

## **MINUTES OF THE MAY 1, 2017, EXECUTIVE COMMITTEE TELECONFERENCE MEETING**

The Executive Committee (“Committee”) of the Board of Regents (“Board”) of the Smithsonian Institution (“Smithsonian”) conducted a teleconference meeting on May 1, 2017. Participating were Board and Executive Committee Chair David Rubenstein, Vice Chair Steve Case, and Member Dr. Risa Lavizzo-Mourey.

Also present by invitation of the Committee were Secretary Skorton, Chief of Staff to the Secretary Greg Bettwy, Office of the Regents Senior Officer for Programs & Operations (recorder) Jennifer Ehlinger, Under Secretary for Finance & Administration/Chief Financial Officer Albert Horvath, General Counsel Judith Leonard, and Chief of Staff to the Regents Porter Wilkinson.

### **CALL TO ORDER**

Board and Executive Committee Chair David Rubenstein called the meeting to order at 10:00 a.m. and welcomed members and staff participating via phone.

### **MINUTES OF THE EXECUTIVE COMMITTEE**

Upon motion duly made and seconded, the Committee approved the draft minutes of the February 14 and March 16, 2017, meetings without modification.

### **REVIEW OF JUNE BOARD MEETING AGENDA**

Chief of Staff to the Regents Porter Wilkinson briefed the Committee on plans for the upcoming meeting of the Board to be held on June 12, 2017. Ms. Wilkinson highlighted the topics slated for discussion and noted that the June meeting would be held in the Council Room at the National Museum of African American History & Culture, with an optional tour of the museum’s newest exhibition *More Than a Picture*, to take place before the start of the business meeting.

The Committee also discussed plans for the Board’s quarterly dinner to be hosted by Mr. Rubenstein on Sunday, June 11, 2017, at the Decatur House in Washington, DC, and attended by the Regents and the Secretary. Mr. Rubenstein also noted his plans to host a second dinner in appreciation of the Smithsonian’s museum, education, and research center directors on Tuesday, June 13, 2017, at the Anderson House in Washington, DC.

### **UPDATE ON STRATEGIC PROJECTS**

Under Secretary for Finance & Administration/Chief Financial Officer Albert Horvath provided the Committee with an update on the Smithsonian’s two major strategic projects: (1) the

Smithsonian's opportunity for a presence in London through a partnership with the Victoria & Albert Museum ("V&A"); and (2) interim programming for the historic Arts & Industries Building ("AIB").

### **London Opportunity**

In June 2016, the Smithsonian and the Victorian and Albert Museum ("V&A") announced plans to pursue an international collaboration as part of the redevelopment of the Queen Elizabeth Olympic Park in London. Since then, teams from each organization have worked together to develop the programmatic strategies, business model, and terms of a formal agreement. The V&A and the Smithsonian would jointly curate content for a significant portion of a new V&A facility on the East London site.

In January 2017, the Board approved a draft "Heads of Terms" (non-binding agreement), which will form the basis for a formal, binding agreement. A joint business plan is currently being developed by the Smithsonian and V&A teams, which outlines planned resources, content, and program delivery. The project is moving through the master planning stages with a current target opening date of 2022. Once the formal agreement is complete, it will be presented to the Board or to the Executive Committee for final review and approval.

### **Arts & Industries Building**

AIB reopened for special events in the fall of 2015 and has since hosted several activities, including the 2016 Folklife Festival Marketplace and the Asian Pacific American Center's "Crosslines Culture Lab." A significant amount of additional funding will be necessary to complete the interior renovation, including the installation of new building systems to restore the building to a fully operational state that can accommodate long-term use.

In the meantime, Smithsonian leadership is working to develop an interim program for the space, which would span the next five to seven years. AIB Director Rachel Goslins has been leading the effort to develop a business plan for content creation and building operations and to facilitate fundraising. Currently, two simultaneous, programmatic spaces are being considered: (1) an innovation themed offering that would be highly interactive and would employ a variety of technologies and delivery approaches; and (2) a gallery that would house content focused on the Latino American experience that is being developed by the Smithsonian's Latino Center. AIB Director Rachel Goslins will brief the Board on the most recent developments for the proposed space during the June meeting.

## **SECRETARY'S REPORT**

The Secretary briefed the Committee on the state of the Smithsonian and reported on relevant activities and initiatives.

Over Earth Day weekend, the Smithsonian convened its first Earth Optimism Summit ("Summit") held at the Ronald Reagan International Trade Center in Washington, DC from April 21 through April 23. The Summit was well attended and featured a three-day program, with

more than 150 scientists, thought leaders, philanthropists, conservationists, and civic leaders, and highlighted what is working in conservation and how to scale and replicate it. The Summit was organized by the Smithsonian Conservation Commons, a team of conservation experts from across the Smithsonian whose goal is to tackle complex conservation problems on a global scale.

The Secretary also discussed two recent reports regarding Smithsonian-related activities developed by outside consultants: (1) the Grenzebach Glier and Associates (“GG+A”) mid-campaign review of the Smithsonian’s National Campaign (“Campaign”) and (2) the Hill+Knowlton Strategies (“H+K”) report on the Smithsonian’s communications and external affairs.

The Smithsonian engaged “GG+A” in July 2016 to conduct a mid-Campaign review of Smithsonian’s development program. The Secretary briefed the Committee on preliminary recommendations, including improving efficiency, enhancing communications, improving data sharing, and deepening volunteer engagement. GG+A’s work remains ongoing, and the Secretary will re-engage the Committee when the report is complete.

In November 2016, the Smithsonian engaged another external consultant, H+K, to assess the Smithsonian’s Office of Communications and External Affairs (“OCEA”) and provide potential recommendations for improvements with regard to organizational structure, procedures, and strategies. H+K’s review indicated that OCEA is performing well in a number of areas and is successful in its ongoing work of communicating the Smithsonian’s vision, mission, and value to external audiences. The report noted a few potential areas of focus to include furthering strategic outreach, initiating a collaborative branding effort to increase consistency across the units, and continuing to centralize the internal communication mechanisms and organizational structure.

The Secretary will brief the full Board on the recommendations detailed in each report during the June meeting.

## **STRATEGIC PLAN IMPLEMENTATION**

The Secretary and Mr. Horvath reported on the implementation plans for the Smithsonian’s new strategic plan. During the April meeting, the Board endorsed the Secretary’s sharing of the Smithsonian’s new strategic plan for 2017 – 2022 with the Office of Management and Budget (“OMB”) and Congress. Since that time, leadership has begun to focus on the rollout and implementation of the new plan, and Mr. Horvath has been appointed by the Secretary to lead the effort. Mr. Horvath has convened a core implementation team with additional task groups comprised of individuals from across the Smithsonian and a select number of external resources/experts. The task groups will address the following key activities: communications, metrics and reporting, resources planning, and recognition and celebration. Seven “Goal Teams” also have been established to initiate, oversee, and track the seven main goals outlined in the new plan. Mr. Horvath will brief the full Board on his progress at the June meeting.

## **EXECUTIVE SESSION**

The Committee then entered into an executive session at approximately 10:49 a.m. to receive updates on personnel matters related to the staffing of several senior positions at the Smithsonian.

## **ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at approximately 11:08 a.m.

Respectfully submitted,

David M. Rubenstein, Chair