

MINUTES OF THE JANUARY 28, 2013, MEETING OF THE BOARD OF REGENTS

ATTENDANCE

This scheduled meeting of the Board of Regents was held on Monday, January 28, 2013. The Board conducted morning, afternoon, and executive sessions in the Regents' Room in the Smithsonian Castle Building. Board Chair France Córdova called the meeting to order at 8:30 a.m. Also present were:

The Chief Justice ¹	Shirley Ann Jackson	Jack Reed
Barbara Barrett	Sam Johnson	David M. Rubenstein
Stephen M. Case	Robert P. Kogod	Roger W. Sant
Thad Cochran	Patrick J. Leahy	Patricia Q. Stonesifer
	John W. McCarter Jr.	

Sakurako Fisher, Smithsonian National Board Chair

Alan G. Spoon, Regent Emeritus and Advancement Committee Chair²

Vice President Joseph R. Biden Jr., Representative Xavier Becerra, and Representative Tom Cole were unable to attend the meeting.

Also present were:

G. Wayne Clough, Secretary	Nell Payne, Director of Government Relations
Patricia L. Bartlett, Chief of Staff to the Secretary	Eva J. Pell, Under Secretary for Science
Claudine K. Brown, Assistant Secretary for Education and Access	Jeffrey P. Minear, Counselor to the Chief Justice
Amy Chen, Chief Investment Officer	T.A. Hawks, Assistant to Senator Cochran
Virginia B. Clark, Director of Advancement and Philanthropic Giving	Kevin McDonald, Assistant to Senator Leahy
Scott S. Dahl, Inspector General	Moira Lenehan-Razzuri, Assistant to Senator Reed
Barbara Feininger, Office of the Regents Senior Writer-Editor (recorder)	Grisella Martinez, Assistant to Congressman Becerra
Albert Horvath, Under Secretary for Finance and Administration/Chief Financial Officer	Sean Murphy, Assistant to Congressman Cole
Richard Kurin, Under Secretary for History, Art, and Culture	David Heil, Assistant to Congressman Johnson
John K. Lapiana, Chief of Staff to the Regents	Yves Basset, Scientific Coordinator, Center for Tropical Forest Science Arthropod Initiative, Smithsonian Tropical Research Institute ³
Judith Leonard, General Counsel	Michelle Delaney, Director, Consortium for Understanding the American Experience ³
Evelyn S. Lieberman, Director of Communications and External Affairs	Eleanor Jones Harvey, Senior Curator, Smithsonian American Art Museum ³
Christopher Liedel, President of Smithsonian Enterprises	Harry Rubenstein, Division of Political History Chair, National Museum of American History ³

¹ The Chancellor, Chief Justice John G. Roberts, Jr., participated in the afternoon session.

² Mr. Spoon presented the Report of the Advancement Committee.

³ Dr. Basset, Ms. Delaney, Dr. Harvey, and Mr. Rubenstein participated in special presentations to the Board.

MORNING SESSION

EXECUTIVE SESSION

The meeting of the Board of Regents began with an executive session, which was called to order by Board Chair France Córdova. The Regents discussed the fiscal year 2012 senior staff performance assessments, a recent audit of senior staff travel, and the results of the Regents' annual self-assessment. The executive session adjourned at about 10:10 a.m.

SERIOUSLY AMAZING: BIODIVERSITY IN THE INSECT WORLD

The Board of Regents was joined by staff at 10:15 a.m. The session began with a "Seriously Amazing" videoconference presentation from the Smithsonian Tropical Research Institute (STRI) in Panama. Introduced by Under Secretary for Science Eva Pell, Dr. Yves Basset, entomologist and scientific coordinator for the STRI's Center for Tropical Forest Science (CTFS) Arthropod Initiative, discussed the findings of the most comprehensive survey of an arthropod habitat to date. The study was recently published in *Science*, as well as featured on National Public Radio.

Dr. Basset explained that an international team of 102 researchers from 21 countries used 14 collecting methods over two years to capture about 130,000 insects from the soil to the tree canopies in 12 plots in Panama's San Lorenzo rainforest. The sorting and identification of the arthropods resulted in the finding that a 0.48-hectare plot hosted over 6,100 different species. Extrapolating from these findings, the researchers estimated that the 6,000-hectare rainforest sustains about 25,000 arthropod species. Because the insects provide a surrogate model for biodiversity, the data demonstrate that the diversity of both herbivorous and non-herbivorous insects can be accurately predicted from the diversity of plants in a given rainforest ecosystem. In addition, further studies will support a better understanding of the interactions between arthropod species within such ecosystems, as well as help researchers anticipate what could happen to these ecosystems if influenced by such factors as climate change.

Dr. Jackson asked if the researchers intend to use their data to study the effects of the environment and environmental changes on vegetation diseases. Dr. Basset said that data are already being used to study the relationships between the trees in the CTFS/Smithsonian Institution Global Earth Observatory (SIGEO) plots and some of the living groups directed linked to the trees, such as pests.

Mr. Sant asked if the researchers could determine if the insect DNA baseline they established could have been the same 100 years ago. The question, he said, related to the possibility of determining an overall decline in the diversity of insect species over time. Noting that the analysis of the insects' DNA began four years ago, Dr. Basset estimated it will take about five years' worth of data to establish a contemporary insect DNA baseline; he added that data are also being collected in

Papua New Guinea and Thailand. Dr. Pell explained that, unlike ancient plant pollen that can be analyzed to explain historical biodiversity, insects do not leave a DNA trail to compare against the past. The data from this study, she said, will provide the baseline against which future studies can be compared. The Secretary commented on the importance of the SIGEO and MarineGEO programs to the study and understanding of global change.

Ms. Stonesifer, noting that other organizations are pursuing initiatives comparable to the Smithsonian's work on the Giant Magellan Telescope, asked if research similar to the Center for Tropical Forest Science Arthropod Initiative is being conducted elsewhere and, if so, how does this initiative measure against such efforts. Dr. Pell responded that the CTFS Arthropod Initiative is a unique international effort convened by the Smithsonian—it is, she said, the standard. Dr. Pell added that the number of authors (102) who collaborated on the study affirms the significance of this enormous collaboration.

REPORT OF THE BOARD AND EXECUTIVE COMMITTEE CHAIR

Introductory Remarks

Board Chair France Córdova began her report by congratulating Representatives Xavier Becerra and Sam Johnson for their reappointments to the Board. She noted that Representative Tom Cole, a Republican from Oklahoma, was recently appointed by the Speaker of the House to fill the seat vacated by former Congressional Regent Steve LaTourette. Mr. Cole, who was unable to attend the meeting, is a member of the Chickasaw tribe, sits on the Interior Appropriations Subcommittee, and co-chairs the Congressional Native American Caucus. Dr. Córdova welcomed his Chief of Staff, Sean Murphy. Dr. Córdova also welcomed Barbara Barrett to her first Regents' meeting since her official appointment to the Board. Ms. Barrett attended the October 2012 Regents' meeting by invitation of the Board.

Dr. Córdova noted that this meeting marked Patricia Stonesifer's last meeting as vice chair of the Board and the Executive Committee, and she expressed her gratitude to Ms. Stonesifer for her leadership and guidance. The Board concurred with a round of applause. Dr. Córdova said that she and Executive Committee member Shirley Ann Jackson look forward to working with the 2013 vice chair of the Board, John McCarter.

Dr. Córdova directed the Regents' attention to the paper "Outside the Regents' Room," a compilation of recent news reports about members of the Board. The first article, she noted, was about the swearing in of Senator Patrick Leahy as Senate President Pro Tempore. His duties, she said, will include signing joint resolutions to appoint new citizen Regents. Both Steve Case and Dr. Córdova were highlighted in other articles.

Tribute to Senator Daniel K. Inouye

The Board considered a motion to express its condolences to the family of the late Senator Daniel K. Inouye, an esteemed statesman and longtime friend of the Smithsonian. Included in his many contributions to the Smithsonian were his authorship of legislation to create the National Museum of the American Indian and his support for the development of the National Museum of African American History and Culture (NMAAHC). The motion was approved.

See attached Action 2013.01.01 (Minutes of the Board of Regents, Appendix A).

Appreciation for Representative Steven C. LaTourette

The Board then considered a motion to express its appreciation to Representative Steven C. LaTourette, who served as a Regent from January 2011 until his retirement from the U.S. House of Representatives in January 2013. Dr. Córdova commented on Mr. LaTourette's strong support for the Smithsonian and astute guidance on its Federal budget negotiations with the Congress. The motion was approved.

See attached Action 2013.01.02 (Minutes of the Board of Regents, Appendix A).

Minutes of the October 15, 2012, Board of Regents' Meeting

The minutes of the October 15, 2012, Board meeting were presented for approval. The minutes were approved without comment or revision.

See attached Action 2013.01.03 (Minutes of the Board of Regents, Appendix A).

REPORT OF THE SECRETARY

The Secretary welcomed new Regent Barbara Barrett and thanked Mr. McCarter and Dr. Córdova for participating in the recent Smithsonian National Board (SNB) meeting.

A Great Place to Work

Smithsonian staff contributed over \$500,000 in the 2012 Combined Federal Campaign, surpassing the fundraising goal of \$400,000. For the third year in a row, the Smithsonian was named one of the best places to work in the Federal government, placing third among medium-sized Federal agencies.

Federal Budget Update

The Secretary reported that the current appropriations bill pending before the House includes \$2 million to fund repairs to damage caused by Hurricane Sandy. A sequestration of Federal budgets appears more likely, and the Smithsonian must submit a sequestration plan to the Office of Management and Budget (OMB) by February 7, 2013. Indications are that the Smithsonian's will soon receive its fiscal year 2014 Federal budget passback from the OMB.

Partnership with the U.S. Patent and Trademark Office

Secretary Clough reported that an agreement was signed with the U.S. Patent and Trademark Office (USPTO) to establish a programming partnership for the Arts and Industries Building. The partnership, he said, will support programming about innovation and allow the Smithsonian to reopen the building on schedule.

Trust Budget Update

As of December 31, 2012, the Smithsonian raised approximately 43 percent of the working national campaign goal. The 2012 Endowment investment return—12.8 percent—was strong and placed the Smithsonian in the top quartile of similarly sized endowments.

Construction

The Secretary reported that nearly all major construction projects are on schedule. The construction schedule for Cooper-Hewitt, National Design Museum (CHNDM) might be modified to accommodate design changes.

Education

Smithsonian education continues to be a growing enterprise. The Secretary commented on the second Invention Challenge, which was supported with funding

from ePals. Inventions to “help humankind,” which the Secretary characterized as sensational, were submitted by 290 teenagers. About 30,000 youth participated in the second National Youth Summit at Smithsonian Affiliates across the country. The summit was hosted by Ken Burns and focused on the Dust Bowl.

Exhibitions and Symposia

The Secretary commented on some of the many Smithsonian exhibitions on display. The Smithsonian American Art Museum’s (SAAM) exhibition *The Civil War and American Art* will travel to The Metropolitan Museum of Art. Secretary Clough thanked Mr. Rubenstein for loaning his copy of the Emancipation Proclamation to the NMAAHC for its exhibition *Changing America: The Emancipation Proclamation, 1863, and the March on Washington, 1963*. The new solar-powered Conservation Carousel at the National Zoological Park (NZP) is open, popular, and generating revenue. “The Anthropocene: Planet Earth in the Age of Humans,” a symposia supported by the Grand Consortia, was very successful. The symposia examined climate change from an interdisciplinary perspective that included history, art, culture, philosophy, economics, and science.

Awards and Recognitions

SAAM Director Betsy Broun received the Olana Partnership Frederic E. Church Award for her contributions to American art and culture. National Museum of African Art (NMAfA) Director Johnetta Betsch Cole was featured in the December 2012 issue of *ARISE* magazine, which named Dr. Cole as one of its “Top 100 Women Shaping Modern Africa”; she also will be profiled in the forthcoming digital video and broadcast project *Makers*, a PBS and AOL series about exceptional women from around the world. Two Smithsonian scientists, Tom Watters at the National Air and Space Museum (NASM) and Gary Graves at the National Museum of Natural History (NLMNH), have been named Fellows of the American Association for the Advancement of Science (AAAS). The Smithsonian now has a total of 43 AAAS Fellows. Five Smithsonian Folkways recordings have been nominated for Grammys, including *Woody at 100: the Woody Guthrie Centennial Collection*. The Smithsonian Channel’s program *MLK: The Assassination Tapes* was awarded two of six awards offered by Impact Media Summit, and the Channel’s *The Hunt for Bin Laden* was noted by the *Wall Street Journal* as one of the 10 “Best of 2012 TV” programs.

Senior Leadership

The new director of the National Portrait Gallery will be announced soon. Search committee member Patricia Stonesifer noted that the new hire is a recognized historian and commended Dr. Kurin for his leadership of the search process. A search firm has been retained to support the selection of the next director of CHNDM. The search for the next director of the Archives of American Art is ongoing. Molly Fannon has been appointed the new director of the Office of International Relations; she will lead the office’s efforts to expand its activities.

Visitation

The Smithsonian had over 30.3 million visitors in calendar year 2012, the largest visitation record for this decade. Digital visitation continues to increase: there were nearly 30 million unique digital visitors in the first quarter of fiscal year 2013.

Smithsonian Digital Enterprise

The Secretary updated the Board on the Smithsonian’s digital enterprise. One of the key priorities identified during the October 2012 directors’ retreat was broadening access through digital technology. Although much progress has been made to date, the directors agreed that the Smithsonian needs a more focused, coordinated, and

strategic direction for the Smithsonian's digital enterprise.

The Secretary first reviewed how the Smithsonian has traditionally shared its content—assets that include research data and complex collections of objects, specimens, images, documents, archives, artworks, and living things. The Smithsonian's content, said the Secretary, supports research; it generates the questions, analyses, and interpretations that advance understanding of the world. Content value is enhanced by the creation of ideas, stories, curatorial activities, and other expository frameworks; it is shared through exhibitions, public programs, publications, presentations, educational materials, affiliate programs, traveling exhibitions, and loans. The global audiences that benefit from Smithsonian content include visitors, scholars, educators, students, the media, policy makers, and subject-matter enthusiasts.

The Secretary then discussed the impact, opportunities, and challenges of the Smithsonian's digital activities. The first step in this process is digitization, which increases public access to Smithsonian content, as well as enhances inventory control, object preservation, and research. The Secretary noted that not all of the 137 million objects and specimens in Smithsonian's collections need to be digitized. Prioritizing the digitization of content must be based on a deep understanding of audiences' interests. The Smithsonian must identify meaningful metrics both to assess what digital audiences want and to track the initiative's progress.

The availability of the Smithsonian's digital assets, said the Secretary, transforms everything the Smithsonian does. Digitization supports dynamic, interactive, and collaborative activities. It changes the Smithsonian's traditional methods of delivery, such as exhibitions, and allows the Smithsonian to broaden its reach and share its content with new and larger audiences.

Secretary Clough cited examples of how the Smithsonian engages audiences through digital platforms, such as websites, blogs, searchable data bases, and downloadable lesson plans. Social media has expanded the Smithsonian's audience base, and the ways audiences engage with the Institution. The Secretary commented on the growing use of mobile devices, which soon will outpace the use of computers. Smithsonian Affiliates, said the Secretary, will help the Smithsonian understand how its messages are received and how they should be shaped.

The Secretary then discussed how the Smithsonian manages its digital enterprise. To ensure effective coordination, a pan-institutional executive committee on the digital Smithsonian was established. The committee, which includes programmatic and delivery leadership, coordinates the messaging of the Smithsonian's digital programming. The committee will address such issues as the development of a public access policy. Unit directors are an important part of the internal digital effort, as also is the continued engagement of web and new media staff.

With the support of Mr. Case and Steve VanRoekel, U.S. Chief Information Officer and NASM advisory board member, an ad hoc external advisory committee was created to advise on organizational models, new technologies, and tools for broadening access and engagement. It also will support the development of partnerships and

collaborations. The committee will meet with Mr. VanRoekel on February 14, 2013, to discuss organizational strategies, the selection of target audiences, and revenue-generating opportunities, among other things.

The Smithsonian is also learning from peer organizations. Staff have interviewed representatives from about 15 museums, archives, and libraries around the world, and a monograph is being developed on their research. Museums report more challenges in their digital initiatives because of the complexity and culture of their organizations and collections. All of the organizations have expressed interest in the Smithsonian's findings and leadership in this effort.

Because the Smithsonian does not possess the necessary internal technological resources, it must build sophisticated partnerships and collaborations to advance its digital enterprise. To that end, staff have met with representatives from the University of Illinois's National Center for Supercomputing Applications and soon will meet with representatives from the Department of Energy's Oak Ridge Operations. The Smithsonian has twice been selected by the highly competitive Presidential Innovation Fellows program, which pairs top innovators from the private sector, non-profits, and academia with top innovators in government. The Smithsonian's 12-month collaboration, said Secretary Clough, will be funded with support from the Smithsonian National Board.

The Secretary said that an update will be provided to the Board at its June 2013 meeting, and that metrics will be developed over the summer.

Discussion

Mr. Sant inquired about the initiative's annual budget. The Secretary said that planning efforts over the next several months will help determine the project's requirements. Outside resources, he emphasized, will be needed and collaborative partnerships will be sought.

Senator Leahy noted the fundraising potential of the Smithsonian's digital enterprise. One of the people on the external advisory committee, said the Secretary, led President Obama's digital fundraising campaign. Ms. Stonesifer said that the Smithsonian's digital enterprise activities demonstrate the "enormous strides" the Smithsonian has made in its efforts to restructure and to tap into the best of partnerships. She noted that sophisticated partnerships, however, have a cost. In order to achieve the initiative's potential, she said, the Smithsonian must carefully assess and develop its in-house capacity and aptitude.

Mr. Case commented on the positive energy and focus that has been brought to this initiative. Mr. Sant noted that, although the Smithsonian's digital enterprise is in fact an expense, in reality it is an important investment in the Smithsonian's future. The payoff, he said, will be significant.

Mr. Kogod asked about the process and timetable for the initiative. Secretary Clough said a recommendation about the initiative's proposed goals and structure will be presented to the Board at its June 2013 meeting, after which metrics will be developed. With the input of the unit directors, resource needs will be defined by the October 2013 Board meeting.

FINANCIAL SNAPSHOT

Under Secretary for Finance and Administration/Chief Financial Officer Albert Horvath presented an update on the Smithsonian's financial status and introduced a new financial dashboard. The Board meeting materials included three summaries: unaudited year-end results for fiscal year 2012, initial projections for fiscal year 2013 first quarter, and actual year-to-date financial indicators for fiscal year 2012 with a fiscal year 2013 outlook (as of January 2013). The latter was presented in the new dashboard format.

Fiscal Year 2012

Mr. Horvath said that the audited fiscal year 2012 results would be completed by the end of the week, and highlighted several items in the summary. Federal appropriations of \$810.2 million were finalized in December 2011, of which \$75 million was targeted for the construction of the NMAAHC. New gifts and sponsored research exceeded defined goals and net gain from Smithsonian Enterprises was slightly above target. Institutional expenses grew by 1 percent ahead of plan compared to revenue growth. Expenditures were conservative heading into fiscal year 2013. The Endowment's market value on September 30, 2012, totaled \$1,072.3 million, reflecting an investment return of 12.8 percent. This return was 90 basis points ahead of the policy benchmark.

Fiscal Year 2013 First Quarter

To date, the Smithsonian has been operating under a continuing resolution (CR) that has kept Federal funding flat when compared to fiscal year 2012. Fiscal year 2013 first quarter results reflect uncertainty about the Federal budget and the ultimate impact it might have on the Smithsonian's operating budget. Private revenues are slightly behind plan but management remains optimistic that all private revenue goals will be met. Reflecting across-the-board conservatism among Smithsonian units, institutional expenses are below budget. As of December 31, 2012, the Endowment's market value was \$1.091 billion, a market value increase of \$19 million since the end of fiscal year 2012.

New Dashboard Presentation

The goal of the new financial dashboard, said Mr. Horvath, is to quickly identify financial issues for the Board. The Finance Committee, he said, has devoted significant time on the development of the dashboard. He added that the complexity of the first iteration of the dashboard reflects an attempt to capture two different time periods.

Mr. Horvath highlighted several items in the new dashboard. Uncertainty about Federal appropriations was noted in the Revenues category. He said that the construction of the NMAAHC, which was in the Capital Projects category, will be noted as yellow for its duration because of the project's complexity. Also included in Capital Projects was funding for earthquake repairs. Because it is increasingly uncertain that the Smithsonian will receive the \$16 million for earthquake repairs that was included in the President's budget, other capital projects might be impacted as the Smithsonian addresses damage from the earthquake.

With regard to outstanding debt, Mr. Horvath commented on the Smithsonian's credit ratings. Both Standard & Poor's and Moody's have reaffirmed the Smithsonian's AAA credit ratings over the past several months. Some rating action

may occur in the future, however, because of uncertainty over the Federal budget.

Discussion

Mr. Horvath said he would welcome feedback on the new dashboard format. Mr. Sant requested the inclusion of measures of the Smithsonian's effectiveness, productivity, and overhead as compared to peer organizations. Mr. Horvath responded that staff are working "diligently" with an outside consultant to establish effective benchmarks for the Smithsonian's facilities operations expenses. Also under development are appropriate benchmarks for other administrative activities, such as financial operations; solid, effective data to support these benchmarks are being generated. He said that more information will be included in the financial dashboard by the end of the fiscal year.

Senator Leahy asked which sectors of Smithsonian Enterprises (SE) are doing well and which are not. SE President Chris Liedel responded that advertising continues to be a challenge. Although the Smithsonian advertising's market share was up in the first quarter when compared to its competitors, the entire industry dropped 5–5.5 percent. Catalog sales during the fourth quarter of the calendar year were impacted by Hurricane Sandy, and economic uncertainty impacted the travel businesses. Nevertheless, he said, advertising is already improving. He noted that he was both pleased with SE's second quarter performance and optimistic about its future.

Mr. Spoon noted that, in the long term, print advertising will not be a source of revenue. Acknowledging this trend, Mr. Liedel responded that SE is quickly moving all of its products into digital formats. Ms. Stonesifer commented that the dashboard demonstrates a strong positive trend in sponsored research, a great source of strength for the Smithsonian.

REPORT OF THE FINANCE COMMITTEE

Fiscal Years 2013 and 2014 Federal Budget Update

The Report of the Finance Committee was provided by Committee Chair David Rubenstein. He reported that the committee's focus has largely been on three Federal budget issues—the debt ceiling, the continuing resolution (CR), and sequestration—and their implications for the Smithsonian.

The two issues of immediate concern are the CR and sequestration, as the House of Representatives agreed to suspend the debt ceiling until mid-May 2013. The CR, which holds the Federal budget at fiscal year 2012 levels, is effective through March 27, 2013. Mr. Rubenstein reported that the impact of a sequestration would result in a shortfall of about \$41 million, or 5.6 percent, in the Smithsonian's Federal budget. Possible responses to the potential shortfall include a hiring freeze; reductions in administrative and non-salary expenses; delayed maintenance and revitalization projects; and Smithsonian-wide furloughs, as well as possible museum closures. Furloughs and museum closures are considered "last resort" actions. The Smithsonian is working closely with OMB to better determine what the Smithsonian's fiscal year 2013 Federal budget would be in the event of sequestration, and a sequestration response plan must be submitted to OMB by February 7, 2013.

Mr. Rubenstein noted that the Board's winter meeting typically includes discussion

and approval of the forthcoming Federal budget submission to Congress, which in this case would be the fiscal year 2014 budget. The fiscal year 2014 Federal budget submission process has been delayed, he said, because of Congress's focus on fiscal cliff negotiations and it is unclear when it will begin.

REPORT OF THE INVESTMENT COMMITTEE

Investment Committee Vice Chair Steve Case updated the Board on the state of the Endowment. He reported that, as of December 31, 2012, the Endowment stood at \$1,091.2 million, an increase of \$103.2 million over the last calendar year, and that it had exceeded its policy benchmark (12.4 percent versus 10.3 percent). Also, fiscal year 2013 performance to date has exceeded the policy benchmark (2.6 percent versus 1.7 percent).

Asset allocation targets are almost exactly on track and will continue to be reviewed by the committee. Mr. Case noted that Chief Investment Officer Amy Chen and her staff closely monitor manager selection, another driver of the Endowment's performance. Mr. Sant commented that, while the Endowment's five-year trailing average exceeded its policy benchmark, the committee continues to review the Smithsonian's payout policy.

REPORT OF THE ADVANCEMENT COMMITTEE

Update on the National Campaign

Regent Emeritus and Advancement Committee Chair Alan Spoon provided the Committee's report. He first presented an overview of the progress and challenges of the national campaign, which is still in its silent phase. Fundraising to date is slightly ahead of forecast. With 32 percent of the campaign timeline elapsed, 43 percent of the campaign working goal has been raised.

The partnerships between the units and the central Office of Advancement are critical, and central staff will continue to help units develop their "big ideas." Endowment gifts that are principally targeted to fund curatorial and research positions comprise an aspirational 40 percent of the campaign goal. To date, 32 percent of gifts received are for endowments and 29 positions have been funded.

Fundraising for the Grand Challenges is in good shape. Fundraising for the Giant Magellan Telescope (GMT), however, remains a challenge for both the Smithsonian and other participating institutions. New fundraising paths may be explored for this important research initiative. Increased focus also will be placed on fundraising for digitization.

During the January 14, 2013, Advancement Committee meeting, NMAAHC Director Lonnie Bunch reported that \$100 million in private funds and \$120 million in Federal funds have been raised to date for the new museum, which is scheduled to open in 2015. The new facility will cost a total of \$500 million. The Committee commended Mr. Bunch for his efforts, which have included new outreach initiatives and

membership programs. NMAAHC Council member Kenneth Chenault is leading the Council's fundraising efforts. Mr. Spoon noted that the addition of Ms. Stonesifer to the Council also is energizing its fundraising efforts.

Mr. Spoon then asked Director of Advancement and Philanthropic Giving Virginia Clark to share her perspective on the national campaign's progress, as well as provide an overview of individual units' fundraising efforts. Ms. Clark said that campaign activities have focused on three things in the past year: building the Smithsonian's advisory boards, working on gift opportunities, and conducting outreach. Regional programs, she said, are a critical part of the campaign. In the past year, campaign cochairs Ms. Barrett, Mr. Rubenstein, and Mr. Spoon and 15 members of the Smithsonian National Board participated in 25 events in 10 cities across the country. These efforts engaged 1,000 people and resulted in the identification of a significant number of new donor prospects.

During the silent phase of the campaign, said Ms. Clark, unit campaign activities continue to be reviewed to determine both status and needs. The results of the reviews, which change as the campaign progresses, reflect one of three phases: advanced, intermediate, and building. The group of units identified as in the "building" stage of their campaigns share at least one of the following three characteristics: no history of fundraising experience, leadership transitions, and/or limited donor audiences. Ms. Clark said that these units will especially benefit from the public phase of the campaign. The "intermediate" units comprise the largest group in the campaign progress review; these units have raised approximately 20–40 percent of their campaign goals. "Advanced" units have raised 42 percent or more towards their campaign goals. Ms. Clark acknowledged the challenges that are being addressed during the silent phase of the national campaign but expressed her confidence in its ultimate success.

Gift Actions

Ms. Clark presented four gift actions for the Board's approval. One, she noted, was from a new donor in support of exhibit space at the National Postal Museum. Also presented were the proposed designation of two bequests and a proposed corporate sponsorship. The motions were approved en banc.

See attached Actions 2013.01.04–2013.01.07 (Minutes of the Board of Regents, Appendix A).

Mr. Spoon noted that the committee would soon review a proposed gift agreement for the National Museum of American History, which requested the Board's consideration of the proposed agreement in advance of the April 2013 Regents' meeting. He said the proposed agreement would be presented to the Executive Committee for consideration on behalf of the Board.

REPORT OF THE AUDIT AND REVIEW COMMITTEE

Appointment of External Independent Auditor

Audit and Review Committee Chair John McCarter reported that the committee had conducted two meetings, each with executive sessions, since the October 2012 Board of Regents' meeting. On behalf of the committee, he presented its recommendation

regarding the selection of an external auditor for the Smithsonian's fiscal year 2013 financial statement audit. Mr. McCarter noted that the committee's decision to recommend KPMG LLP was based on several factors, including substance, qualifications, capabilities, and cost. The Board approved the proposed motion to appoint KPMG LLP as the Smithsonian's external independent auditor for a one-year period with four one-year option periods.

See attached Action 2013.01.08 (Minutes of the Board of Regents, Appendix A).

**Update on the Fiscal Year
2012 Audit**

During the two committee meetings, said Mr. McCarter, members met with KPMG representatives who reported that, thus far, the fiscal year 2012 audit was clean with no material weaknesses or significant deficiencies identified. He added that the audit would be completed by the end of the month.

**Cash Management Policies
and Practices**

The committee also focused on the Smithsonian's cash management, said Mr. McCarter. Recent incidents, such as the theft of parking fees by employees of an external contractor at the Udvar-Hazy Center, led to the decision to engage Booz Allen Hamilton (BAH) in a review of all of the Smithsonian's cash management practices. Mr. McCarter reported that the report subsequently released by BAH provides recommendations for the development and implementation of a Smithsonian-wide policy and process for protecting the Institution's cash. He noted that the report was substantially enhanced by the contributions of Inspector General Scott Dahl and Under Secretary for Finance and Administration and Chief Financial Officer Al Horvath. Mr. Horvath, who is charged with the execution of the plan, reported that a number of BAH's recommendations will be implemented by the end of the fiscal year.

Mr. Horvath noted that the Smithsonian will be increasing its use of electronic payment systems.

EXECUTIVE SESSION

At 12:00 p.m., the Secretary requested a short executive session, after which the Board adjourned for lunch.

LUNCHEON PRESENTATION: UNDERSTANDING THE AMERICAN EXPERIENCE—FROM CIVIL WAR TO CIVIL RIGHTS

Under Secretary Kurin introduced Michelle Delaney, director of the Consortium for Understanding the American Experience, who provided an overview of one of the Consortia's lead initiatives: "Civil War 150—A Commemoration by Smithsonian." The Smithsonian Civil War 150 team, said Ms. Delaney, has used the Smithsonian's curatorial resources and collections to generate activities that recognize the seminal events—from the Civil War to the Civil Rights era—that reflect the nation's struggle with the proposition that "all men are created equal." Their collaborations have

resulted in exhibitions, programming, and teacher resources; online and social media resources; and support for Affiliate activities.

Ms. Delaney then invited Eleanor Jones Harvey and Harry Rubenstein to speak about two of the exhibitions that arose from the Smithsonian Civil War 150 project. Dr. Harvey, a senior curator at the Smithsonian American Art Museum (SAAM), provided an overview of *The Civil War and American Art*, an exhibition she organized and curated at the museum. She focused on the use of landscape as a metaphorical language used to describe the turbulence of the war years, as evoked in newspapers, diaries, poems, sermons, and works of art. Her presentation revealed how those varied forms of communication dovetailed to describe the war while it was ongoing.

Mr. Rubenstein, the chair of the National Museum of American History's (NMAH) Division of Political History, presented an overview of the exhibition *Changing America: The Emancipation Proclamation, 1863, and the March on Washington, 1963*, which opened on December 14, 2012, in the National Museum of African History and Culture gallery at the National Museum of American History. This collaborative project between the two museums was curated by NMAAHC Director Lonnie Bunch, NMAAHC Curator of Community Life Nancy Bercaw, and Mr. Rubenstein. In his presentation, Mr. Rubenstein discussed how these two pivotal events were interwoven in the exhibition to not only commemorate these important anniversaries, but also to tell a larger history of the nation and its people.

AFTERNOON SESSION

The Chancellor called the afternoon session to order at 1:20 p.m.

REPORT OF THE STRATEGIC PLANNING AND PROGRAMS COMMITTEE

Dr. Córdova said that the Strategic Planning and Programs Committee Chair met on January 16, 2013. The committee's deliberations, she said, benefited this meeting of the Board, including the morning discussion of the Smithsonian's digital initiatives. She asked committee chair Shirley Ann Jackson to report on the committee's discussions.

Dr. Jackson first reminded the Board of the scope of the committee's oversight responsibilities. The committee reviews the pan-institutional exhibition calendar to help identify in advance potential sensitivities and/or controversial issues that could be addressed through thoughtful planning. Dr. Jackson noted that no potential controversies were identified by Under Secretaries Kurin and Pell in the last exhibition review. In 2012, said Dr. Jackson, the committee also began inviting the two Under Secretaries to report on their programmatic initiatives. Assistant Secretary Brown discussed education and broadening access initiatives with the committee at its last meeting. The committee also was updated on the status of the Hirshhorn Museum and Sculpture Garden's "Bubble" project, major unit director searches, and progress on the "Americans All" and "Waterways" consortia projects.

Extension of the Strategic Plan

The major topic of the last committee meeting, said Dr. Jackson, was consideration of a possible extension of the strategic plan to align with the 2017 end date for the national campaign. Dr. Jackson reminded the Board that it had approved the six-year strategic plan in September 2009, that the Secretary had provided a mid-point report to the Board at its October 2012 meeting, and that he had since conducted a leadership retreat to discuss the next steps for the plan, including its possible extension. Dr. Jackson reported that the committee is generally supportive of the proposed extension of the plan but asked that staff develop a modified strategic plan framework with recalibrated milestones and goals. The framework could include new initiatives that an extension would allow, such as a "Broadening Access" initiative. The plan's four funding pillars also will be reviewed and refreshed. The committee expects to review a modified plan over the summer and early fall of 2013 with the intention of presenting a formal recommendation to the full Board at its October 2013 meeting.

Smithsonian/USPTO Partnership Agreement

Dr. Jackson next reported on the committee's oversight of the development of a partnership agreement between the Smithsonian and the United States Patent and Trademark Office. The collaboration, she said, will tell the story of American innovation through different programmatic vehicles at the Arts and Industries Building, which will reopen to the public in 2014.

The partnership's first programmatic initiative will be a June 2013 "Innovation Expo"

at the USPTO's Alexandria, Virginia, campus. The expo will move into the Arts and Industries Building in 2014. Future programming, such as symposia, seminars, conferences, workshops, and innovation recognition ceremonies, will be developed over the next year. The Smithsonian will be reimbursed up to \$1 million per year by the USPTO for the programmatic activities; the USPTO also will provide about \$6.5 million for the interim use of the facility. Dr. Jackson said that the agreement, which is subject to annual renewals, only will extend until 2020, at which time the building will be fully renovated and, should Congress so direct, available for the new National Museum of the American Latino. The Secretary noted that the partnership is a "pay as you go" agreement that will occupy approximately 20,000 square feet of the Arts and Industries Building's 90,000 square feet of available space. Corporate support for the partnership's programming, he said, also is anticipated.

NSRC Name Change

Dr. Jackson then presented the committee's recommendation that the Board approve changing the name of the National Science Resources Center (NSRC) to the Smithsonian Science Education Center. She explained that the 1987 creation of the NSRC, which was jointly administered by the Smithsonian and the National Academies, was in response to the 1983 release of the seminal study "A Nation at Risk: The Imperative for Educational Reform." Smithsonian management, she said, proposed the name change to better reflect the center's focus on education and its affiliation with the Smithsonian, as well as the fact that the National Academies no longer co-administers the center. Assistant Secretary for Education and Access Claudine Brown noted that the end of the Smithsonian's relationship with the National Academies was amicable.

Mr. McCarter suggested that the center contribute to the development of programming on innovation for the Arts and Industries Building. The Secretary noted that the center is one of the major partners in the "Americans All" project. Ms. Barrett asked if the use of an active word, such as discovery, exploration, or innovation, in the center's title might better engage the public and describe its purpose. Ms. Brown explained that the center's focus is on formal education, curriculum, and strategic planning for states and school districts, and that it only recently began to engage with Smithsonian museums' science education departments. The Secretary added that proposed name had been carefully vetted, including by the center's board. Ms. Brown noted that the center is only one of several Smithsonian science education units, all of which are engaging in pan-institutional STEM initiatives. Those pan-institutional efforts, she said, will benefit most from a more active brand. The motion was then approved.

See attached Action 2013.01.09 (Minutes of the Board of Regents, Appendix A).

REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

Committee Priorities

Governance and Nominating Committee Chair Roger Sant outlined the committee's three priorities for 2013: the search for Regents to replace two outgoing members (Roger Sant and Patricia Stonesifer), the strengthening of unit advisory boards, and

the triennial review of the 25 governance reforms adopted by the Board in 2007. The search for new Regents, said Mr. Sant, is the committee's top priority. He then spoke of the importance of the Smithsonian's advisory boards, and commented on their uneven performance. An outside consultant will be engaged to support the systematic strengthening of the Smithsonian's advisory boards. He also reported that the triennial governance review will begin in March 2013.

**Advisory Board
Appointments**

Mr. Sant presented the committee's recommendation that the Board of Regents appoint or reappoint members to 17 Smithsonian advisory boards. The motions were approved en banc.

See attached Actions 2013.01.10–2013.01.25 (Minutes of the Board of Regents, Appendix A).

Bylaw Revisions

Mr. Sant presented the committee's recommendation that the Board approve proposed revisions to the bylaws of the National Museum of American History (NMAH) Advisory Board. The motion was approved.

See attached Action 2013.01.26 (Minutes of the Board of Regents, Appendix A).

**2013 Board Committee
Assignments**

Proposed Regent Committee assignments for calendar year 2013 were discussed. Mr. Sant noted that, with the exception of new Regents, each Citizen Regent is assigned to at least three committees and asked to chair one, and each Congressional Regent is assigned to two committees. Newly appointed Regent Barbara Barrett agreed to serve on three committees. The Board approved a motion to recommend the appointment by the Chancellor of members to Board committees.

See attached Action 2013.01.27 (Minutes of the Board of Regents, Appendix A).

New Regent Search

Mr. Sant provided an update on the committee's efforts to identify candidates to fill the vacancies that will occur with his and Ms. Stonesifer's rotations off of the Board. Isaacson, Miller has been engaged to help develop and vet the candidate pool. One vacancy can be filled by a person who is not a resident of any of the other states currently represented by Citizen Regents and the other vacancy must be filled by a resident of the District of Columbia. He reminded the Board that, during its October 2012 meeting, it had approved search criteria to help identify candidates who:

1. can assume leadership roles on the Board;
2. can contribute different viewpoints and perspectives;
3. have had widely respected and distinguished careers in public service;
4. have technology, social media, and communications expertise;
5. have a background in educational outreach; and/or
6. can encourage the development of entrepreneurial initiatives.

Mr. Sant added that the committee also is interested in identifying candidates who possess bipartisan respect. The committee anticipates that it will present the names of about 20 candidates for discussion at the April 2013 Board meeting and a narrower pool of about 10 candidates at the June 2013 Board meeting. Final candidates will be presented for the Regents' consideration at the October 2013 Board meeting.

REPORT OF THE SMITHSONIAN NATIONAL BOARD

Smithsonian National Board (SNB, or National Board) Chair Sako Fisher began her report by thanking Dr. Córdova and Mr. McCarter for joining the SNB at its last meeting. National Board members, she said, are ambassadors, advisors, and fundraisers for the Smithsonian. To maximize their efforts, the SNB is clarifying expectations of its members with the goal of achieving 100 per cent participation in SNB annual giving, as well as in the national campaign. It also is developing a framework to strategically educate and inspire SNB members during their three-year terms. Based on the four Grand Challenges, she characterized the framework as “pillars of learning.” All aspects of SNB meetings, she said, are designed to deeply engage members with Smithsonian initiatives, staff, history, resources, and information. Ms. Fisher said that SNB’s regional programs will be profoundly impacted by helping SNB members “own” their roles as Smithsonian ambassadors and better articulate the broad scope and rich resources of the Smithsonian. Noting that the National Board is responsible for a sizeable part of the national campaign’s success, Ms. Fisher said that SNB members and alumni have contributed 11 percent of the national campaign funds raised to date.

REPORT OF THE OFFICE OF GOVERNMENT RELATIONS

Director of Government Relations Nell Payne updated the Board on some of the ongoing and new outreach activities generated by the Office of Government Relations (OGR). The OGR, she said, interacts on a daily basis with members of the Congress and their staff, answering questions and engaging newly elected members. She thanked Representatives Becerra and Johnson for sponsoring a recent luncheon in the Castle Commons for newly elected members of Congress. It is hoped the event will become a routine part of new members’ orientation. The Smithsonian also was invited to send its representatives to a new member reception held at the Botanic Gardens in late 2012.

Ms. Payne reported on the office’s electronic outreach initiatives. Two electronic newsletters have been launched. One newsletter that is specific to science-related issues is sent to 1,300 Congressional staff who are responsible for their offices’ science portfolios. A more generalized newsletter about the Smithsonian is distributed to 6,500 Congressional chiefs of staff, legislative directors, and legislative assistants with arts and culture portfolios.

Few things have more impact than offering opportunities for Congressional staff to visit and engage with the Smithsonian, said Ms. Payne. She highlighted several tours recently hosted by Smithsonian staff. About 30 Congressional House and Senate Transportation Committee staff visited the NMNH feather lab to see firsthand the Smithsonian’s contributions to aviation safety. Staff from the offices of Senators Lisa Murkowski (R-AK) and Mark Begich (D-AK) toured the National Museum of the American Indian’s Cultural Resources Center to see artifacts from Alaska. Forty members of Senator Jeff Merkley’s (D-OR) staff took a half-day tour of the NMAH political history collection as part of their annual retreat.

Ms. Payne also noted several upcoming events. Representative Johnson helped arrange an April 2013 pilot exhibit of Smithsonian artifacts in the foyer of the Rayburn House Office Building. It is hoped this will be the first of a series of such exhibits. OGR staff also are in the process of planning the third annual Congressional night. Sponsored by Nissan, the 2012 event attracted over 1,100 participants, including 20 members of Congress. The Secretary said that, when introduced to the “Americans All” initiative, each member of Congress is eager to share stories of his or her family’s immigration and migration experiences. The initiative, he said, offers opportunities to “knit” together the diversity of the American people.

ASSESSING QUALITY AND IMPACT: SMITHSONIAN RESEARCH

Dr. Córdova reminded the Regents of their prior request for more information about how the Smithsonian assesses the quality and impact of its research, and invited Under Secretaries Kurin and Pell to discuss how the Smithsonian evaluates its scholarship. Dr. Córdova noted that this would be the first of regular updates to the Board on this subject.

During this presentation, said Dr. Pell, the Under Secretaries would discuss the evaluation of Smithsonian scholarship through publications; awards and recognitions; resident and virtual exhibition evaluations; and citations and critical reviews. She first spoke of the Performance Accomplishments Evaluation Committee (PAEC), the Smithsonian’s strategy to evaluate staff performance accomplishments. PAEC, she noted, does not take the place of the standard annual review required of all Smithsonian Federal and Trust staff; it is similar to the review practices employed by universities. Depending upon their grade, staff are evaluated every three, five, or seven years. Lower-grade staff are reviewed every three years to assure that their work is progressing in the right direction. The seven-year senior staff evaluations are similar to academic post-tenure reviews. Four types of reviews are conducted on an annual basis: regular periodic reviews, term reviews for new curators, two-year reviews for staff found to be operating below grade, and secondary reviews for senior-level staff.

In her opinion, said Dr. Pell, PAEC is a more stringent review process than that conducted at universities. The committee is composed of a minimum of four Smithsonian researchers plus at least two or three external scholars. In addition, five letters of recommendation are required from persons outside of the Smithsonian. Each candidate creates a comprehensive dossier that articulates their significant accomplishments and achievements during the previous period. The committee, noted Dr. Pell, analyzes the professional standing of each candidate but does not make specific recommendations with regard to promotion. Findings are submitted in writing to the unit director, who makes a determination about the individual’s performance and forwards their recommendation to the Under Secretary with oversight responsibility. In the science units, said Dr. Pell, 341 staff are subject to PAEC reviews.

Dr. Pell reminded the Regents of her previous discussion about staff publication rates in *Science*, *Nature*, or the *Proceedings of the National Academy of Sciences*. Each

year, at least 10 percent of PAEC-eligible staff are published in one of the three premiere scientific journals in the world. These rates, said Dr. Pell, are very impressive. She also presented Thomson Reuters journal citation data from 2012, which demonstrated that Smithsonian staff published 1,574 papers, of which 60 percent were published in the top quartile and 85 percent were in the top two quartiles.

Science academy honors also affirm the quality of Smithsonian research. Seventeen staff are members of the National Academy of Sciences, 19 are fellows of the American Academy of Arts and Sciences, and 43 are fellows of the American Association for the Advancement of Science. Dr. Pell also noted some of the top 100 science awards and recognitions that have been conferred on Smithsonian staff over the last four years.

Dr. Kurin then reviewed the Smithsonian's assessment of staff scholarship in the arts and humanities. He said that the same principles noted by Dr. Pell are applied to the arts and humanities: quality scholarship is recognized by professional assessments, critical reviews, major awards, professional recognition, publications, and scholarly citations.

There are 173 arts and humanities staff whose work is in some way related to research. In contrast to the work of Smithsonian scientists, said Dr. Kurin, the responsibilities of these scholars also include the production of exhibitions, exhibition catalogs, educational programs, and other activities. Their work is evaluated through annual performance plans. Some of the larger history, art, and culture units also conduct PAEC reviews.

Critical reviews are an important indicator of these scholars' success. Dr. Kurin cited some of the many Smithsonian exhibitions that have been received strong critical acclaim, such as the National Museum of African Art's *African Cosmos: Stellar Arts*; the National Portrait Gallery's *1812: A Nation Emerges*; the Hirshhorn Museum and Sculpture Garden's *Song 1/Doug Aitken*; and the National Museum of the American Indian's *A Song for the Horse Nation*, to name a few. The exhibition catalog *African Cosmos: Stellar Arts* also was included in the holiday recommendation list of the *New York Times*. The exhibition catalog for the National Portrait Gallery's *Hide/Seek* exhibition was recognized by both the American Library Association (Stonewall Israel Fishman Non-Fiction Award) and *Choice* magazine (Outstanding Academic Title, Fine Arts).

The scholarship reflected in Smithsonian recordings has been recognized through major awards. Smithsonian Folkways recordings have received numerous Grammy Award nominations. Recent Grammy awards have gone to *Woody at 100: The Woody Guthrie Centennial Collection* (Best Historical Album and Best Boxed Package); Stephen Wade's *Banjo Diary: Lessons from Tradition* (Best Album Notes); *Imaginarie*s by Quetzal (Best Latin Rock, Urban or Alternative Album); and Elizabeth Mitchell's *Little Seed: Songs for Children by Woody Guthrie* (Best Children's Album).

Major website awards, said Dr. Kurin, also recognize Smithsonian research, as also do professional honors and recognition. Dr. Kurin cited some of the numerous

professional recognitions recently bestowed on history, art, and culture staff. For example, Louise Cort, ceramics curator at the Freer and Sackler Galleries, was recently awarded the Koyama Fujio Memorial Prize in Japan for her research on historical Japanese ceramics and the American Anthropological Association held two special sessions in honor of NMAfA Director Johnnetta Betsch Cole. Smithsonian scholars, said Dr. Kurin, are regarded as leaders in their fields.

Dr. Kurin noted some of the publications recently produced by history, art, and culture scholars. Scientific research, said Dr. Kurin, is often recognized when published in one of the three scientific journals cited by Dr. Pell. In contrast, he said, the scholars under his purview publish work in a wider range of books, catalogs, chapters, and journal articles. Dr. Kurin presented a graph of the Smithsonian's top 50 cited scholars from Google Scholar Citations for 2012. The number of citations, he said, demonstrates the degree to which outside researchers are following a Smithsonian scholar's work.

Because many of the Smithsonian's history, art, and culture scholars also have opportunities to contribute to, for example, exhibition and programming activities, their work does not easily compare to the research undertaken at universities. Comparisons against other museums are more appropriate. In response to a question from Mr. McCarter, Dr. Kurin said that the citations of Smithsonian scholarship compare favorably with those of other museums, including the Metropolitan Museum of Art. He also commented on the impact of base erosion on Smithsonian scholarship in the arts and humanities, noting that the top of the citation list is populated by staff with longer tenures.

Discussion

Mr. Sant asked how the work of Smithsonian researchers compares against that conducted at universities. Dr. Pell responded that the work of Smithsonian scientists is comparable to that conducted at academic institutions. She again noted the publication rate of Smithsonian scientists in the top three science publication, adding that the Smithsonian Astrophysical Observatory (SAO) is viewed as the leading observatory in the world. One of the Smithsonian's researchers, said Dr. Pell, was under serious consideration for a Nobel Prize; Dr. Kurin noted that several MacArthur Fellows have been members of the Smithsonian staff. Both the Secretary and Dr. Pell agreed, however, that the Smithsonian must work harder at cultivating recognition of its researchers, such as supporting efforts to be admitted to the national academies.

Dr. Córdova commented on the benefits of SAO's relationship with Harvard University. She said that partnerships between the Smithsonian and universities offer benefits and opportunities that otherwise would not be available to each organization.

The Secretary added that one of the goals of the national campaign is to help create endowed chairs that will encourage staff to "lift their sights," as well as to bring in new talent. Mr. Rubenstein asked about the number of endowed chairs at the Smithsonian and the cost of funding a chair. Dr. Pell responded that, depending upon the unit, it costs about \$3–5 million to endow a chair. Ms. Clark estimated that there are perhaps only 12 chairs that are currently endowed at the Smithsonian. Dr. Pell said that one of the Smithsonian's recruitment challenges is the fact that its research

salaries are not competitive to those offered by universities. It does, however, offer unique opportunities for researchers to immerse themselves in their disciplines without teaching obligations. The cushion of an endowment, she said, offers an additional enticement to researchers. Dr. Kurin noted that there are certain limitations on additional income that can be accepted by staff.

Ms. Stonesifer said consideration should be given to developing measures that appreciate differences in how research is disseminated, noting that both increasing access and advancing scholarship contribute to the advancement of research. Science educators, for example, support the work of citizen scientists. Dr. Pell agreed that assessing the quality of delivery is important. Mr. McCarter cited the popularity of *Digging Snowmastodon: Discovering an Ice Age World in the Colorado Rockies*, one of paleontologist and NMNH Director Kirk Johnson's nine books, and suggested supporting collaborations between children's book authors and Smithsonian researchers.

REPORT OF THE GENERAL COUNSEL

General Counsel Judith Leonard said there were no updates to the reports included in the advance meeting materials. The Board then adjourned for an executive session at 3:00 p.m.

EXECUTIVE SESSION: REPORT OF THE COMPENSATION AND HUMAN RESOURCES COMMITTEE

During the executive session, Compensation and Human Resources Committee Chair Patricia Stonesifer presented the committee's compensation recommendations for certain senior executives, including the Secretary. The motions were approved.

See attached Actions 2013.01.28–2013.01.29 (Minutes of the Board of Regents, Appendix A).

ADJOURNMENT

Dr. Córdova thanked the Regents for their participation. The executive session adjourned at about 3:30 p.m.

Respectfully submitted,

G. Wayne Clough
Secretary

APPENDIX A: ACTIONS OF THE JANUARY 28, 2013, MEETING OF THE BOARD OF REGENTS

VOTED that the Board of Regents expresses its profound appreciation to the memory of Senator Daniel K. Inouye, esteemed statesman and friend of the Smithsonian Institution, and extends its heartfelt sympathies to his wife, Irene Hirano, and family. [2013.01.01]

VOTED that the Board of Regents expresses its appreciation for the contributions of Representative Steven C. LaTourette to the Board of Regents and the Smithsonian Institution. [2013.01.02]

VOTED that the Board of Regents approves the minutes of the October 15, 2012, meeting of the Board of Regents. [2013.01.03]

VOTED that the Board of Regents recognizes the generosity of Pfizer Animal Health, a business of Pfizer, Inc., to the Smithsonian Traveling Exhibition Service and accepts the terms of the sponsorship agreement. [2013.01.04]

VOTED that the Board of Regents recognizes the generosity of the TurningPoint Foundation and Molly Byrne to the National Postal Museum and names the museum's education mezzanine in the William H. Gross Stamp Gallery the Byrne Education Loft for a period of 10 years. [2013.01.05]

VOTED that the Board of Regents creates a quasi-endowment for general support for the benefit of the National Museum of American History. Further, the Board authorizes the transfer of the funds identified for this purpose. [2013.01.06]

VOTED that the Advancement Committee recognizes the generosity of Frank B. Gettings to the Hirshhorn Museum and Sculpture Garden and permits the redirection of his bequest in order to support projects that expand the museum's educational program and improve the conservation and management of its collection. [2013.01.07]

VOTED that the Board of Regents accepts the nomination by the Audit and Review Committee and appoints KPMG LLP as the Smithsonian Institution's external independent auditors for a one-year period beginning May 2013 with four one-year option periods. [2013.01.08]

VOTED that the Board of Regents approves the renaming of the National Science Resources Center to the Smithsonian Science Education Center. [2013.01.09]

VOTED that the Board of Regents appoints Edgar M. Cullman Jr. as vice chair of the Smithsonian National Board for a three-year term effective immediately. [2013.01.10]

VOTED that the Board of Regents reappoints Arrington Dixon, Gloria Herndon, Diane Scott-Jones, and Anas Shallal to the Advisory Board of the Smithsonian Anacostia Community Museum for three-year terms effective immediately. [2013.01.11]

VOTED that the Board of Regents appoints Jack Kuo Wei Tchen to the National Advisory Board of the Asian Pacific American Center for a three-year term effective immediately. [2013.01.12]

VOTED that the Board of Regents appoints Margery F. Masinter to the Board of Trustees of Cooper-Hewitt, National Design Museum for a three-year term effective immediately. [2013.01.13]

VOTED that the Board of Regents appoints Charles Robertson and Linda Mills to the Board of the National Air and Space Museum for three-year terms effective immediately. [2013.01.14]

VOTED that the Board of Regents appoints Willie Lewis Brown Jr. to the Advisory Council of the National Museum of African American History and Culture to serve until the opening of the Museum, and such service shall be deemed an initial term effective immediately. [2013.01.15]

VOTED that the Board of Regents appoints Mustafa Jama to the Advisory Board of the National Museum of African Art for a three-year term effective immediately. [2013.01.16]

VOTED that the Board of Regents appoints Paul Neely to the Advisory Board of the National Museum of American History for a three-year term effective immediately. [2013.01.17]

VOTED that the Board of Regents appoints James W. Anderson, Brenda Child, and Lance Morgan to the Board of Trustees of the National Museum of the American Indian for three-year terms effective immediately. [2013.01.18]

VOTED that the Board of Regents reappoints Gabriela Febres-Cordero, David Koch, and Jane Lubchenco to the Advisory Board of the National Museum of Natural History for three-year terms effective immediately. [2013.01.19]

VOTED that the Board of Regents appoints Ella Milbank Foshay and Dennis O'Toole to the Commission of the National Portrait Gallery for four-year terms effective immediately. [2013.01.20]

VOTED that the Board of Regents appoints Debbie Frank Petersen and reappoints Elizabeth S. MacMillan to the Commission of the Smithsonian American Art Museum for four-year terms effective immediately. [2013.01.21]

VOTED that Board of Regents appoints David Armstrong and Joyce Pratt and reappoints Jason Payne to the Advisory Board of the Smithsonian Environmental Research Center for three-year terms effective immediately. [2013.01.22]

VOTED that Board of Regents appoints James Cerruti to the Advisory Board of the Smithsonian Institution Libraries for a three-year term effective immediately. [2013.01.23]

VOTED that Board of Regents appoints Ginger Lew to the Advisory Board of the Smithsonian Institution Traveling Exhibition Service for a three-year term effective immediately. [2013.01.24]

VOTED that the Board of Regents appoints Mercedes Eleta de Brenes and Richard L. Sandor to the Advisory Board of the Smithsonian Tropical Research Institute for three-year terms effective immediately. [2013.01.25]

VOTED that the Board of Regents approves the proposed amendments to the bylaws of the Advisory Board of the National Museum of American History, Behring Center. [2013.01.26]

VOTED that the Board of Regents approves the proposed committee chairmanships and member assignments for 2013 and requests that the Chancellor make the necessary appointments. [2013.01.27]

VOTED that the Board of Regents approves the Compensation and Human Resources Committee's compensation recommendations for senior executive positions. [2013.01.28]

VOTED that the Board of Regents approves the Compensation and Human Resources Committee's compensation recommendation for the Secretary. [2013.01.29]