ATTENDANCE

This scheduled meeting of the Board of Regents (“Board”) of the Smithsonian Institution (“Smithsonian”) was held on Monday, April 9, 2018. The Board conducted its third annual strategic meeting, which included an interactive breakfast program, a special morning meeting focused on science, and an afternoon business meeting at the National Museum of African American History and Culture (“NMAAHC”) in Washington, D.C. Also present were Regents:

The Chief Justice²
Senator John Boozman
Senator Patrick J. Leahy²
Senator David Perdue
Representative Tom Cole
Representative Sam Johnson²
Representative Doris Matsui
Ambassador Barbara M. Barrett

Steve Case, Vice Chair
John Fahey²
Michael Govan
Roger W. Ferguson, Jr.
Risa J. Lavizzo-Mourey
Michael Lynton
John W. McCarter, Jr.
David M. Rubenstein, Chair

The Vice President and Smithsonian National Board Chair Robert MacDonald were unable to attend the meeting.

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

David J. Skorton, Secretary
Munazza Alam,¹ Graduate Student, Department of Astronomy at Harvard University
Charles R. Alcock,¹ Director, Harvard-Smithsonian Center for Astrophysics
Patricia Bartlett,¹ Associate Provost for Education and Access, and Senior Advisor to the Secretary
Sagi Ben-Ami,¹ Instrument Scientist, Harvard-Smithsonian Center for Astrophysics
Greg Bettwy, Chief of Staff to the Secretary
David Charbonneau,¹ Professor of Astronomy, Harvard University
Jonathan A. Coddington,¹ Director of Global Genome Initiative, Senior Scientist and Curator of Arachnids and Myriapods, Department of Entomology, National Museum of Natural History

Pierre Comizzoli,¹ Senior Program Officer for Science, Office of the Provost/Under Secretary for Museums and Research
Stuart J. Davies,¹ Senior Staff Scientist, Smithsonian Tropical Research Institute
John Davis, Provost/Under Secretary for Museums and Research
Julie Eddy, Office of Representative Matsui
Kate Forester, Deputy Chief of Staff to the Regents
Tracey Fraser,¹ Director, Office of Sponsored Projects
Mallory Gianola, Special Assistant to the Regents (recorder)
John Gibbons,¹ Public Affairs Specialist
Vanessa L. González,¹ Computational Genomics Scientist, Global Genome Initiative, National Museum of Natural History
Joshua Grogis, Office of Representative Cole

¹ Participated in the morning program only
² Participated in the afternoon session only
Amanda Hamilton, Office of Representative Johnson
Lauren Hancock, Office of Senator Perdue
Cathy Helm, Inspector General
Toni-Marie Higgins, Office of Senator Boozman
Anson "Tuck" Hines, Director, Smithsonian Environmental Research Center
Albert Horvath, Under Secretary for Finance & Administration/Chief Financial Officer
Carlos Jaramillo, Staff Scientist, Smithsonian Tropical Research Institute
Cheryl Johnson, Director of the Office of Government Relations
Kirk Johnson, Sant Director, National Museum of Natural History
Robert Koestler, Director, Museum Conservation Institute
Matt Larsen, Director, Smithsonian Tropical Research Institute
Judith Leonard, General Counsel
Julissa Marenco, Assistant Secretary for Communications and External Affairs
Amy Marino, Executive Officer, Office of the Provost/Under Secretary for Museums and Research
Era Marshall, Director for the Office of Equal Employment and Minority Affairs
Kevin McDonald, Senior Adviser to Senator Leahy
Scott Miller, Deputy Under Secretary for Collections and Interdisciplinary Support
Jeffrey P. Minear, Counselor to the Chief Justice
Steven Monfort, Acting Director, Smithsonian’s National Zoo, and John and Adrienne Mars Director, Smithsonian Conservation Biology Institute
Suzan Murray, Chief Wildlife Veterinary Medical Officer, DVM, DACZM, Smithsonian Wildlife Health Program
Carol O’Donnell, Director, Smithsonian Science Education Center
Melissa Songer, Conservation Biologist, Smithsonian Conservation Biology Institute’s Conservation Ecology Center
Robert J. Spiller, Assistant Secretary for Advancement
Jared Stabach, Conservation Biologist, Smithsonian Conservation Biology Institute’s Conservation Ecology Center
Ellen Stofan, Director, National Air and Space Museum
Porter N. Wilkinson, Chief of Staff to the Regents
MORNING SESSION

FOCUS ON SCIENCE AT THE SMITHSONIAN

The April 2018 strategic meeting, *Focus on Science at the Smithsonian*, began with an informal breakfast and opportunity for hands-on engagement. Regents, directors, and Smithsonian leadership visited stations featuring interactive content and items from the Smithsonian’s collection. Participants engaged in conversations with content experts from the Smithsonian’s Biodiversity Heritage Library, Museum Conservation Institute, Environmental Research Institute, Science Education Center, and Tropical Research Institute.

INTERVIEW WITH RUSH D. HOLT, PH.D.

Following the science exhibits, Regents, directors, and Smithsonian leadership, convened for the start of the formal *Focus on Science* program. Press Secretary for Science Johnny Gibbons welcomed everyone, and introduced Chair of the Board David M. Rubenstein and CEO of the American Association for the Advancement of Science (“AAAS”) Dr. Rush D. Holt. Dr. Holt gave a brief history of his career and highlighted the roles he has taken to integrate science into policymaking, society, and life. Mr. Rubenstein and Dr. Holt discussed the relationship between science and politics, STEM education, climate change, and the Giant Magellan Telescope (“GMT”). They provided insight on the ways the Smithsonian can enhance scientific literacy on a local, state, national, and international scale. Following the interview, Dr. Holt entertained questions from the Board.

SCIENCE SEGMENTS

Experts from six Smithsonian units — National Museum of Natural History (“NMNH”), National Zoological Park (“NZP”), Smithsonian Astrophysical Observatory (“SAO”), Smithsonian Conservation Biology Institute (“SCBI”), Smithsonian Environmental Research Center (“SERC”), and Smithsonian Tropical Research Institute (“STRI”) — showcased the Smithsonian’s work in biological science, physical science, natural history, paleontology, astronomy, and astrophysics. Four segments were assembled to address the global scientific challenges of the present and future.

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3 The GMT will be the first in a new class of Extremely Large Telescopes, capable of exploring the cosmos with unprecedented clarity and sensitivity. It formally entered the construction phase in 2015 and is expected to begin operations early in the next decade.
Exploring the Universe: Pale Blue Dot

Munazza Alam, Sagi Ben-Ami, and David Charbonneau from the Harvard Smithsonian Center for Astrophysics presented the first segment: Exploring the Universe: Pale Blue Dot. Ms. Alam, Dr. Ben-Ami, and Dr. Charbonneau shared the tools and techniques they use to discover and characterize planets orbiting other stars outside our solar system. As the list of new planets to explore continues to grow, SAO is developing technologies to detect evidence of life in their atmospheres, including the Giant Magellan Telescope and its GMT- Consortium Large Earth Finder, or G-CLEF instrument. The scientists emphasized that the discoveries will impact disciplines from astronomy, physics, and biology to philosophy and the social sciences. Following the presentation, Ms. Alam, Dr. Ben-Ami, and Dr. Charbonneau entertained questions from the Board.

Understanding Biodiversity

Dr. Jonathan Coddington from NMNH, Dr. Stuart Davies from STRI, and Dr. Vanessa González from NMNH participated in a moderated panel discussion: Understanding Biodiversity. Participants discussed why biodiversity research at the Smithsonian is urgent and important to maintain healthy ecosystems, which are essential for human well-being. The conversation focused on the exploration of ecosystem functioning and environmental change, the understanding of biodiversity and genomic research, and effective strategies for species and ecosystem conservation. Following the panel discussion, the content experts answered questions from the Board.

Sustaining Biodiversity

Tony Cohn, host of the Smithsonian’s pan-Institutional podcast Sidedoor, sat down with Melissa Songer and Jared Stabach from SCBI for a live podcast taping on conservation and biodiversity management. Dr. Songer and Dr. Stabach shared stories about biology, drivers of extinction, landscape function, and ecosystem health as it pertains to individual species. Discussions focused on Dr. Songer’s research on the movements of Asian elephants and human-elephant conflict in changing landscapes in Asia, and Dr. Stabach’s research on the re-introduction of scimitar-horned oryx to the Ouadi Rimé-Ouadi Achim Game Reserve in Chad. Following the podcast taping, they entertained questions from the Board.

Vignettes of Biodiversity: Application and Research

Carlos Jaramillo from STRI, Katrina Lohan from SERC, and Suzan Murray from NZP/SCBI presented the final Focus on Science segment. The series of talks focused on the relationship between people and biodiversity, and the impact on disease prevention, prediction, and globalization.
Topics included ecosystem reconstruction, paleobotany, wildlife surveillance, parasite diversity, wildlife diseases, and emerging pandemic threats to humans. A brief question and answer session followed the three talks.

**LUNCHEON PROGRAM**

The Board participated in a working lunch, during which Secretary David Skorton led a strategic discussion on the Smithsonian’s role in the global scientific community. The Board along with Smithsonian directors and senior leadership engaged in a conversation focused on communication, fundraising, human resources, education, and developments in STEM.

**AFTERNOON SESSION**

**REGENTS’ BUSINESS SESSION**

The Chancellor called the afternoon session to order at 1:00 p.m.

**EXECUTIVE SESSION**

The meeting of the Board began with an executive session to discuss personnel matters and board performance. The Board also voted on the reappointment of Regent Barbara Barrett for a second term as a citizen Regent of the Board of Regents. Upon motion duly made and seconded, the Board voted to approve for reappointment. Ambassador Barrett then recused herself from the discussion and vote.

*See attached Actions 2018.04.01 (Minutes of the Board of Regents, Appendix A).*

The executive session adjourned at approximately 1:42 p.m. and Smithsonian and Regent staff re-entered the meeting.

**REPORT OF THE CHAIR OF THE BOARD AND APPROVAL OF THE CONSENT AGENDA**

Chair of the Board David M. Rubenstein recognized Ambassador Barrett for her active participation and leadership throughout the weekend as the Institution and its supporters celebrated the conclusion of the Smithsonian Campaign. Mr. Rubenstein also expressed his deepest sympathies on behalf of the Board to Congressman Cole, following the sudden passing of his Chief of Staff Sean Murphy. The Board expressed their condolences. Congressman Cole thanked the Board for their recognition.
Adoption of the Consent Agenda

The Consent Agenda ("Agenda") was presented for the Board’s approval. Mr. Rubenstein led the discussion and vote. All time-sensitive and non-controversial items not requiring independent discussion were packaged into one action on the Agenda. An item remains on the Agenda only by unanimous consent. Any Regent may ask the Office of the Regents to remove an item from the consent agenda for discussion, allowing for notice of three days prior to the scheduled Board meeting.

Action items listed on the April 9, 2018, meeting Agenda included: the recognition of former Smithsonian Secretary Robert McCormick Adams; the recognition of Sean Patrick Murphy, former Chief of Staff to Representative Tom Cole; the approval of minutes from the January 29, 2018, Board meeting; the approval of one proposed gift action and one administrative action; and the appointment and reappointment of candidates to eight Smithsonian Advisory Boards.

Upon motion duly made and seconded, the Board voted to adopt the Agenda, constituting the approval of all action items listed therein.

See attached Actions 2018.04.02 (Minutes of the Board of Regents, Appendix A).

REPORT OF THE SECRETARY

Secretary Skorton updated the Board on the state of the Smithsonian. The Secretary summarized the Smithsonian Campaign celebration activities leading up to the Board meeting and thanked the Regents for their support and participation. He reviewed the final results of the Campaign, which successfully concluded on December 31, 2017. As previously reported, Campaign contributions totaled $1.88 billion from more than 535,000 donors representing all 50 states and 107 countries. The Secretary noted that more than 1,000 volunteers served on boards and regional committees during the life of the Campaign.

Next, the Secretary briefed the Board on the Memorandum of Understanding ("MOU") the Smithsonian executed with Aramco Affiliated Services Company. The nonbinding umbrella agreement will facilitate the exploration and execution of projects, programs, content, and public events of mutual interest between the Smithsonian and Saudi-based cultural, scientific, and educational institutions.

The Board then reviewed the organizational changes proposed by the Secretary and approved by the House and Senate Interior Appropriations Subcommittees. The changes include the integration of the education and access functions into the Provost’s office, under the leadership of the Associate Provost for Education and Access; title changes to two Under Secretary
positions; the realignment of the Office of International Relations to report to
the Provost and Under Secretary for Museums, Education, and Research; and
addition of the protection services function as a direct report to the Chief
Operating Officer and Under Secretary for Finance and Administration.

Next, the Secretary introduced two new Smithsonian leaders and provided an
update on three personnel searches across the Smithsonian. Secretary Skorton
welcomed Julissa Marenco, the Assistant Secretary for Communications and
External Affairs, who assumed her position on February 12. He also introduced
Robert J. Spiller, the Assistant Secretary for Advancement, who began his
tenure at the Smithsonian on March 12. The Secretary pointed out that there
are currently three active executive searches underway, including the search
for a President of Smithsonian Enterprises, the Elizabeth MacMillan Director of
the National Museum of American History, and the Dame Jillian Sackler
Director of the Freer-Sackler Galleries of Art.

Secretary Skorton shared details relating to the planning phase of the
Smithsonian American Women’s History Initiative, a five-year, pan-Institutional
initiative that will deepen understanding and appreciation of women’s
contributions to society and public life, as well as the humanities, the sciences,
and the arts—past, present, and future. He also thanked Representative
Matsui for her participation in a special donation ceremony on March 7, at the
National Museum of American History, where the Institution received objects
from House Democratic Leader Nancy Pelosi representing her election as the
first female Speaker of the House, including the wooden gavel given to her at
her swearing-in on January 4, 2007, the burgundy suit she wore, and the
original speech she gave that morning.

The Secretary reminded the Board of the Institution’s decision to postpone the
final two nights of the large-scale outdoor projection Hirshhorn Museum,
Washington, D.C. (1988) by artist Krzysztof Wodiczko as part of the museum’s
exhibition, Brand New: Art and Commodity in the 1980s. He reported that the
decision to postpone the staging was made in close collaboration with the
artist out of sensitivity and respect for the victims and families in the
immediate aftermath of the February 14, school shooting in Parkland, Florida.
The projection was presented the night of February 13 and the restaging was
shown on the evenings of March 7, 8, and 9.

To close, the Secretary updated the board on accessibility and inclusion at the
Smithsonian. He cited the new exhibition, Access+Ability, at the Cooper
Hewitt, Smithsonian Design Museum in New York. The exhibition features
more than 70 innovative designs developed with and by people with a wide
range of physical, cognitive, and sensory abilities. The exhibition was inspired
by an Institution-wide effort to expand public accessibility to Smithsonian
collections and programs.
EXECUTIVE SESSION: LONDON OPPORTUNITY

The Board then entered into an executive session to discuss the Smithsonian’s proposed collaboration with the Victoria and Albert Museum (“V&A”) in London. Under Secretary for Finance & Administration/Chief Financial Officer Al Horvath led the discussion regarding the programmatic strategies and business model of the proposed collaboration. Upon motion duly made and seconded, the Board approved the execution of the final binding agreement for a programmatic collaboration with the V&A.

See attached Actions 2018.04.03 (Minutes of the Board of Regents, Appendix A).

EXECUTIVE SESSION: “GATEKEEPER” REPORTS

The Board continued the executive session with the Smithsonian’s Gatekeepers, including the Secretary, General Counsel, Inspector General, and Chief Financial Officer.

ADJOURNMENT

There being no further business to discuss, the meeting adjourned at approximately 2:35 p.m., after which the Secretary moved to a separate room at NMAAHC to address questions from the media.

Respectfully submitted,

David J. Skorton
Secretary