

MINUTES OF THE APRIL 30, 2012, MEETING OF THE BOARD OF REGENTS

ATTENDANCE

This scheduled meeting of the Board of Regents was held on Monday, April 30, 2012. The Board conducted morning, afternoon, and executive sessions in the Regents' Room in the Smithsonian Castle Building. Board Chair France Córdova called the meeting to order at 8:30 a.m. Also present were:

The Chief Justice ¹	Sam Johnson	John W. McCarter Jr.
Xavier Becerra	Robert P. Kogod	Roger W. Sant
Stephen M. Case	Patrick J. Leahy	Alan G. Spoon ²
Shirley Ann Jackson		Patricia Q. Stonesifer

Paul Neely, Smithsonian National Board Chair

Vice President Joseph R. Biden Jr., Senator Thad Cochran, Senator Jack Reed, Representative Steven LaTourette, and David Rubenstein were unable to attend the meeting.

Also present were:

G. Wayne Clough, Secretary	Evelyn S. Lieberman, Director of Communications and External Affairs
Patricia L. Bartlett, Chief of Staff to the Secretary	Christopher Liedel, President of Smithsonian Enterprises
Claudine K. Brown, Assistant Secretary for Education and Access	Nell Payne, Director of Government Relations
Amy Chen, Chief Investment Officer	Eva J. Pell, Under Secretary for Science
Virginia B. Clark, Director of Advancement and Philanthropic Giving	Jeffrey P. Minear, Counselor to the Chief Justice
Scott S. Dahl, Inspector General	Danielle Borrin, Assistant to the Vice President
Bruce Dauer, Director of the Office of Planning, Management, and Budget	T.A. Hawks, Assistant to Senator Cochran
Barbara Feininger, Office of the Regents Senior Writer-Editor (recorder)	Kevin McDonald, Assistant to Senator Leahy
Albert Horvath, Under Secretary for Finance and Administration/Chief Financial Officer	Moira Lenehan-Razzuri, Assistant to Senator Reed
Richard Kurin, Under Secretary for History, Art, and Culture	Grisella Martinez, Assistant to Congressman Becerra
John K. Lapiana, Chief of Staff to the Regents	David Heil, Assistant to Congressman Johnson
Judith Leonard, General Counsel	Hilary Fulp, Assistant to Congressman LaTourette
	Charles Alcock, Director of the Smithsonian Astrophysical Observatory ³
	Eldredge Bermingham, Director of the Smithsonian Tropical Research Institute ³

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

² Alan Spoon participated in the morning session and was present for the recognition of his service after the Regents' luncheon.

³ Drs. Alcock and Bermingham gave special presentations to the Board of Regents.

MORNING SESSION

REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

Introductory Remarks	Dr. Córdova welcomed the attendees. Noting that this was her first meeting as Board Chair, she thanked the Chancellor, Board Vice Chair Patricia Stonesifer, Executive Committee member Shirley Ann Jackson, and Secretary Clough for their support in the preparations for this meeting. She also thanked the Regents for their participation in the previous evening's dinner and tour of the facilities in the campus master planning initiative.
Seriously Amazing: Titanoboa	Dr. Córdova reminded the Board of the new Smithsonian tagline, "Seriously Amazing," and said that each meeting going forward will include a presentation on a "seriously amazing" program or object. In that regard, she invited Under Secretary Richard Kurin, Under Secretary Eva Pell, and Smithsonian Tropical Research Institute (STRI) Director Eldredge Bermingham to discuss Titanoboa, an enormous snake that lived some 58 million years ago in what is now northern Colombia. STRI researchers identified the fossilized remains of a 48-foot-long Titanoboa in a Cerrejón coal mine. The mine is one of the world's largest open-pit coal mines and the site of possibly the most important fossil record of the entire ancient tropical ecosystem that existed after the mass extinction of dinosaurs. The Regents viewed a clip of a Smithsonian Channel program on the giant serpent.
Review of Meeting Agenda	Before discussing the meeting agenda, Dr. Córdova welcomed Chris Liedel, the new president of Smithsonian Enterprises. She then highlighted the major goals and actions for the meeting: Assistant Secretary Claudine Brown's report on the development of a pan-institutional education and access strategy; executive session discussions on Regent succession planning for the vacancy that will be created when Alan Spoon completes his final Board term in May 2012; and the Smithsonian's response to congressional inquiries about the Smithsonian Journeys Cuba travel program. She noted that the itinerary for the first trip to Cuba had been modified.
Executive Committee Report	Dr. Córdova updated the Board on the Executive Committee's review of Secretary and Anne Clough's Smithsonian-related travel expenses incurred since July 2008, records of which had been requested by Senator Chuck Grassley (R-IA). She reported that General Counsel Judith Leonard and her staff reviewed the records and discussed their observations with the Executive Committee, which agreed that the findings reflect the Secretary's prudent stewardship of Smithsonian resources.
	She also highlighted two significant Smithsonian events that occurred since the January 2012 Board meeting: the groundbreaking for the National Museum of African American History and Culture and the arrival of the space shuttle <i>Discovery</i> at the National Air and Space Museum's Udvar-Hazy Center.
January 23, 2012, Board Meeting Minutes	The minutes of the January 23, 2012, meeting of the Board of Regents were approved without comment or revision.

See attached Action 2012.04.01 (Minutes of the Board of Regents, Appendix A).

REPORT OF THE SECRETARY

Secretary Clough thanked the Regents and staff for their contributions to the many seminal events that recently occurred at the Smithsonian. He likened the Titanoboa project to the “Jefferson Bible” exhibition: both reflect the best of Smithsonian scholarship and research. He said that the arrival of the *Discovery* was seriously amazing, as also was the realization that its condition reflects the 148,221,675 miles it flew in space. He said that Smithsonian Astrophysical Observatory Director Charles Alcock would speak over lunch about the incredible opportunities the Giant Magellan Telescope project will offer, as well as the financial challenges it faces. The Secretary also commented on the Hirshhorn Museum and Sculpture Garden’s ability to “bring the museum out” with its successful video installation *Doug Aitken: Song 1*. The Smithsonian American Art Museum exhibition *The Art of Video Games* has attracted over 200,000 visitors to date and will travel to 10 other sites.

Smithsonian National Board	The Smithsonian National Board met in Panama after the January 2012 Regents’ meeting, as well as in D.C. over the past weekend. National Board members, said Secretary Clough, are making tremendous contributions to the national campaign. In addition to funding, members are hosting numerous events to engage Smithsonian leaders with potential supporters in their home cities. The Friends of the Smithsonian also had a recent successful meeting.
Visitation, the Fiscal Year 2011 Audit, and the Fiscal Year 2012 Federal Budget	The Secretary reported that Smithsonian visitation has rebounded and could exceed last year’s numbers. Over 30 million people have visited Smithsonian museums and research centers this calendar year, and digital outreach continues to expand.
	Secretary Clough said that outcome of the fiscal year 2011 audit was good. With regard to the fiscal year 2013 Federal budget, the Smithsonian received solid support from the Office of Management and Budget, which recommended a 5.8 percent increase above the fiscal year 2012 appropriation. The total request of \$857 million includes funding for the construction of the National Museum of African American History and Culture, as well as personnel increases for that museum. The Secretary’s budget hearing on the Hill was well-received. He said the Smithsonian’s position is good but that the next 12 months will be very challenging.
Funding	The Smithsonian has raised \$123 million this year, and hopes to reach its \$200 million fundraising goal for 2012. Although the national campaign is still in its quiet phase, fundraising is ahead of schedule and 33 percent of the internal working goal has been reached. The Secretary reported that the nation’s leading independent charity evaluator, Charity Navigator, awarded the Smithsonian its highest rating in recognition of the Smithsonian’s governance, transparency, management, and fundraising efficiency. On March 30, 2012, the Endowment stood at about \$1.06 billion.

Revenue from grant and contract activities is on pace to double before the fiscal year 2015 target. Under the direction of Under Secretary Horvath, the Smithsonian is

developing a new strategy for how it conducts grant and contract activities. The Secretary said the strategy will be implemented as quickly as possible. Smithsonian Enterprises is in good shape and reports increases in subscriptions to the Smithsonian Channel. Redesign processes for goal-setting and budget development are in operation for fiscal year 2012 goal reports.

Activities and Events

The Secretary reported that Under Secretary Kurin has pursued a memo of understanding (MOU) with the Department of State that will support the Smithsonian's activities across the globe. A member of the State Department senior staff has been detailed to the Smithsonian.

The Consortia and the Club of Rome cohosted the symposium "Perspectives on Limits to Growth: Challenges to Building a Sustainable Planet" on March 1, 2012. The symposium was first held in 1972, and a subsequent symposium was held in 1982. Many of the original participants were in attendance.

Secretary Clough said that almost 200,000 children have attended the *Math Alive* exhibition in the Ripley Center. He expressed his wish for similar activities at the Arts and Industries Building when it reopens.

The Smithsonian has worked with the U.S. Patent and Trademark Office on the development of the exhibition *The Patents and Trademarks of Steve Jobs: Art and Technology that Changed the World*, which will open on May 11, 2012. In conjunction with the exhibition, the Secretary will interview Walter Isaacson, the author of the biography *Steve Jobs*, on June 6. Mr. Case later suggested that the Smithsonian aggressively expand its efforts to recognize the achievements and legacy of Mr. Jobs.

Consortia activities are going well. About \$3 million of the \$10 million Gates Foundation grant has been awarded through a competitive process. Consortia-supported projects have submitted 51 proposals to date, of which 14 have been funded.

Noting that Assistant Secretary Brown would present a more comprehensive report, the Secretary noted the progress that has been made in the Smithsonian's education and access initiatives. He commented on a \$25 million Department of Education project to support the Smithsonian's ability to deliver STEM education to Houston school districts where over 80 percent of the students are under the poverty line. The Smithsonian is also engaging corporate partners in this effort.

Infrastructure and People

The Secretary updated the Board on changes in the Smithsonian's senior leadership. In addition to new Smithsonian Enterprises (SE) President Chris Liedel, SE welcomed Michael Caruso as Editor-in-Chief of *Smithsonian* magazine. Deron Burba was named Chief Information Officer. His efforts, said the Secretary, will focus largely on improving IT infrastructure.

He reported on several search processes that are under way. The Secretary said that he will soon announce the selection of the next National Museum of American History director. The search for the next director of the National Museum of Natural History (NMNH) is in full gear. Under Secretary Pell's goal is to have a new director in place

before current NMNH director Cristián Samper leaves in August 2012.

The search to replace Office of Facilities Engineering and Operations Director Bruce Kendal is down to three candidates. The Secretary said that National Science Resources Center Director Sally Shuler also has announced her retirement.

Major Smithsonian construction projects are all on or under budget, and most are on schedule. With regard to collections care, the Secretary reported that a MOU had been signed with the National Park Service (NPS) to provide for the care and management of NPS collections. Deputy Under Secretary for Collections and Interdisciplinary Support Scott Miller will report on a survey of existing Smithsonian collections at the June 2012 Board meeting.

Branding Update

The Secretary invited Director of Communications and External Affairs Evelyn Lieberman to provide an update on the branding initiative. Mrs. Lieberman reported on recent communications with Target, which is sponsoring the brand advertising campaign. The advertising campaign, which will be slightly modified, is on track for a mid-to-late September 2012 launch. It will run for about four to six weeks.

Intensive internal branding efforts continue. To date, Pherabe Kolb, who is managing the branding project, has made 54 presentations around the Smithsonian and Mrs. Lieberman has met with 13 advisory boards. Workshops and training are under way and a branding style guide will be issued soon.

Target announced that it again engaged brand consultants Wolff Olins to work on the brand advertising campaign. The firm, which prepared the Smithsonian brand strategy, will develop and implement the brand's advertising concepts. The budget for the project is under development. Wolff Olins will present two creative concepts to the Smithsonian on May 23, 2012. Noting that the advertising production schedule is tight, Mrs. Lieberman strongly encouraged the Regents and senior staff to attend the presentation and provide input on the concepts. The final concept will be presented to focus groups and tested before and after the advertising campaign.

It is anticipated that the campaign's media plan will be presented to the Board at its June 2012 meeting. The plan will include outdoor, digital, and print media. The campaign's target audience of "Aware Millennials" has been expanded to include "Aware Moms."

Other branding activities will include the development of a microsite. The microsite will highlight "Seriously Amazing" stories, as well as direct viewers to other Smithsonian sites. Smithsonian-specific branded programming will be developed with the support of Smithsonian Enterprises President Chris Liedel. The programming would draw from uniquely Smithsonian assets. Some existing programs may be repurposed to support the fall advertising launch. In addition, a new introductory video about the Smithsonian will incorporate branding messages.

Mrs. Lieberman expressed her excitement about the brand advertising campaign. She also noted that efforts are under way to identify sources that could support a longer

rollout of the advertising campaign. Mr. Spoon noted his enthusiasm for the digital microsite, which he called a “digital visitor center.”

STRATEGIC PLAN: EDUCATION STRATEGIC PROJECTS

Overview of Major Effort Areas in Smithsonian Education

Dr. Córdova said Assistant Secretary for Education and Access Claudine Brown, who has overseen efforts to identify and strengthen pan-institutional education and digital outreach initiatives over the past year, would present three major education projects to the Board. She asked Secretary Clough to provide an overview of the initiative.

The Secretary reported on a recent retreat, during which Smithsonian educators discussed education and access projects currently under way, as well as worked on the development of a focus and framework for Smithsonian education efforts going forward. The framework includes three major effort areas: (1) exhibitions, programs, and informal learning centers, (2) supplemental K–12 offerings and formal learning settings, and (3) open digital access, known as the “21st Museum,” that is available anytime and anywhere. Secretary Clough said the boundaries between the three areas of focus are flexible and noted that a fourth area, higher education, would be discussed at a later time.

Exhibitions, Programs, and Informal Learning Centers

“Exhibitions, programs, and informal learning centers” include the Smithsonian’s well-known assets, such as its museums and centers, collections, and research. Federal and private funding support these resources. The age demographic of visitors is wide, and includes families and students. New trends in this focus area include the development of digital offerings, such as the National Museum of Natural History’s Oceans portal, that complement physical exhibitions.

Supplemental K–12 Offerings and Formal Learning Settings

“Supplemental K–12 offerings and formal learning settings” reflect the expectation that all Smithsonian programs demonstrate a commitment to inspiring students and educators through broad educational offerings. Directed to teachers, school districts, and home-schooling communities, these programs are built around teachers’ and students’ needs; are age- and curriculum-based; are driven by state and national education standards; and are delivered through a variety of physical and digital means. The Secretary noted this is a very competitive area. Funding sources include Federal monies, private gifts, and grants, including the Gates Youth Access Grants. New trends include changing educational standards and new digital learning opportunities that can target products and support the development of active learners. The Secretary cited the National Museum of American History’s online “History Explorer” portal as a successful example of broadening education and access through online educational resources.

Open Digital Access: The 21st Museum

“The 21st Museum” offers open digital access to anyone, at any time, in any place. New and evolving opportunities provide tremendous potential to this relatively new area. The Smithsonian’s assets include the Smithsonian Channel, web-based materials, digitized collections (although only 13 percent of the collections are digitized at this time), and Gates Youth Access Grants. This area, said the Secretary, needs more funding, stronger information technology expertise, and more education generalists with pan-institutional perspectives. Change trends reflect the widespread

use of cell phones and iPhone and iPad apps, as well as new generations of digital natives.

Secretary Clough said that three strategic education and access projects are under development that will draw from, as well as support, the three focus areas. He invited Ms. Brown to discuss the three projects.

Overview of Three Strategic Education and Access Projects

The three strategic education projects are *AMERICANS ALL*, *WATERWAYS*, and *My-SI*. The goal of the projects, said Ms. Brown, is to make the Smithsonian's content easily accessible and readily available to learners everywhere, at any time. Noting that the Smithsonian develops specialized research on an ongoing basis, she said the Smithsonian has the ability to make important information commonplace knowledge by sharing it with the world—and making the strategic plan a “living document.” Another goal of these projects is to learn from audiences. Learners are interested in becoming active participants who can share their own knowledge and stories, and become part of a common, larger narrative.

Ms. Brown introduced Peter Haydock, former vice president of curriculum and professional development for the National Geographic Society’s JASON Project and a new member of her staff. Mr. Haydock developed a prototype *My-SI* online participant access system, which was projected to introduce the two other strategic education projects.

AMERICANS ALL

Ms. Brown explained that *AMERICANS ALL* and *WATERWAYS* are both based on Smithsonian Consortia projects. *AMERICANS ALL*, she said, addresses the Grand Challenge “Understanding the American Experience” by focusing on migration and immigration in this country. Using existing Smithsonian assets, the project will identify and tag current and prior Smithsonian exhibitions, programs, collections, and other resources that relate to this specific subject area. Using the *My-SI* prototype, Mr. Haydock demonstrated how users will navigate the project’s resources. He highlighted the “Share your Experience” function, which allows users to record and upload information about personal immigration and/or migration experiences. Users can develop and update personal web pages, and share in the larger *AMERICANS ALL* portfolio. One of the assets of the “Share your Experience” function is that it allows learners to engage with Smithsonian exhibitions and programs before they are finalized.

WATERWAYS

WATERWAYS addresses the Grand Challenge “Understanding and Sustaining a Biodiverse Planet.” Developed by the Anacostia Community Museum, the Consortia project is an urban waterways initiative designed to encourage public stewardship of the Anacostia River. Hawaiian rivers are now included in the project. Protecting the world’s waterways, said Ms. Brown, is an urgent, compelling issue: half of the world’s waterways are seriously compromised; half of the world’s population lives near a body of water; and two-thirds of the world’s population will experience water shortages by the year 2025. The *WATERWAYS* project will develop new resources and use existing assets in the Smithsonian’s collections, research, exhibitions, and programs, such as Smithsonian Journeys’ waterway-themed trips. The project will support robust citizen science initiatives, such as the Smithsonian Environmental Research Center’s distance-learning program, that collect, share, and compare data

from across the world.

My-SI

Ms. Brown said that *AMERICANS ALL* and *WATERWAYS* are exciting, timely projects that will draw from existing Smithsonian resources and support the participation of citizen scientists and other learners in issues of global significance. *My-SI*, she said, will deliver these projects in compelling, personalized ways, by inviting users to engage more deeply with the Smithsonian. The online participant access system will provide a single point of access to all Smithsonian educational programs and resources, and support the creation of communities of learners. The registration-based system includes numerous resources and capabilities, such as lesson plan and survey creators, search and tagging functions, a multiplatform data-gathering system, and a registration center for education programs. It also will integrate with existing Smithsonian websites, databases, and external data sets. Mr. Haydock demonstrated the system's functions and capabilities.

Discussion

The Regents were positive about the *AMERICANS ALL*, *WATERWAYS*, and *My-SI* projects. Mr. McCarter commented on the importance of the *WATERWAYS* project, noting its ability to cross state and national boundaries, as well as encourage citizen science. Mr. Spoon commented on the partnership possibilities of the *AMERICANS ALL* project. The Secretary said the Smithsonian can "amplify" the relationships it currently has with external organizations, such as ethnic media organizations, as well as develop new relationships.

Mr. Case acknowledged the important role of business partners with similar interests, goals, and resources. He suggested exploring enterprise-based strategies to help ramp up digital outreach activities, increase collaboration, secure more strategic partnerships, and help the Smithsonian become more of a platform organization.

Mr. Kogod commented on the current explosion of information and interconnectivity, and their important role in the Smithsonian's future. He said a business plan should be developed to help Smithsonian education fully benefit from these opportunities.

Ms. Stonesifer said she was excited about the presentation's targets but believed that an overall plan still needs to be developed. She said the Smithsonian is uniquely positioned to be a central authority in significant content areas. She said, however, that other organizations may challenge the Smithsonian's role if the implementation of these projects is not accelerated. Applying the "Seriously Amazing" standard to these projects, she said, will give them greater visibility and traction, reinforce the Smithsonian brand, and encourage bold partnerships.

Ms. Brown reported that the *AMERICANS ALL* and *WATERWAYS* projects have attracted the interest of corporate donors who want to be associated with the projects' values. Ms. Stonesifer said that corporate donors also value audience numbers, and that strong numbers are needed to uphold the Smithsonian's standard of ownership. Ms. Brown said that, in addition to funding, such sponsors typically offer technical support.

Mr. Spoon acknowledged that the education strategy—learning for all, anywhere, at any time—may present risks but said he would welcome such risks in the educational

sphere. This is an opportunity, he said, for the Smithsonian to adopt a platform of openness and allow others to strategically use Smithsonian content and show new ways it can be used.

Dr. Córdova noted the Board's enthusiasm, and said it must give Ms. Brown further direction. She asked Ms. Brown to develop a plan that reflects the strategic plan, articulates the vision and purpose of this effort, presents specific goals and outcomes, outlines steps to achieve them, and establishes metrics to measure these efforts. The desired outcome, said Senator Leahy, is to make the Smithsonian the "go-to" destination, both physically and virtually. Mr. Sant added that one of the overarching goals is to develop more informed populations.

Ms. Stonesifer expressed her opinion that some of the goals and outcomes were too modest. It is urgent, said Mr. Spoon, to find ways to turn this initiative into a viral opportunity that reaches tens of millions of people. He suggested using Smithsonian Enterprises as a platform.

Mr. Case said that the broader issue is the core tension between making incremental changes to the delivery of content on important topics versus establishing a broader platform on important topics in partnership with like-minded organizations. The Smithsonian must find a way to become comfortable with letting go if it is to be relevant in the future and remain a significant, trusted brand.

DIRECTOR'S REPORT: SMITHSONIAN TROPICAL RESEARCH INSTITUTE

Smithsonian Tropical Research Institute (STRI) Director Eldredge "Biff" Bermingham thanked the Board for the opportunity to discuss STRI's mission, achievements, aspirations, and challenges. He noted the many challenges to the world and its environment. Stating that STRI is positioned at the intersection of science, conservation, policy, education, and commerce, Dr. Bermingham said that STRI is unique in its ability to help address issues of global significance.

Basic and Applied Science

Dr. Bermingham discussed the roles of basic and applied knowledge. With regard to basic science, he said that great discoveries are based on curiosity, intellect, and will. He said that great discoveries typically reflect inspired leaps of intellectual creativity and cited Dr. Alfred Wegener's 1911 theory of continental drift as an example. Applied science, which is designed to solve problems, is based on sharing new knowledge. Dr. Bermingham noted the contributions of Colonel William Gorgas, a member of the Army Medical Corps, to the construction of the Panama Canal. By applying his understanding of insects as vectors for disease, Dr. Gorgas created a systematic program of mosquito abatement in the Canal Zone.

New scientific knowledge, said Dr. Bermingham, is typically shared through the release of publications and articles that have undergone a rigorous peer-review process. STRI's science and publishing record are impressive: it has published over 11,000 scientific publications to date. In 2011 alone, STRI recorded 289 publications, including 23 articles in high-profile journals such as *Science*, *Nature*, and the *Proceedings of the National Academy of Science*.

History—and Serendipity

Serendipity, said Dr. Bermingham, has played a significant role in Panama's history. It is reflected in the formation of the Isthmus of Panama and the biologic diversity that resulted; the role of the United States in the area's development; and the scientific contributions of the Smithsonian and STRI. In 1910, Smithsonian Secretary Charles Walcott received permission from President William Howard Taft to send a scientific expedition to Panama to study the environmental impact of the Panama Canal. At the request of the Panamanian President, the survey soon was extended to the entire Isthmus. Since that time, scientists have engaged in two overarching studies about the impact of the joining of the North and South American continents some 3 million years ago. The rising landmass divided a continuous tropical sea into what are now the Caribbean and Pacific oceans and supported the development of biological diversity through biological invasions. Today STRI has nine different research facilities in Panama that collectively support research on both oceans and the rainforest that lies between the two continents.

Addressing World Challenges through STRI Research

Dr. Bermingham spoke of challenges to the future of the world: population growth, increased consumption and depletion of natural resources, environmental change, and the world economy. He said this is the age of biology, and added that this is in fact the age of *tropical* biology. The transformation of temperate landscapes has largely occurred, he said, as well as been studied using North American and European research models. Dr. Bermingham said that future landscape transformations will occur primarily in tropical zones. If mankind is to survive, he said, it must learn how to steward the world's environments in new, more sophisticated ways. STRI's work directly supports the strategic plan's grand challenge "Understanding and Sustaining a Biodiverse Planet."

STRI's Research Themes

Dr. Bermingham discussed STRI's principal research themes: rainforests, coral reefs, earth history, and human interaction with the environment. The distribution of plants in the tropics is fundamentally different than what is found in temperate zones: Panama hosts 2,321 species of trees, whereas only 1,000 species can be found across all of North America. In an effort to better understand biodiversity and sustainability, STRI initiated a large-scale tropical forest observation program on Barro Colorado Island in 1980. Since that time, the Smithsonian Institution Global Earth Observatories (SIGEO) has become the most important study of forest dynamics in the world. SIGEO now includes 47 research sites and involves 74 partner institutions that use the same research methods to monitor 4.5 million trees, representing 8,500 species, in 22 countries across the globe.

STRI's ability to conduct long-term observations is significant, as well as atypical. SIGEO studies of Panamanian and Malaysian rainforests have documented declining growth rates, which indicates decreased carbon absorption rates. These findings, however, are not paralleled in similar studies conducted at the Smithsonian Environmental Research Center, where carbon rates have increased. These results and the questions they raise will inform other studies of climate change and how biota respond to such change, as well as help scientists determine projected rates of change. STRI recently completed LiDAR, a large-scale effort to map all of Panama, and will soon generate the first carbon stock model of any country in the world. The data from such studies, he said, will be critically important to carbon policy decisions.

STRI also studies the sponge-like qualities of tropical forests and the effects of watershed deforestation. Dr. Bermingham explained the importance of the Panama Canal to commercial activities, noting that 5 percent of global commerce is dependent upon the Canal, and said the area provides an important opportunity to promote ecosystem services. Deforested watersheds around the Canal, he said, pose risks both to the infrastructure of Panama and to the global economy. The scientific management of such landscapes will support the economy of rainforests, as well as the critical ecosystems they sustain. Intelligent landscape management is based on reliable, verifiable data. Donor support has allowed STRI to conduct large-scale studies of degraded landscapes along the Canal, providing an opportunity to relate science to issues of global importance.

Dr. Bermingham said that more research has been conducted on symbioses in tropical landscapes than on those in tropical oceans. MarineGEO, he said, is the next big initiative. STRI's position along the Panama Canal, and the oceans it links, supports important research on the impact of climate change on coastal zones and the disappearance of biodiversity in the world's oceans. STRI, for example, is studying the global decline of coral reefs and the relationship between bacteria and viruses on their health. The data from such studies will help predict the future health of the oceans.

STRI also supports studies on the impact of humans on the environment and climate. Dr. Bermingham spoke of sediment studies from a small Panamanian lake that document the historic impact of human activity on regional rainforests. Studies of forest growth patterns over time show that humans first crossed the isthmus about 14,000 years ago. Area rainforests, however, remained largely intact until humans settled in the area some 7,000 years ago. The Spanish invasion 500 years ago also is reflected in rainforest growth patterns: trees repopulated the landscape when the native communities were wiped out. These records, said Dr. Bermingham, reflect both the enormous impact of humans on the environment and the amazing resilience of ecosystems in general.

Mission and Challenges

The mission of STRI and the Smithsonian, said Dr. Bermingham, is to discover new knowledge and to share it. Noting that scientists have largely comprised STRI's audiences in the past, he said that STRI is expanding its reach to policy makers, corporate sustainability leaders, earth-minded citizens, and middle-school science classrooms. STRI has launched a new and reinvigorated web presence to promote long-term understanding and stewardship of the environment. It will help connect what STRI is doing to the relevant issues of this time.

STRI shares its science platform with collaborators around the globe and is committed to mentoring the next generation of scientists. Its expertise is world-renowned and, for tropical biologists and anthropologists in particular, it is considered a "Mecca"-like destination. In 2011, STRI hosted several hundred scientists who collectively represented 41 countries and 44 states. It also has 16 university partnerships, including the K-12 "Desert to Rainforest" initiative with Arizona State University.

STRI's overarching challenges, said Dr. Bermingham include (1) connecting new

knowledge to society, (2) connecting funding to science, (3) recruiting and cultivating talent, and (4) inspiring next generations. He spoke of STRI's distance from Washington, D.C., and said that the development of its newly established advisory board is especially important for STRI. STRI's advisory board will help better connect what STRI does in Panama back to the Regents, the Castle, and the rest of the Smithsonian.

Discussion

Responding to Dr. Bermingham's comment about "earth-minded citizens," Ms. Stonesifer asked how many people STRI aspires to reach. He said that STRI hopes to reach some 900 million people through facebook, in addition to using other digital and social media platforms.

Mr. Sant said that STRI is at the forefront of putting numbers on the economic benefits of forest and land regulation, water purification, and carbon sequestration initiatives. Dr. Bermingham said that Panama must dredge the Panama Canal at a cost of \$60 million dollars each year. Better management of the Canal's watershed, he said, could reduce those costs by at least half, if not two-thirds, as well as help prevent water shortages.

Mr. McCarter spoke of artist Maya Lin's series of installations about deforestation, and suggested that a work be created for one of the Smithsonian's sites on the National Mall. Dr. Bermingham noted that Ms. Lin has a residence in Panama City and would likely be enthusiastic about the prospect of creating a work for the Smithsonian.

Representative Becerra congratulated Dr. Bermingham on his inspiring presentation, saying that it "animated" the Board. He said that STRI is unique, and that it is uniquely Smithsonian. No other organization, said Mr. Becerra, can "show you this aspect of our life the way STRI can."

Mr. Case asked what STRI is doing, or should be doing, in biomimicry. Dr. Bermingham said the diverse array of organisms in the tropics offers many opportunities to learn from nature's systems and solutions. He also noted that STRI's work in biomimicry is expanding. Mr. Case said the Smithsonian has the opportunity to take STRI's research and apply it to different sectors. Ms. Stonesifer commented on the intersection of biomimicry and design, and noted the work of Cooper-Hewitt, National Design Museum Director Bill Moggridge.

Dr. Córdova spoke of other opportunities to expand STRI's scientific base, such as in the health domain. Dr. Bermingham reported that STRI is in the 13th year of an initiative funded by the National Institutes of Health and the National Science Foundation, the purpose of which is to discover new drugs by utilizing 100 years of ecological knowledge about rainforests and coral reefs. To date, 170 new organic compounds have been identified. If a novel drug is discovered, said Dr. Bermingham, the Smithsonian will receive a portion of the profits.

Dr. Jackson asked how STRI balances the interests of basic science, which is driven by researchers' natural curiosity, with those of applied science, which can help address issues of global importance and possibly lead to financial return. Dr. Bermingham

said three tools help balance these interests: succession, endowed positions, and partnerships. He expressed his belief that scientists shouldn't be "retooled," adding that scheduled retirements offer opportunities to reimagine positions. Should an immediate need arise, STRI tries to secure funding for an endowed position. Partnerships, he said, are one of the most important ways for STRI to maintain a rich and diverse research base. Scientists, who are typically funded by the partner organizations, are attracted to STRI's platform, resources, research, and the opportunity to work with its renowned group of staff scientists.

QUARTERLY FINANCIAL REPORT

Financial Snapshot

Under Secretary for Finance and Administration/Chief Financial Officer Albert Horvath presented the fiscal year 2012 financial snapshot for the period ending March 31, 2012. He characterized the Smithsonian's fiscal performance during the first six months of fiscal year 2012 as solid and stable. Given current economic conditions, the Smithsonian fared well with regard to fiscal year 2012 Federal appropriations and received an essentially flat Federal budget. Included is \$75 million in incremental funding for the construction of the National Museum of African American History and Culture.

Private revenue sources are performing well. Fundraising is tracking ahead of the fiscal year 2012 target of \$200 million and new sponsored research awards are trending ahead of the \$150 million goal. Net gain from Smithsonian Enterprises (SE) activities is ahead of plan but reflects slightly softer total revenue. Strong Smithsonian Channel performance continues to support the SE bottom line. New SE President Liedel has initiated the development of a SE long-range plan.

Fiscal year expenses are slightly ahead of plan but in line with corresponding revenue increases. On March 31, 2012, the market value of the Endowment stood at \$1.06 billion with performance slightly ahead of benchmark.

Discussion

Ms. Stonesifer expressed concern about Smithsonian Enterprises' top-line revenues and requested a future discussion on this issue. Mr. Horvath agreed that addressing overall revenue growth will be a critical challenge. He noted that, in addition to the appointment of Mr. Liedel, several new key SE hires are now in place.

Mr. Sant requested that the financial snapshot better reflect mission-enabling costs, generally regarded as overhead, and benchmark the Smithsonian's financial operations against best practices. Mr. Horvath said one of his key objectives is to develop a better financial reporting system. First steps include developing a framework that clarifies how the Smithsonian should view its financial operations. Financial systems and processes will then be reengineered to support transparent and replicable financial reports. He noted that one of the challenges will be to better communicate what the mission-enabling costs are, as well as their purpose. Benchmarks will be developed to assure that those activities and expenses are in line with peer organizations, as well as to find opportunities to achieve greater efficiencies.

REPORT OF THE FINANCE COMMITTEE

Fiscal Year 2014 Federal Budget Priorities

Finance Committee member Roger Sant discussed the fiscal year 2014 Federal budget priorities. If the Office of Management and Budget accepts the Smithsonian's requirements budget, limited increases will be directed to non-discretionary items, such as rent and utilities; items that leverage fundraising, such as the construction of the National Museum of African American History and Culture; and items for which fundraising is unlikely, such as collections care, facilities maintenance and revitalization, and IT infrastructure. Mr. Sant commented on the challenges presented by the current Federal budget process and, along with the Secretary, thanked the congressional Regents for their support. He also praised the budget scenario-planning efforts of Smithsonian staff.

Mr. Sant then presented a motion to approve the fiscal year 2014 Federal budget priorities for submission by the Secretary to the Office of Management and Budget. The motion was approved.

See attached Action 2012.04.02 (Minutes of the Board of Regents, Appendix A).

Fiscal Year 2013 Endowment Payout

Mr. Sant said that the current Endowment payout policy is to pay out, on an annual basis, 5 percent of the average market value per share over the previous five years, plus an additional percentage to fund the advancement of the national campaign. He reported that the committee discussed the fact that, over the last five years, the Endowment has not achieved a level of return that can sustain over time this payout ratio. After due consideration, the committee agreed to recommend approval of, for fiscal year 2013, the current payout policy to fund operations, plus up to 1 percent of approximately half of the Endowment's value to support the national campaign.

A motion to approve the proposed Endowment payout for fiscal year 2013 was then approved.

See attached Action 2012.04.03 (Minutes of the Board of Regents, Appendix A).

Mr. Sant noted that the committee is monitoring the possible downgrade of Bank of America, and the potential impact on the Smithsonian's Bank of America backstop to the floating rate debt, which will expire at the end of calendar year 2012.

REPORT OF THE INVESTMENT COMMITTEE

Investment Committee Vice Chair Steve Case provided the committee's report. Mr. Case noted that manager selection continues to be the most important contributor to the Endowment's performance. The committee agrees that fundamental shifts in portfolio allocations are not desirable but that achieving better allocations in certain sectors, such as venture capital, will enhance returns.

The Endowment's liquidity is strong. Seventy-four percent of the Endowment is invested in marketable investments, of which 19 percent could be liquidated within a

day. Just under half of the marketable portfolio could be liquidated within six months.

Mr. Case noted the committee's concern about the Smithsonian's long-term ability to maintain a 5 percent Endowment payout. Building out the portfolio is challenging in a volatile market, particularly with regard to making portfolio adjustments that maintain reasonable risk protection but increase focus on market sectors with stronger upside opportunities. Efforts to move portfolio allocations into opportunistic areas are challenged by the fact that high-performing venture funds currently are not open to new investors.

REPORT OF THE ADVANCEMENT COMMITTEE

Advancement Committee Chair Alan Spoon reported that the April 19, 2012, committee meeting had been held at the Udvar-Hazy Center following the celebration of the transfer of the Space Shuttle *Discovery* to the collections of the National Air and Space Museum. He noted that his report would include a progress report on the Smithsonian's advancement initiatives, an update on the national campaign and outline of the work ahead, and proposed gift and sponsorship actions recommended by the committee for the Board's approval.

Fundraising Summary

To date, fiscal year 2012 fundraising stands at about \$123 million, against the fiscal year fundraising goal of \$200 million. The national campaign, which is still in its quiet phase, is ahead of schedule and is close to crossing the \$500 million mark.

National Campaign Update

Mr. Spoon compared the national campaign to a mountain-climbing expedition, saying that the Smithsonian is in a good place because the location of the campaign's base camp is high. He also said, however, that the climb ahead will be more challenging. First steps include fueling the current pipeline of significant gifts to achieve this year's \$200 million fundraising goal.

Of the campaign gifts received to date, most are directed to programs and approximately 28 percent are directed to endowments. The success of the campaign will depend on increasing the number of commitments for endowments. The total campaign goal includes approximately \$400 million to permanently fund about 60 "significant" Smithsonian positions.

Achieving the campaign goals will require more "boots on the ground." The Smithsonian must increase the number of unit-based advancement staff; effectively engage with unit advisory boards and their advancement committees; and expand the network of "regional friends." Mr. Spoon said the campaign steering committee will meet with the advisory board chairs, unit directors, and unit advancement committee chairs following the May 15, 2012, advisory board chairs' annual retreat.

The campaign's success also will depend on a stronger pipeline of "big ideas" and matching donor prospects. Mr. Spoon said the Smithsonian culture needs an expansive mindset that recognizes substantive, game-changing opportunities that can be tied to philanthropic possibilities.

Mr. Spoon said the Smithsonian has both the opportunity and the obligation to be great. To achieve its aspirational goals, he said, the Smithsonian must increase the leveraging power of its philanthropic support and effectively tell the “story” of its public-private partnership. He said that the Smithsonian’s unique assets and demonstrated history of goodwill and commitment offer a “safe investment” for donors who want to support issues and initiatives of significant consequence.

Gift and Sponsorship Actions

Six proposed gift actions, each of which had been reviewed by the Advancement Committee and approved for recommendation to the Board, were presented for the Board’s consideration. Mr. Spoon said that each proposed gift agreement adhered to applicable Smithsonian directives and the Smithsonian’s guiding principles, policies, and procedures. Three of the gift agreements included naming spaces in recognition of the donors. The Regents were assured that Smithsonian gift policies and procedures uphold the Smithsonian’s control over exhibition and editorial content.

Mr. Spoon highlighted a gift to support the renovation of the paleobiology and dinosaur hall at the National Museum of Natural History. The donor, David Koch, previously supported the creation of the museum’s Hall of Human Origins. The new hall will complete the ground-floor restoration of the museum and advance the “Deep Time” initiative outlined in the museum’s strategic plan.

Mr. Becerra noted his appreciation for the generosity of this and other Smithsonian donors. He commented that the American people, who provide significant support for the Smithsonian through their taxes, are not similarly recognized. Mr. Neely later suggested that the contributions of the American people be recognized in some other space, such as the Castle.

Mr. Becerra expressed concern about specific language in the motion, which states that public recognition for the donor will remain “for 35 years, or the next comprehensive renovation of the space, whichever is longer.” At issue was the phrase “whichever is longer.” He asked that Smithsonian policies regarding the duration of naming recognitions be reviewed.

The Board agreed to vote en bloc on all six gift actions. [Subsequent to the vote, Mr. Becerra asked that the minutes note that his willingness to support an en bloc vote, instead six individual votes, was based on the representation by Smithsonian staff that the terms of the naming recognition are not atypical of other naming recognitions. Dr. Jackson also stated that her vote in favor of the six gift actions was predicated on the same understanding.]

With Mr. Becerra abstaining, the six gift actions were approved.

See attached Actions 2012.04.04–2012.04.09 (Minutes of the Board of Regents, Appendix A).

REPORT OF THE AUDIT AND REVIEW COMMITTEE

Audit and Review Committee Chair John McCarter updated the Board on the

committee's April 16, 2012, meeting. The committee met with KPMG, the Smithsonian's external auditors, and reviewed the results of the fiscal year 2011 audit. He reported that the Smithsonian is in good shape. He remarked on two items that were not quantified: the contributions of the Smithsonian's docents and the value of the collections. The monetization of both would dramatically increase the Smithsonian's value.

The Smithsonian decided to extend the current agreement with KPMG for one year, covering the September 30, 2012, reporting year. It is expected that an RFP will be issued in anticipation of the following year's external audit engagement. Inspector General Dahl and Under Secretary for Finance and Administration/Chief Financial Officer Horvath negotiated a one-year contract with KPMG at a 7 percent discount from this year's contract.

The committee received an update from Inspector General Dahl. There are a number of issues that remain open from earlier audits by the Office of the Inspector General (OIG). Mr. Dahl and Mr. Horvath are developing methods to ensure that the Smithsonian moves towards either the rejection of or the rapid implementation of OIG recommendations.

Mr. McCarter reported that the Smithsonian's insurance was updated. He also said that internal controls are progressing, and that some issues will be resolved ahead of schedule. Internal controls to support the national campaign are being developed as rapidly as possible and will be completed before the launch of the campaign. Mr. Horvath is developing the next stage of internal controls, which will address enterprise risk management.

REPORT OF THE FACILITIES COMMITTEE

Facilities Committee Chair Robert Kogod provided a brief summary of the committee's March 20, 2012, meeting. The committee received an update on the Smithsonian's facilities capital and maintenance requirements. He reported that the Office of Facilities Engineering and Operations (OFEO) is in the process of updating the requirements snapshot, which tracks accounts over a 10-year period, to cover years 2012 to 2021. The snapshot's charts illustrate OFEO's efforts to avert any type of crisis or emergency by prioritizing and allocating relatively scarce resources for capital and maintenance projects.

The committee discussed proposed changes to the Smithsonian's special events policy, and supported the proposed revisions. Mr. Kogod noted that the Smithsonian would not ease its prohibitions against groups that discriminate against legally protected classes, political, partisan, religious or civil ceremonies, and events that charge admission fees. Pending approval by the Board of Regents during its June 2012 meeting, a special events pilot program will be launched in summer 2012.

**Adjournment and Luncheon
Presentation on the Giant
Magellan Telescope Project**

The morning session was adjourned at 12:30 p.m. During the Regents' luncheon, Smithsonian Astrophysical Observatory (SAO) Director Charles Alcock spoke about the opportunities and challenges of the Giant Magellan Telescope (GMT) project. The

partnership for the GMT comprises the Smithsonian; Astronomy Australia, Ltd.; the Australian National University; the Carnegie Institution for Science; Harvard University; the Korea Astronomy and Space Science Institute; Texas A&M University; the University of Arizona; the University of Chicago; and the University of Texas at Austin.

Dr. Alcock outlined the scientific rationale for extremely large telescopes such as the GMT, which will have a giant primary mirror that is almost eighty-three feet in diameter. SAO astronomers will use the GMT for many groundbreaking investigations, the most prominent being the search for evidence of life on planets orbiting other stars—one of the most philosophically compelling science investigations of this age. Astronomers have become proficient at finding these “exoplanets,” but need the GMT to characterize them and detect “bio-markers.” For this purpose SAO scientists have been selected by the project to design and build G-CLEF, one of only three “first light” instruments.

The GMT will be located in Chile, where very dark skies and clear, calm air create exceptional observing conditions. The local education system, which is capable of producing many of the technically competent people needed to staff the facility, is an asset. Also of note is Chile’s strong political support for astronomy. Collectively, these features make Chile the ideal location for new, major observatories, as well as for the development of useful synergies between telescopes.

Considerable progress has been made to date: one of seven segments of the primary mirror has been completed (with a surface precision that is accurate to less than one-thousandth of a human hair); engineers are developing the detailed design; and blasting is under way to prepare the construction site. Science operations are scheduled to commence in 2021.

Funding represents the greatest challenge to the GMT start date. The construction estimate, which will be refined when the detailed design is completed, is \$750 million, of which \$285 million has been raised by the GMT partners. SAO, which has contributed \$3.5 million to the project, aspires to a 10 percent stake in the GMT. Philanthropic support is being actively sought for the GMT—a critical component of the Smithsonian strategic plan and the Grand Challenge “Understanding the Mysteries of the Universe.”

AFTERNOON SESSION

The Chancellor called the afternoon session to order at 1:05 p.m.

DESIGNATION OF REGENT EMERITUS

The Chancellor noted that May 5, 2012, will mark the end of Alan Spoon's distinguished service on the Board of Regents. During his two terms on the Board, Mr. Spoon served on the Executive Committee from 2001 to 2012 and as Board Vice Chair from 2009 to 2012. He is, and will continue to serve as, the chair of the Advancement Committee, co-chair of the campaign steering committee, and member of the Investment and Strategic Planning and Programs committees.

Ms. Stonesifer praised Mr. Spoon's visionary leadership and his contributions to the development of bold, far-reaching goals and expectations for both the Board and the Smithsonian. The Chancellor presented a motion to confer the title of Regent Emeritus on Mr. Spoon. With Mr. Spoon abstaining, the motion was approved.

See attached Action 2012.04.10 (Minutes of the Board of Regents, Appendix A).

The Chancellor presented Mr. Spoon with two gifts in appreciation for his contributions to the Board and to the Smithsonian. Standing applause ensued, and Mr. Spoon thanked the Chancellor and the Board. He remarked that, given the countless hours he spent in museums as a child, his involvement with the Smithsonian was not by chance but by fate. He spoke of his enduring commitment to the Smithsonian and his profound appreciation for its rich array of resources.

SPACE SHUTTLE DISCOVERY

Dr. Pell presented a video clip of the "seriously amazing" arrival and celebration of the Space Shuttle *Discovery* at the Udvar-Hazy Center. She noted that the successful acquisition of the *Discovery* was largely due to the commitment of National Air and Space Museum Director Jack Dailey and NASA Administrator Charles Bolden, as well as the support of Congress and the congressional Regents.

REPORT OF THE STRATEGIC PLANNING AND PROGRAMS COMMITTEE

Strategic Planning and Programs Committee Chair Shirley Ann Jackson provided an oral report on the committee's April 9, 2012, meeting. The committee primarily discussed the Smithsonian education strategy and the campus master planning initiative and looks forward to continuing to work with Ms. Brown and Mr. Horvath on those initiatives. The committee also discussed major programmatic activities and planned exhibitions, including the search efforts for the next directors of the National Museum of American History and the National Museum of Natural History and

funding challenges to the Giant Magellan Telescope project.

Dr. Kurin provided the committee with a report on a memorandum of understanding (MOU) between the Smithsonian and the Department of State. The MOU is designed to facilitate the use of Smithsonian expertise and content to tell the story of America abroad by using electronic platforms, such as mobile phone apps and SI Channel programming. The Department of State, which relies on the Smithsonian to provide cultural diplomacy outreach, is interested in having the Smithsonian host international scholars who can participate in cultural recovery operations and museum training programs. It also has assigned to the Smithsonian a full-time member of the State Department senior staff, who will support the MOU by facilitating partnerships and identifying opportunities.

The committee reviewed the pan-institutional calendar of planned exhibitions for potential sensitivities to program content. Dr. Kurin highlighted the work of Chinese artist Ai Weiwei and three shows devoted to his art. One installation is on view at the Hirshhorn Museum and Sculpture Garden, another will soon open at the Sackler Gallery of Art, and a major retrospective will open at the Hirshhorn in fall 2012. Sensitivities about the exhibitions are not related to their content but to the artist, a well-known critic of the Chinese government. The Smithsonian is working with the Department of State to advocate for Ai Weiwei's attendance at the opening of his retrospective. Should that not occur, it is hoped that the artist can participate in a Smithsonian panel discussion via the internet.

NATIONAL COLLECTIONS HIGHLIGHTS

Under Secretary Kurin noted that April 2012 was the 100th anniversary of the sinking of the *Titanic* and the 75th anniversary of the *Hindenburg* disaster. Both vessels, he said, were moving post offices. The Smithsonian's collections hold artifacts from both disasters, some of which are displayed in the National Postal Museum's exhibition *Fire and Ice* and the National Museum of American History's permanent exhibition on American maritime history. Two objects related to the sinking of the *Titanic* were shown to the Regents: a pocket watch recovered from the body of one of the ship's postal workers and a Brownie camera that captured images of *Titanic* survivors, as well as the iceberg that sank the ship.

Under Secretary Pell reported that the National Zoo's female giant panda Mei Xiang went into estrus over the weekend and efforts were under way to successfully impregnate her. To date, competent natural breeding with the panda's mate, Tian Tian, have been unsuccessful.

REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

Governance and Nominating Committee Chair Roger Sant reported that the committee met three times since the Board's January 2012 meeting. Meeting discussions were primarily devoted to the addressing the pending vacancy created by

the retirement of Regent Spoon. The committee also reviewed, and agreed to recommend, proposed appointments or reappointments of candidates to 15 Smithsonian advisory boards. The motions were approved.

See attached Actions 2012.04.11–2012.04.25 (Minutes of the Board of Regents, Appendix A).

Mr. Sant added that the committee is continuing its review of proposed changes to policies on Regent travel expenses and corporate board service.

REPORT OF THE SMITHSONIAN NATIONAL BOARD

Smithsonian National Board (SNB) Chair Paul Neely reported that the National Board met two times since the Regents' January 2012 meeting. Hosted by the Smithsonian Tropical Research Institute, the mid-winter meeting was held from February 1 to 3, 2012, in Panama. The spring meeting was held from April 26 to 28, 2012, in Washington, D.C., just days before this meeting of the Board of Regents.

Mr. Neely said a key focal point of the spring meeting was fellowships across the Smithsonian. Five Smithsonian fellows spoke about their scholarly work to National Board members, who described both the presentations and the trip to Panama as informational and inspirational. Such behind-the-scenes exposure, said Mr. Neely, increases passion and commitment among Smithsonian supporters, as well as enhances their ability to be persuasive spokespersons for the national campaign.

REPORT OF THE OFFICE OF GOVERNMENT RELATIONS

Report on Government Relations

The Regents did not have any questions about the Report on Government Relations, which was included in the advance reading materials.

The Board adjourned for an executive session.

EXECUTIVE SESSION

The Board's executive session included a discussion of Board succession planning.

ADJOURNMENT

The meeting was adjourned at approximately 3:45 p.m.

Respectfully submitted,
G. Wayne Clough
Secretary

APPENDIX A: ACTIONS OF THE APRIL 30, 2012, MEETING OF THE BOARD OF REGENTS

VOTED that the Board of Regents approves the minutes of the January 23, 2012, meeting of the Board of Regents. [2012.04.01]

VOTED that the Board of Regents approves the annual Federal budget priorities proposed by the Secretary. [2012.04.02]

VOTED that the Board of Regents approves a payout rate of up to \$46.36 per share for all Endowment funds for fiscal year 2013. This represents \$38.63 per share for programs and operating costs and up to \$7.73 per share for the national campaign. [2012.04.03]

VOTED that the Board of Regents recognizes the generosity of Joseph Manfred Ennis and permits his gifts be directed as recommended by the Under Secretary for History, Art, and Culture and the Under Secretary for Science and in accordance with the donor's intentions. [2012.04.04]

VOTED that the Board of Regents recognizes the generosity of David H. Koch to the National Museum of Natural History and names the future paleobiology and dinosaur hall in his honor until December 31, 2047, a period of 35 years, or the next comprehensive renovation of the space, whichever is longer. [2012.04.05]

VOTED that the Board of Regents recognizes the generosity of the Ford Foundation to the National Museum of African American History and Culture and names The Ford Foundation Beyond 1968 Gallery for a period of 25 years from the official date of the museum opening. [2012.04.06]

VOTED that the Board of Regents recognizes the generosity of the Rockefeller Foundation to the National Museum of African American History and Culture and names the Rockefeller Foundation Panorama of the Modern Civil Rights Movement and Interactive Lunch Counter for 25 years from official opening date of the museum. [2012.04.07]

VOTED that the Board of Regents recognizes the generosity of Life Technologies Corporation to the National Museum of Natural History and accepts the terms of the sponsorship agreement. [2012.04.08]

VOTED that the Board of Regents recognizes the generosity of the United Soybean Board to the National Museum of American History and accepts the terms of this sponsorship agreement. [2012.04.09]

VOTED that the Board of Regents confers the title of Regent Emeritus on Alan G. Spoon with deep gratitude for the outstanding service he has provided, and will continue to provide, to the Board of Regents and the Smithsonian Institution. [2012.04.10]

VOTED that the Board of Regents appoints Vincent J. DiBona, Dennis J. Keller, Cheryl Winter Lewy, Diane L. Morris, and Alison Wrigley Rusack and reappoints Rod Adkins, Gordon Ambach, Judy Hart Angelo, Barbara Barrett, Bill Bohnett, Ed Gaylord, Myra Hart, Jonathan Kemper, Russ Palmer, and Phyllis Taylor to the Smithsonian National Board for three-year terms effective October 1, 2012. [2012.04.11]

VOTED that the Board of Regents appoints Donna J. Gambrell to Advisory Board of the Anacostia Community Museum for a three-year term effective immediately. [2012.04.12]

VOTED that the Board of Regents appoints Julian Lethbridge and reappoints Ann E. Berman and Rona Roob to the Board of Trustees of the Archives of American Art for three-year terms effective immediately. [2012.04.13]

VOTED that the Board of Regents reappoints Beth Comstock, Madeleine Rudin Johnson, Francine S. Kittredge, Henry R. Muñoz III, and Ruth Ann Stewart to the Board of Trustees of Cooper-Hewitt, National Design Museum for three-year terms effective June 1, 2012. [2012.04.14]

VOTED that the Board of Regents appoints Stuart Fred and Linda Hudson to the National Board of the National Air and Space Museum for three-year terms effective immediately. [2012.04.15]

VOTED that the Board of Regents appoints Kwame Akroma-Ampin Kusi Appiah, Magdalene F. Johnson-Obaji, Rachel Pearson, and Asif M. Shaikh to the Advisory Board of the National Museum of African Art for three-year terms effective immediately. [2012.04.16]

VOTED that the Board of Regents appoints John B. Adams Jr. and reappoints Kathryn Brown, Timothy O'Neill, Abbe Raven, and James Vella to the Advisory Board of the National Museum of American History for three-year terms effective immediately. [2012.04.17]

VOTED that the Board of Regents reappoints Bruce Babbitt, Jonathan Fink, and Jeremy Sabloff to the Advisory Board of the National Museum of Natural History for three-year terms effective June 1, 2012, and reappoints Kathryn Fuller and Sandra Day O'Connor to the Board for three-year terms effective September 1, 2012. [2012.04.18]

VOTED that the Board of Regents appoints Bill Anoatubby, Margaret Brown, and Gregory Pyle and reappoints Patricia M. Zell to the Board of Trustees of the National Museum of the American Indian for three-year terms effective January 1, 2013. [2012.04.19]

VOTED that the Board of Regents reappoints Sheryll Cashin to the Commission of the National Portrait Gallery for a four-year term effective immediately. [2012.04.20]

VOTED that the Board of Regents appoints Gordon E. Eubanks Jr. to the Council of Philatelists of the National Postal Museum for a three-year term effective immediately. [2012.04.21]

VOTED that the Board of Regents appoints Jeffrey D. DeBoer, Patricia N. Olson, and Beatrice Busch von Gontard to the National Advisory Board of the National Zoological Park for three-year terms effective immediately. [2012.04.22]

VOTED that the Board of Regents appoints William Anders and Howard H. Stevenson to the Advisory Board of the Smithsonian Astrophysical Observatory for three-year terms effective immediately. [2012.04.23]

VOTED that the Board of Regents appoints Jack H. Jacobs and Sarah Lawer to the Advisory Board of the Smithsonian Institution Traveling Exhibition Service for three-year terms effective October 1, 2012. [2012.04.24]

VOTED that the Board of Regents appoints Dorene Domínguez, Phil Fuentes, Aida Levitan, and Christine Ortega and reappoints, for an exceptional third term, Virginia González Hough to the Smithsonian National Latino Board of the Smithsonian Latino Center for three-year terms effective May 1, 2012. [2012.04.25]