

## MINUTES OF THE APRIL 19, 2012, ADVANCEMENT COMMITTEE MEETING

The Advancement Committee (“the Committee”) of the Board of Regents met on April 19, 2012, at the Steven F. Udvar-Hazy Center, National Air and Space Museum, in Dulles, Virginia. Participating were Committee Chair Alan G. Spoon and Committee members France A. Córdova, Travis Engen, Sakurako Fisher\*, Adrienne Mars, and Paul Neely; Committee member David Rubenstein was unable to participate.

Staff present for all or part of the meeting were Smithsonian Secretary G. Wayne Clough, Chief of Staff to the Secretary Patricia Bartlett, Director of Advancement and Philanthropic Giving Virginia B. Clark, Director of the National Museum of African Art Johnnetta Cole, Deputy Director of Advancement Zully Dorr, National Museum of African Art Associate Director of Advancement Anita Henri, Chief of Staff to the Regents John K. Lapiana, General Counsel Judith Leonard, Director of Communications and External Affairs Evelyn Lieberman\*, and Campaign Director Jenine Rabin.

### CALL TO ORDER

Mr. Spoon called the meeting to order at approximately 1:35 p.m., congratulating the Secretary and National Air and Space Museum staff on the ceremony and festivities celebrating the arrival of the Space Shuttle *Discovery* to the Smithsonian that occurred earlier that day. He then welcomed members, including new Chair of the Board of Regents France Córdova, and outlined the meeting agenda.

### APPROVAL OF MINUTES

Mr. Spoon asked for comments or changes on the draft minutes of the January 12, 2012, Committee meeting. The draft minutes were approved without modification.

### REPORT OF THE SECRETARY (CAMPAIGN “IMPACT”)

Secretary Clough began his report by noting that he has been “seeing a lot of maturity” in the administration of the national campaign. The quality of work has increased and development professionals are working more closely and strategically with unit directors. He provided the Committee with a preliminary status report on the campaign, noting that progress toward the working goal was ahead of schedule. Dr. Clough also added that the Smithsonian is finally beginning the implementation of a computerized donor/gift tracking system.

He then turned to the “impact” of campaign on Smithsonian (1) people, (2) places, (3) programs, and (4) treasures:

- **People:** Dr. Clough highlighted the gift of the Coca-Cola Foundation to the National Museum of African American History and Culture, the National Zoological Park, and the National Museum of African Art. He also underscored the impact of the Whitney and

\* *participated by teleconference*

Betty McMillan gift to the National Museum of American History to endow its Associate Director of Education and Public Programs position and Roger and Vicki Sant's two gifts to the National Museum of Natural History to endow the directorship and a marine curator.

- **Places:** Dr. Clough reminded the Committee that approximately \$1 billion in construction projects are currently under way at the Smithsonian, 40 percent of which are paid for by private funds.
- **Programs:** Dr. Clough outlined recent gifts to the National Museum of the American Indian for educational programming; the National Museum of American History for the planned exhibition on American enterprise; the National Sciences Resource Center to validate certain education programs for rural and urban children; the National Museum of Natural History for programming on the human genome; and the Gates Foundation to fund the four consortia and outreach by the Assistant Secretary for Education and Access.
- **Treasures:** Dr. Clough highlighted the recent gift from Regent David Rubenstein to support the giant panda habitat program, and noted its positive impact on the National Zoo.

In contrast to these successes, Dr. Clough said that raising funds for the Giant Magellan Telescope remains challenging. He is optimistic that the creation of a Smithsonian Astrophysical Observatory (SAO) advisory board will help generate donations to this, and other, SAO priorities. Much more fundraising is also necessary to complete the construction of the National Museum of African American History and Culture. Overall, Dr. Clough said he was satisfied with the campaign's progress, although challenges remain.

#### **ACTION ITEMS FROM THE JANUARY 12, 2012, COMMITTEE MEETING**

At Mr. Spoon's request, Ms. Clark reviewed action items from the Committee's January 12, 2012, meeting.

- **Unit Director Presentations:** Ms. Clark noted that the Committee had requested opportunities to meet with unit directors and board chairs to discuss unit cases and priorities. In that regard, she pointed out that Dr. Cole from the National Museum of African Art would later present the first in a series of similar campaign-themed presentations.
- **Committee Review of Unit Cases:** Similarly, in January, the Committee requested opportunities to comment on unit case statements. The first draft case statement, by the African Art Museum, was included in the Committee's materials, Ms. Clark said, and would be discussed following Dr. Cole's presentation.

- **Online Resource:** Ms. Rabin invited Committee members to visit the new online portal for campaign information and materials. She provided the Committee with a brief overview of the items that can be accessed by campaign volunteers and staff across the Smithsonian on the website.

Mr. Engen requested that staff update the Committee on the ongoing review of the implementation of policy and process changes made as a result of the national campaign. Ms. Dorr is leading the preparation of that report.

### **CAMPAIGN HIGHLIGHTS AND ANALYSIS/CAMPAIGN DASHBOARD (MARCH 2012)**

Ms. Clark directed the Committee to the March 2012 campaign dashboard distributed with the meeting background materials. She said that the dashboard was designed to measure campaign success through tailored metrics. Ms. Clark highlighted certain metrics, focusing primarily on progress against the “donor pyramid” (e.g., donation size diversity, increased gift size by repeat donors, and newer donors). She also updated the Committee on the status of regional campaign planning and campaign staffing. Ms. Clark described the early planning of coordinated outreach to donors with *Smithsonian* magazine.

With regard to regional campaign planning, Mr. Spoon added that the early learning from that effort is showing that more work needs to be done to educate potential donors on what the Smithsonian is and what it does, as well as the role of Federal appropriations in funding the Smithsonian. He said the process is benefiting from the thoughtful and constructive input from Smithsonian National Board members.

In response to Dr. Córdova’s question about outreach to successful American entrepreneurs, Mr. Spoon and Dr. Clough said that they were optimistic that the Smithsonian could engage them in the campaign and with the Smithsonian, in part through the launch of the “American Enterprise” initiative exhibition at the National Museum of American History. The Committee discussed the opportunities created when more coherent focus is directed to inspiring stories of American entrepreneurship and ingenuity.

Ms. Clark then reminded the Committee that her office had a goal of hiring 40 new staff in fiscal year 2012. Ms. Clark said that while the pace of hiring is improving, she expected that about 30 new staff members will be hired this fiscal year (in addition to the 20 previously hired). Ms. Dorr said that the pace has been negatively impacted by difficulty locating qualified candidates for open positions. She outlined efforts with the Office of Human Resources to expedite the hiring process and improve the identification of qualified applicant pools. Dr. Clough also described the business practices redesign effort to bolster the ability of the Smithsonian to handle more grants and contracts.

### **CAMPAIGN COMMUNICATIONS UPDATE**

Ms. Clark noted that staff has been keeping the Committee informed about the development of campaign communication materials. The current focus is on ensuring a uniform look and voice

to the communications. She directed the Committee’s attention to the draft communications included in the meeting background materials. Ms. Clark discussed the draft pan-institutional campaign statement that will provide a “general feel” for what the campaign is about.

Ms. Clark then solicited comments from the Committee on the clarity and content of the draft communications. Ms. Fisher suggested that the materials be viewed on diverse platforms and media to ensure readability and consistency in presentation. Mr. Neely, in turn, recommended that restraint be employed on the use of background colors to increase overall readability.

Ms. Rabin said that the target audience for the draft materials would be Smithsonian “insiders” — those staff, stakeholders, and volunteers who will be taking the Smithsonian mission and the campaign’s message to potential benefactors.

The draft materials emphasized the campaign themes seeking support to (1) tell America’s whole story; (2) inspire lifelong learning; (3) reach people everywhere; and/or (4) spark discovery.

Mr. Spoon expressed his satisfaction with the materials on the grounds that they presented high-quality work by the Smithsonian and communicate important messages effectively and simply.

Mr. Engen noted that the materials need to illustrate better the critical importance of why the Smithsonian needs private investment despite the fact that the Federal governments funds 70 percent of the Smithsonian budget. Mr. Spoon agreed, suggesting that the materials include discussion on the critical importance of philanthropic investment to help the Smithsonian achieve its ambitions.

#### **UNIT CASE WORK: NATIONAL MUSEUM OF AFRICAN ART**

Dr. Cole presented the current case statement for National Museum of African Art. She emphasized that the museum collects, conserves, curates, and educates the public on the visual arts of Africa. The museum is open to all without regard to race, gender, sexual orientation, or religion, she said, and has a mission that emphasizes the commonality of humanity. Dr. Cole said that the museum’s “dream” is that, through the use of technology, every person on Earth will rethink their impressions about Africa. She said that the campaign will help the museum establish partnerships to reach the millions of individuals unable visit the museum’s National Mall facility.

Dr. Cole said that one of the museum’s particular advantages is that its collections are grounded in the common history of humanity — a history that should be understood by all. She said the museum is uniquely positioned to promote and explain this common understanding. Ms. Henri added that the museum’s role is let people know — through the use of its collections — Africa’s many cultural facets. Africa is more than the wars, famine, and strife presented in the daily news, she said. For example, museum programming like the current exhibition *Cosmos* helps provide education on the science of Africa.

Following the presentation by Dr. Cole and Ms. Henri, the Committee discussed the scope of the museum's mission and, in light of the ambitious representations contained in the case statement, how closely museum activities should be tethered to its art collections. Dr. Cole stressed that the museum's programs are not limited to art, due, in part, to the fact that the museum is filling a void. Dr. Cole noted that no other venues currently exist to explore fully the important issues of African culture. Both Mr. Spoon and Ms. Fisher questioned whether the name of the museum limits its programmatic or philanthropic opportunities.

Members shared with Dr. Cole their observations of the format and text of the case statement, including potential areas of emphasis, the museum's context within the Smithsonian, and the magnitude of the contemplated solicitation. Dr. Cole described the frustration she shares with her staff of having great aspirations for the museum, which are severely tempered by a disappointing fundraising history.

Dr. Córdova underscored the importance of connecting the case statement narrative to the strategic plan's grand challenges.

#### **GENERAL GIFT ACCEPTANCE DISCUSSION AND REVIEW OF PENDING GIFTS**

As part of the continuing review of campaign issues, Mr. Spoon turned the Committee's attention to the policies and processes that guide the gift acceptance progress, and asked members about the viability of policies to determine the suitability of any particular donor. Mr. Engen noted the difficulty in establishing a set review policy, given the unique attributes of any particular donor. In the end, he observed, the suitability of a particular donor will likely be made collectively on a case-by-case basis based on past experience. Mr. Neely agreed, adding that the current gift solicitation and acceptance guidelines are still useful in making individual determinations.

Ms. Clark then presented six proposed gift actions to the Committee. The actions ranged in value from \$1 million to \$35 million. Mr. Spoon encouraged the Committee to consider and share the criteria they rely upon in determining whether a gift is suitable for the Smithsonian.

Following discussion, the following motions were approved:

**VOTED** that the Advancement Committee recommends that the Board of Regents recognize 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.

**VOTED** that the Advancement Committee recommends that the Board of Regents recognize 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.

**VOTED** that the Advancement Committee recommends that the Board of Regents recognize 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.

**VOTED** that the Advancement Committee recommends that the Board of Regents recognize 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.

**VOTED** that the Advancement Committee recommends that the Board of Regents recognize the generosity of Life Technologies Corporation to the National Museum of Natural History and accepts the terms of the sponsorship agreement.

**VOTED** that the Advancement Committee recommends that the Board of Regents recognize the generosity of the United Soybean Board to the National Museum of American History and accepts the terms of this sponsorship agreement.

Dr. Clough then briefed the Committee on the status of a possible donation to the National Zoological Park.

## **ADJOURNMENT**

There being no further discussion or a request for executive session, Mr. Spoon adjourned the meeting at approximately 3:40 p.m.

Respectfully submitted,

Alan G. Spoon  
Chair