

# MINUTES OF THE APRIL 11, 2022, MEETING OF THE BOARD OF REGENTS

## ATTENDANCE

This scheduled meeting of the Board of Regents (“Board”) of the Smithsonian Institution (“Smithsonian”) was held on Monday, April 11, 2022. The Board conducted visits to six potential sites for the two new Smithsonian museums, and an afternoon business meeting at the National Museum of the American Indian in Washington, D.C. Regents present were:

|                                |                                    |
|--------------------------------|------------------------------------|
| The Chief Justice <sup>3</sup> | Roger W. Ferguson, Jr.             |
| Senator Patrick J. Leahy       | Michael Govan                      |
| Representative Doris Matsui    | Risa J. Lavizzo-Mourey, Vice Chair |
| Ambassador Barbara M. Barrett  | Michael Lynton                     |
| Steve Case, Chair              | Denise O’Leary                     |
| John Fahey                     |                                    |

John McCarter, Regent Emeritus<sup>1</sup>  
Mitchell Schear, Facilities Committee Member<sup>1</sup>

Vice President Kamala D. Harris, Senator John Boozman, Senator Catherine Cortez Masto, Representative Lucille Roybal-Allard, Representative Adrian Smith, and Mr. Franklin D. Raines did not attend the meeting.

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

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| Lonnie G. Bunch III, Secretary                             | Jeremy Marcus, Office of Representative Matsui  |
| Greg Bettwy, Chief of Staff to the Secretary               | Kevin McDonald, Office of Senator Leahy   |
| Victor Castillo, Office of Representative Roybal-Allard    | Jeffrey P. Minear, Counselor to the Chief Justice   |
| Monique Chism, Under Secretary for Education <sup>3</sup>  | Meroë Park, Deputy Secretary and Chief Operating Officer                                  |
| Ronald Cortez, Under Secretary for Administration          | Derek Ross, Acting Director of the Office Planning, Design, and Construction <sup>1</sup> |
| Kate Forester, Deputy Chief of Staff to the Regents        | Vernon L. Simms, Director of the Office of Government Relations <sup>2</sup>              |
| Kevin Gover, Under Secretary for Museums and Culture       | Robert J. Spiller, Assistant Secretary for Advancement <sup>3</sup>                       |
| Luanne Greene, President of Ayers Saint Gross <sup>1</sup> | Porter N. Wilkinson, Chief of Staff to the Regents  |
| Cathy Helm, Inspector General <sup>2</sup>                 |   |
| Judith Leonard, General Counsel <sup>2</sup>               |   |

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1 Participated in the morning site visits and lunch program only  
2 Participated in the lunch program and afternoon business meeting only  
3 Participated in the afternoon business meeting only

# MORNING SESSION

## SMITHSONIAN FACILITIES: VISITS TO POTENTIAL SITES FOR NEW MUSEUMS

### Welcome and Introduction of New Museums Site Visits

At the April 11, 2022, meeting of the Board of Regents, the Regents considered the future locations of the two new Smithsonian museums: National Museum of the American Latino and Smithsonian American Women’s History Museum. The enabling legislation directs the Board of Regents to select sites for the two new museums not later than two years after enactment of the bill – December 2022. It is the intent of Congress that both museums be located on or near the National Mall. The list of sites to be considered includes locations from stakeholders and experts, the enabling legislation, and the Presidential and Congressional Commission reports for the two museums. Potential locations include unbuilt sites, sites with historic buildings, and sites with buildings that could be demolished.

### Visits to Potential Sites for New Museums

The morning program began with a tour of some of the potential sites under consideration. Although no sites have been eliminated, the visit included sites with high potential. The Regents visited several sites on or near the Mall, including: the Arts and Industries Building; the “Northwest US Capitol Site” (the area bounded by Constitution Avenue and Pennsylvania Avenue, NW); the Orville Wright Building; the Jamie L. Whitten Building; the “South Monument Site” (the area bounded by Independence Avenue and 14th Street, SW); and the “Tidal Basin Site” (bounded by Independence Avenue and Raoul Wallenberg Place, SW).

### Status of the New Museums Site Designation Process

Smithsonian staff and the architectural engineering firm Ayers Saint Gross and Moya Design Partners, as a subconsultant, will complete a detailed analysis of each site for the Regents’ consideration. The sites will be evaluated on location, cost factors, existing site condition, transportation and access, environmental conditions, and acquisition potential. The evaluation process will include a series of meetings with the National Capital Planning Commission and the Commission of Fine Arts and representatives of transportation and utility agencies, in addition to ongoing informal discussions with other interested organizations and citizens. The Board of Trustees of the National Museum of the American Latino and the Advisory Council of the Smithsonian American Women’s History Museum will also review the site evaluations and prepare recommendations for the Board’s consideration.

## LUNCHEON PROGRAM: THE USE OF SPACE IN TWENTY-FIRST CENTURY MUSEUMS

**Luncheon Program: The Use of Space in Twenty-First Century Museums**

Regents and Smithsonian staff convened at the National Museum of the American Indian for a luncheon program about the physical structure and role of museums in the 21st century, as it relates to the Smithsonian's creation of two new museums. During lunch, the Secretary and Regent Michael Govan, CEO and Wallis Annenberg Director of the Los Angeles County Museum of Art, led a conversation based on their experiences building and opening museums. The Regents also had an opportunity to share their impressions of the potential sites and discuss what criteria should be most important in the final stages of the site selection process.

## AFTERNOON SESSION

### REGENTS' BUSINESS SESSION

**Call to Order of the Afternoon Business Session**

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

### REPORT OF THE CHAIR OF THE BOARD AND EXECUTIVE COMMITTEE

**Report of the Chair of the Board**

The meeting of the Board of Regents began with the Report of the Chair of the Board and Executive Committee. Chair Steve Case welcomed the Regents back to the first in-person meeting at the Smithsonian after two years of virtual meetings due to the COVID-19 pandemic.

**Executive Committee Approvals**

Mr. Case then briefed the Board on four actions taken by the Executive Committee on behalf of the Board, pursuant to Board Bylaw 3.01, between the January and April meetings. The Executive Committee approved the Smithsonian Institution's budget request for appropriated funds for fiscal year 2023 for submission to Congress. Mr. Case noted that the Executive Committee's approval was requested on behalf of the Board to accommodate the President's fiscal year 2023 budget submission to Congress, which was scheduled to be delivered mid-March 2022, and therefore required approval prior to the April 11, 2022, Board meeting. The Executive Committee also approved three actions related to the new museums: the appointment of Penny Pritzker as Chair of the Smithsonian American Women's History Museum Advisory Council, the appointment of Henry R. Muñoz III as Chair of the National Museum of the American Latino's Board of Trustees, and the proposed amendments and underlying bylaws of the National Museum of the American Latino's Board of Trustees. The Executive Committee approved the advisory board motions so the actions could take effect immediately.

## APPROVAL OF THE CONSENT AGENDA

### Consent Agenda

The Consent Agenda (“Agenda”) was presented for the Board’s approval. Action items listed on the April 11, 2022, Agenda included: the approval of minutes from the January 31, 2022, Board meeting and gifts and naming recognition. 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 2022.04.01 (Minutes of the Board of Regents, Appendix A).*

## QUESTIONS ON WRITTEN COMMITTEE REPORTS

### Questions on Written Committee Reports

Next, Mr. Case provided an opportunity for Regent committee chairs and Smithsonian staff to answer questions about the written reports distributed in advance of the meeting by the Facilities Committee, Investment Committee, Smithsonian National Board, and Office of Government Relations.

### *Written Report of the Facilities Committee*

### Written Report of the Facilities Committee

The Facilities Committee held a meeting on March 2, 2022. During the meeting, the Committee engaged in a strategic discussion on climate change and its impacts on Smithsonian facilities and received a detailed update on the new museum site evaluation study. The Committee also received informational material on facilities resources and major capital projects, including: the rebuilding of the National Air and Space Museum, the Integrated Bezos Learning Center, and revitalization of the Sculpture Garden at the Hirshhorn Museum and Sculpture Garden.

### *Written Report of the Investment Committee*

### Written Report of the Investment Committee

The Investment Committee met on March 23, 2022. During the meeting, the Committee reviewed the Endowment’s annual portfolio review including risk mitigation strategy and China review, asset allocation and risk review, portfolio implementation, and operations. The Smithsonian Endowment’s one-year return as of December 31, 2021, was 26.2% versus 19.8% for the policy benchmark. Against the Cambridge Associates peer universe of endowments and foundations, the Smithsonian ranks in the top decile for all periods, including trailing one, three, five and ten-year periods.

### *Written Report of the Smithsonian National Board*

### Written Report of the Smithsonian National Board

The Smithsonian National Board (“SNB”) held its winter meeting on February 3 and 4, 2022. The meeting programs explored the future of science at the Institution and highlighted current initiatives that are advancing the Institution’s scientific reach and impact at the Smithsonian Environmental Research Center, Smithsonian Conservation Biology Institute, the Harvard-Smithsonian Center for Astrophysics,

and the Smithsonian Tropical Research Institute. In addition to the business meeting, the winter meeting of the SNB included updates from the Secretary, Assistant Secretary for Advancement, and Under Secretary for Science and Research. National Board members also received reports from working group and committee chairs.

### *Written Report of the Office of Government Relations*

#### **Written Report of the Office of Government Relations**

The Office of Government Relations (“OGR”) reported that on March 15, 2022, the President signed the Consolidated Appropriations Act, 2022 that includes annual funding for the Smithsonian within the Division for the Department of Interior, Environment and Related Agencies. The bill provides \$1.062 billion for the Smithsonian, which includes \$852.2 million for Salaries and Expenses and \$210 million for Facilities Capital. The Smithsonian also submitted its fiscal year 2023 budget request to the Office of Management and Budget (“OMB”) in September 2021 and is working with OMB before submission of the budget request to Congress.

#### **Congressional Hearings and Smithsonian Related Legislation**

OGR engaged in two Congressional hearings between the January and April Board meetings. The first hearing was related to H.R.30, a bill that would make “Lift Every Voice and Sing” the official national hymn of the United States. National Museum of African American History and Culture Curator, Dr. Dwandalyn Reece, testified at the hearing to provide expertise on the history of the song. The second, was an oversight hearing focused on Smithsonian operations. The Office of Government Relations also is tracking H.R.3525, Commission to Study the Potential Creation of a National Museum of Asian Pacific American History and Culture Act, which was introduced by Representative Grace Meng (D-NY) on May 25, 2021. The bill establishes a Commission to Study the Potential Creation of a National Museum of Asian Pacific American History and Culture.

#### **White House Engagement**

The Office of Government Relations continues to work closely with the White House and the Office of the First Lady’s staff to mount temporary exhibitions at the White House commemorating Black History Month in February, Women’s History Month in March, Asian American and Pacific Islander Heritage Month in May, LGBTQ Pride Month in June, and Hispanic Heritage Month in September. First Lady, Dr. Jill Biden has also agreed to be the Honorary Patron of the Renwick Gallery 50th Anniversary Celebration which will take place from the spring of 2022 through 2023.

#### **Congressional Engagement**

Despite enhanced telework for most Smithsonian and Congressional staff, regular Congressional engagement has continued. Recent Congressional engagement has focused on the National Museum of the American Latino, the Smithsonian American Women’s History Museum, the 2023 Smithsonian Folklife Festival, the Smithsonian’s Climate Action Plan, and the Institution’s digital and education strategic initiatives.

## REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

### Report of the Governance and Nominating Committee

Chair of the Governance and Nominating Committee Ambassador Barbara M. Barrett gave the Committee's report and presented one action item for the Board's consideration: amendments to the bylaws of the Smithsonian American Women's History Museum Advisory Council. The proposed amendments include an increase in the number of Vice Chairs to no more than four, up from one officer. The Smithsonian best practices recommend no more than three Vice Chairs for advisory boards and commissions. It was determined that as a new museum the substantial amount of work for the founding Council would justify the inclusion of an additional officer role. It was determined that up to four Vice Chairs could be needed to cover the areas of governance, development and outreach, advisory board nominations, and strategy. The proposed amendments are similar to the bylaws of the National Museum of African American History and Culture, which allowed for a structure including multiple Vice Chairs during the museum's establishment. Upon motion duly made and seconded, the Board approved the proposed amendments to bylaws of the Smithsonian American Women's History Museum Advisory Council.

**See attached Actions 2022.04.03** (*Minutes of the Board of Regents, Appendix A*).

## STRATEGIC REPORT OF THE SECRETARY

### Strategic Report of the Secretary

### Museum Opening Schedules and Smithsonian Telework Policy

Secretary Bunch updated the Board on the state of the Smithsonian Institution.

The Secretary first updated the Board on the Smithsonian's ongoing response to COVID-19, specifically staffing resources and opening schedules impacting Smithsonian operations, and implementation of the Smithsonian's telework policy. In March, the Smithsonian announced a gradual return to the traditional schedule, open seven days a week, by May 30. The National Museum of African American History and Culture and the National Museum of American History returned to a schedule of seven days a week on April 4, with the National Postal Museum following on April 8. The nine remaining museums will be open seven days a week by May 30. The Secretary noted two exceptions to the new schedule: the Arts and Industries Building, which is open six days a week for the *FUTURES* exhibition and the National Air and Space Museum ("NASM"), which is closed for the rebuilding. Secretary Bunch informed the Board that additional NASM programming would be provided at the Castle and the Steven F. Udvar-Hazy Center during the NASM Mall building closure. On April 15, the Smithsonian lifted the COVID-19 emergency declaration and enhanced telework status for staff. The Institution is moving forward with a COVID Way Ahead Plan, which is the framework for managing operations as COVID-19 shifts from a pandemic to an endemic, including the new Telework and Remote Work Program.

**Congressional Oversight Hearing**

Next, the Secretary briefed the Board on the Annual Oversight Hearing of the Smithsonian Institution, which was held by the United States Senate Committee on Rules and Administration on March 30, 2022. Secretary Bunch served as the sole witness. The Secretary’s testimony focused on the expanded reopening, progress on the establishment of new museums, and challenges for Smithsonian facilities. He also highlighted ways the Smithsonian can be a positive force in our communities and our nation, including promoting a safe and respectful workplace and ongoing efforts to restore and protect cultural heritage.

**Virtual Smithsonian and Strategic Plan Implementation**

To close, the Secretary previewed two larger topics that will be discussed in-depth at the Regents’ meeting in June: Virtual Smithsonian and strategic plan implementation. The Smithsonian is continuing to prioritize efforts to build a digital-first Institution while representing disciplines across the arts, sciences, history, culture, technology, and design. Secretary Bunch shared that senior staff is hosting pilot brainstorming sessions on the Smithsonian’s digital transformation strategy. Preliminary feedback will be shared with the Strategy, Innovation, and Technology Committee at its April meeting and will be incorporated into the presentation for the Board in June. Secretary Bunch also reported on the progress of strategic plan implementation efforts. The Strategic Planning Implementation Team (“StratTeam”) is using the 25 institutional initiatives as a means to support, measure, and track progress on the five strategic focus areas (Digital, Nimble, Trusted Source, Science, and Education), as well as the overarching goal to shape Our Shared Future inside and outside the Smithsonian.

**EXECUTIVE SESSION**

The Board moved into an executive session at approximately 1:34 p.m. to discuss business and personnel matters.

**Executive Session: Advisory Board Appointments and Reappointments**

Chair of the Governance and Nominating Committee Ambassador Barrett led a discussion regarding appointments and reappointments to Smithsonian Advisory Boards. Upon motion duly made and seconded, the Board approved the proposed candidates for appointment or reappointment to ten (10) Smithsonian Institution Advisory Boards.

***See attached Actions 2022.04.04 (Minutes of the Board of Regents, Appendix A).***

**Executive Session: Regents and Secretary**

The Secretary briefed the Board on the Smithsonian’s new policy of ethical returns and possible repatriation of Benin Bronzes to Nigeria. The Board also received updates on personnel matters and key personnel searches currently in progress.

**Executive Session: New  
Regent Search**

The Board continued with a Regents-only executive session. Governance and Nominating Committee Chair Ambassador Barbara M. Barrett updated the Board on succession planning and the search for a new citizen Regent to join the Board after Steve Case's term expires in April 2023.

**EXECUTIVE SESSION: "GATEKEEPER" REPORTS**

**Executive Session:  
"Gatekeeper" Reports**

The Board concluded the April 11, 2022, meeting with an opportunity to hear from each of the Smithsonian's Gatekeepers.

**ADJOURNMENT**

**Adjournment**

There being no further business to discuss, the meeting adjourned at approximately 2:14 p.m.

Respectfully submitted,

Lonnie G. Bunch, III  
Secretary



## APPENDIX A: ACTIONS OF THE APRIL 11, 2022, MEETING OF THE BOARD OF REGENTS

**VOTED** that the Board of Regents adopts the Consent Agenda, which constitutes the approval of all action items listed therein. [2022.04.01]

**VOTED** that the Board of Regents approves the minutes of the January 31, 2022, meeting of the Board of Regents.

**VOTED** that the Board of Regents recognizes the generosity of The Coca-Cola Company and accepts the terms of the sponsorship agreement.

**VOTED** that the Board of Regents recognizes the generosity of General Motors Company to the National Museum of the American Latino and names the General Motors Learning Lounge from the date the Board of Regents approves the recognition until the 10th anniversary of the opening of the Molina Family Latino Gallery.

**VOTED** that the Board of Regents recognizes the generosity of Sirius XM Holdings Inc. to the National Museum of African American History and Culture and names the SiriusXM Neighborhood Record Store for 10 years from the date the recognition signage is installed.

**VOTED** that the Board of Regents approves the proposed amendments to the bylaws of the Smithsonian American Women's History Museum Advisory Council. [2022.04.02]

**VOTED** that the Board of Regents approves the proposed slate of candidates for appointment or reappointment to ten (10) Smithsonian Institution Advisory Boards. [2022.04.03]