

MINUTES OF THE MARCH 31, 2011, ADVANCEMENT COMMITTEE MEETING

The Advancement Committee (“the Committee”) of the Board of Regents met on March 31, 2011 in the Regents’ Room of the Smithsonian Castle in Washington, D.C. Participating were Committee Chair Alan G. Spoon and Committee members Travis Engen*, Sakurako Fisher*, Robert Kogod, Adrienne Mars, Paul Neely, and ex officio member Patricia Q. Stonesifer. Staff members present were Smithsonian Secretary G. Wayne Clough; Chief of Staff to the Secretary Patricia Bartlett; Director of Advancement and Philanthropic Giving Virginia B. Clark; Deputy Director of Advancement Zully Dorr; Chief of Staff to the Regents John Lapiana; General Counsel Judith Leonard; Under Secretary for Finance and Administration Alison McNally; and Campaign Director Jenine Rabin. Guests present were Patricia LePera and Carol Thomson of the campaign communications firm SteegeThomson.

The agenda consisted of the approval of the January 25, 2011, Committee meeting minutes; an overview of campaign planning progress; reports on the communications plan, campaign volunteer leadership structure and responsibilities; and overview of campaign activities and a State of the Smithsonian report; a report on campaign next steps and fundraising results; and a review of pending gifts. Committee members were sent materials in advance of the meeting.

Call to Order

Mr. Spoon called the meeting to order at 3:03 p.m. He welcomed members and staff and outlined the meeting’s agenda.

Approval of Minutes

The minutes of the meeting of January 25, 2011 were sent to members in advance of the meeting. Mr. Spoon asked for any comments or changes. There being none, Mr. Neely moved that the minutes be approved. The motion was seconded, and the minutes were approved by unanimous vote.

Campaign Planning Progress

Ms. Clark led a discussion of campaign progress. Efforts are presently focused on five areas, staffing, budget, funding, campaign messages, and volunteer development. Sixty-seven staff will be hired during the campaign, 37 for frontline fundraising positions. Ten staff have been hired this year and 10 more are expected to be hired by the year’s end. The expected new hires this year will include key positions at the National Museum of Natural History, National Zoological Park, and National Museum of American History. To make hiring more efficient, staff have developed standardized job descriptions and are considering candidates for multiple positions at once when interviewing them. Committee discussion addressed the present hiring environment and the quality of candidates available; candidates’ background and how they are being fitted to the new positions; and expediting the hiring process through the Smithsonian’s Office of Human Resources. Mr. Spoon asked staff to create a chart that will regularly report on hiring to the Committee.

* *participated by teleconference*

Ms. McNally reported on the work of the Resource Advisory Group, the group formed since the Committee's last meeting that is operationalizing the campaign funding methods the Board of Regents approved in January. Progress includes agreement that campaign funds will go to a central fund, on how funds will be counted toward the campaign, and on how they will be distributed to the units. The Committee agreed that Ms. McNally's work on this important infrastructure is logical and well worked out. Members commented that it is important to standardize reporting information so that staff, the Secretary, and the Regents all see the same results; and that the availability of good fundraising information will be a help in creating a positive working environment for the new hires.

Ms. Clark reported to the Committee on a set of campaign reports that are under development for the campaign and which are referred to as "dashboards." The reports will address overall campaign fundraising, fundraising by goal and by sources and uses, and operational areas of staffing and budget. The Committee gave feedback on the dashboard topics, including, striking a balance on reporting "activity" versus "results;" reporting on endowment versus term giving; and whether the present value of gifts should be an element included in reports. Other comments addressed how to ensure that the fundraisers' work underlying the reports is of good quality, and whether campaign goals are part of unit director evaluation. Mr. Spoon asked staff examples of other organizations' reports for the next meeting.

Campaign Communications Plan

Campaign communications counsel SteegeThomson submitted three draft documents in advance of the meeting, a campaign vision document/preamble, a campaign messaging document, and a campaign communications plan. Ms. Clark introduced Ms. Thomson and Ms. LePera of SteegeThomson. Ms. Thomson noted that the Smithsonian campaign messages fit underneath the Institution's brand. The aim of campaign messages is to move people from reverence for the campaign to engagement and support of it. The Committee first commented on the campaign messaging document. The Committee agreed that the draft is a good start. Suggestions included strengthening the Places discussion; including in the Treasures both contemporary icons as well as historical objects; and providing a better explanation of the need for private philanthropy. Committee members expressed differing opinions about the best order for several of the elements in the document, and about how and where in the document the four grand challenges should be described. In discussion of the vision document/preamble, Mr. Spoon urged SteegeThomson to think about what American museums will become in this century, and the unique role the Smithsonian can play. Other Committee comments included an observation that we need to ensure that the preamble stays relevant to the campaign; addresses what the Institution will do for America; and will motivate people. The Committee noted that the preamble should to be as succinct as possible, as the vision and messaging materials are for people who are very busy. Ms. Clark outlined the next steps for the campaign communications materials. The Committee's feedback will be incorporated into revised materials. These will be presented to the National Board, as well as advisory boards and

prospects. In June, new drafts incorporating all feedback will be presented to the Committee. In September, the Committee will see a draft campaign case. Ms. Thompson thanked the Committee for its feedback.

Campaign Volunteer Leadership Structure and Responsibilities

The Secretary and Ms. Clark reported to the Committee on the proposed campaign volunteer leadership structure and responsibilities. The national steering committee will be comprised of leadership from select geographic regions, units, and at-large members and led by an executive committee with approximately four co-chairs, Regent leadership, the Secretary and Director of Philanthropic Giving. The Committee discussed the volunteer structure at some length. Points raised included the importance of regional support; the proposed committee's reporting structure; how, within the structure, agendas and priorities will be set; and the potential role of unit advisory board development committees. Committee member responsibilities and characteristics were also outlined. Mr. Spoon asked for a chart that illustrated the connections that the national steering committee will have to other boards and SI staff. He also asked for a listing of unit advisory board development committees.

Overview of Campaign Activities and State of the Smithsonian Report

Ms. Clark said that the campaign to-date has raised \$290 million and that the campaign fundraising target by the end of the fiscal year is \$350 million. Secretary Clough said twenty percent of the \$290 million in giving is to endowment; the figure is thirty-seven percent with gifts to construction of the National Museum of African American History and Culture taken out. The Secretary briefly described current Smithsonian fundraising activity, mentioning his visits to stakeholders around the country.

Campaign Next Steps and Fundraising Results

The Secretary reported that the fiscal year 2011 fundraising goal is \$175 million, which is ambitious compared to last fiscal year's fundraising result of \$142 million. The Smithsonian has recorded excellent fundraising results so far this year. Those for December and January are the best ever for these months, and the results for February are the second-best-ever for that month. Ms. Clark expressed appreciation for all who helped achieve these results.

Review of Pending Gifts

Ms. Clark led a discussion of the 12 gifts with actions for consideration by the Committee. Ten of the 12 gifts are endowment, and two of these establish endowed positions. She noted in response to a question that new gift guidelines approved by the Regents went into effect as of April 1, 2011. There being no further questions or discussion, Mr. Spoon moved that the Committee approve the 12 gift actions. The motion was seconded by Mr. Neely and Ms. Mars, and the following resolutions were approved by unanimous vote of the Committee and will be referred to the full Board of Regents for consideration at its April 11, 2011, meeting:

VOTED that the Board of Regents recognizes the generosity of the Whitney & Elizabeth MacMillan Foundation to the National Museum of American History and the National Museum of Natural History. For the National Museum of American History, the Board creates an endowment to support the position of Associate Director for Education and Public Programs and names the position the MacMillan Associate Director for Education and Public Programs, and, for the National Museum of Natural History, the Board creates and names The MacMillan Endangered Languages Endowment and The MacMillan Education and Public Engagement Endowment for the purposes described.

VOTED that the Board of Regents recognizes the generosity of Fleur Bresler to the Smithsonian American Art Museum and its Renwick Gallery and creates an endowment for the museum's decorative arts and craft program, the payout from which will support the salary and benefits of a curator of crafts. In addition, the Board names the position the Fleur and Charles Bresler Curator of American Craft.

VOTED that the Board of Regents recognizes the generosity of Hugh Trumbull Adams to the Smithsonian Institution and creates and names the Hugh Trumbull Leander Adams, Mary Trumbull Adams, and Hugh Trumbull Adams Memorial Fund.

VOTED that the Board of Regents recognizes the generosity of Dr. Jahangir Amuzegar to the Freer Gallery of Art and Arthur M. Sackler Gallery and creates and names the Jahangir and Eleanor Amuzegar Persian Cultural Celebrations Fund and the Jahangir and Eleanor Amuzegar Fund for Contemporary Iranian Art for the purposes described.

VOTED that the Board of Regents recognizes the generosity of Masako and James Shinn to the Freer Gallery of Art and the Arthur M. Sackler Gallery and creates and names the Masako and James Shinn Endowment, an endowment for unrestricted support of the Galleries.

VOTED that the Board of Regents recognizes the generosity of Peter and Rhondda Grant to the National Museum of American History and creates and names The Peter and Rhondda Grant Conservation Endowment to support the object conservation efforts of the museum.

VOTED that the Board of Regents recognizes the generosity of Susan and Michael Pillsbury to the Freer Gallery of Art and the Arthur M. Sackler Gallery and creates and names the Susan and Michael Pillsbury Endowment, an endowment for unrestricted support of the Galleries.

VOTED that the Board of Regents recognizes the generosity of Dr. Jerrold H. Levy and, for the National Museum of American History, creates and names The Jerrold Levy Blood and Hematology Collection Endowment for the purposes described, and, for the National Zoological Park, names The Jerrold Levy Veterinary Fund for four years or until the funds are expended.

VOTED that the Board of Regents creates a quasi-endowment for the benefit of the National Museum of Natural History to fund research, outreach, and acquisitions in support of the National Gem and Mineral Collection. Further, the Board authorizes the transfer of funds identified for this purpose.

VOTED that the Board of Regents creates the Mpala Research Center Endowment, a quasi-endowment to benefit the Mpala Research Center in Kenya and the Smithsonian's priorities at that facility. Further, the Board authorizes the transfer of funds identified for this purpose.

VOTED that the Board of Regents recognizes the generosity of The Douglass Foundation to the Smithsonian American Art Museum and names The Douglass Foundation Fellowship in American Art for five years, beginning in 2012.

VOTED that the Board of Regents recognizes the generosity of Enid and Lester Morse to Cooper-Hewitt, National Design Museum and approves naming the Enid and Lester Morse Historic Lecture Series for a period of two years.

Adjournment

Mr. Spoon asked for further questions or comments. Mr. Kogod commented that it was a very productive meeting. The Chair thanked everyone for their time and commitment. The Secretary thanked the Committee for all that it continues to do. There being no further business, the meeting was adjourned at 4:56 p.m.