-mail inquiries. A range of issues were discussed, such as the future of the Arts and Industries Building, the status of the American Latino Museum, the Smithsonian's commitment to K-12 education in the 21st century, the Smithsonian strategic plan, and global initiatives that draw from the Smithsonian's resources.

## ADJOURNMENT

On behalf of the Board of Regents, the Chancellor thanked the audience for attending the forum. He also thanked the Regents for their participation and service. The meeting was adjourned at 3:45 p.m.

Respectfully Submitted,

G. Wayne Clough  
Secretary

**APPENDIX A: APPROVED RESOLUTIONS OF THE  
SEPTEMBER 20, 2010, MEETING OF THE BOARD OF REGENTS**

**VOTED** that the Board of Regents approves the minutes of the June 21, 2010, meeting of the Board of Regents. [2010.09.01]

**VOTED** that the Board of Regents affirms the Fiscal Year 2011 Smithsonian Institution Annual Goals, subject to non-substantive refinements as approved by the Executive Committee. [2010.09.02]

**VOTED** that the Board of Regents approves the budget of appropriated funds for fiscal year 2011 when signed into law by the President and authorizes expenditures by the Secretary in accordance therewith. Any material changes in program plans incorporated into this budget shall be made only with the approval of the Board of Regents or its Executive Committee. [2010.09.03]

**VOTED** that the Board of Regents approves the institutional budget for Trust funds for fiscal year 2011 reflected in this report and authorizes expenditures by the Secretary in accordance therewith. Any material changes in program plans incorporated into this budget shall be made only with the approval of the Board of Regents or its Executive Committee. [2010.09.04]

**VOTED** that the Board of Regents be guided by the standards in the Uniform Prudent Management of Institutional Funds Act in the management, investment, and expenditure of Smithsonian endowment funds. Unless otherwise instructed by donors, for accounting purposes, the Smithsonian will classify as permanently restricted the historic dollar value of its funds. [2010.09.05]

**VOTED** that the Board of Regents recognizes the generosity of W. Richard West, Jr., and Mary Beth West, and The Ford Foundation, to the National Museum of the American Indian, and creates and names the W. Richard West, Jr., and Mary Beth West Endowment. The endowment will provide support for contemporary native art exhibitions held in the museum's W. Richard West, Jr., Contemporary Art Gallery. [2010.09.06]

**VOTED** that the Board of Regents recognizes the generosity of the late Frank K. Ribelin to the Smithsonian American Art Museum and creates and names the Frank K. Ribelin Endowment for the acquisition of art for the Museum. [2010.09.07]

**VOTED** that the Board of Regents recognizes the generosity of James R. Cargill II and Patrick and Christian Harker to the National Air and Space Museum's Steven F. Udvar-Hazy Center and names the classroom at the Center the Susan M. Cargill Classroom in honor of the late wife of James R. Cargill II and the mother of Christian and Patrick Harker. The classroom shall be so-named for 10 years or until the next major renovation, whichever occurs last. [2010.09.08]

**VOTED** that the Board of Regents appoints Alexander Hyman, Bennie F. Johnson, and Cheryl Neill-Humphreys and reappoints James Larry Frazier and Phillip Omohundro to the Advisory Board of the Anacostia Community Museum, all for three-year terms effective September, 22, 2010. [2010.09.09]

**VOTED** that the Board of Regents reappoints Arthur Cohen, Ruth Feder, Marla Prather, and Donna Perret Rosen to the Board of Trustees of the Archives of American Art for three-year terms effective immediately. [2010.09.10]

**VOTED** that the Board of Regents reappoints Marilyn Friedman, Lisa Roberts, and James Rosenthal to the Board of Trustees of Cooper-Hewitt, National Design Museum for three-year terms effective immediately. [2010.09.11]

**VOTED** that the Board of Regents reappoints Jeffrey P. Cunard to the Board of the Freer Gallery of Art and the Arthur M. Sackler Gallery for a four-year term effective immediately. [2010.09.12]

**VOTED** that the Board of Regents appoints Ralph D. Heath to the Board of Directors of the National Air and Space Museum for a three-year term effective immediately. [2010.09.13]

**VOTED** that the Board of Regents appoints Sam S. Garvin and Robert H. Tuttle to the Board of Directors of the National Museum of American History for three-year terms effective October 14, 2010. [2010.09.14]

**VOTED** that the Board of Regents appoints Jill Lepore and Tim Ryan and reappoints John O. Boochever and W. Dean Smith to the Commission of the National Portrait Gallery for four-year terms effective immediately. Additionally, the Board of Regents reappoints Roger Mudd to the Commission for a six-year term effective immediately. [2010.09.15]

**VOTED** that the Board of Regents appoints Maurice J. Cunniffe and Robin M. Martin and reappoints Allan J. Riley to the Commission of the Smithsonian American Art Museum for four-year terms effective immediately. [2010.09.16]

**VOTED** that the Board of Regents appoints Richard T. Choi, Katherine H. Neville, and Kathryn C. Turner and reappoints Robert N. Snyder to the Board of the Smithsonian Institution Libraries for three-year terms effective January 1, 2011. [2010.09.17]

**VOTED** that the Board of Regents approves the establishment of an advisory board for the Smithsonian Institution Traveling Exhibition Service and the proposed bylaws. [2010.09.18]

**VOTED** that the Board of Regents approves the Bylaws of the National Science Resources Center National Advisory Board. [2010.09.19]

**VOTED** that the Board of Regents reelects Patricia Q. Stonesifer as Chair of the Smithsonian Institution's Board of Regents for a one-year term effective January 21, 2011. [2010.09.20]

**VOTED** that the Board of Regents reelects Alan G. Spoon as Vice Chair of the Smithsonian Institution's Board of Regents for a one-year term effective January 21, 2011. [2010.09.21]

**VOTED** that the Board of Regents renominates Shirley Ann Jackson and Robert Kogod for second terms as members of the Board. The Congressional members of the Board of Regents are asked to introduce and support legislative initiatives leading to their reappointment. [2010.09.22]

**VOTED** that the Board of Regents recognizes the generosity of the Bill & Melinda Gates Foundation to the Smithsonian Institution and creates an endowment to establish and support a competitive internal grant program for Smithsonian educators, as described. The director of education will oversee the endowment, to be known as the Youth Access Endowment, and the grant program. [2010.09.23]