

# MINUTES OF THE APRIL 9, 2018, 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 9, 2018. The Board conducted its third annual strategic meeting, which included an interactive breakfast program, a special morning meeting focused on science, and an afternoon business meeting at the National Museum of African American History and Culture (“NMAAHC”) in Washington, D.C. Also present were Regents:

The Chief Justice <sup>2</sup>	Steve Case, Vice Chair
Senator John Boozman	John Fahey <sup>2</sup>
Senator Patrick J. Leahy <sup>2</sup>	Michael Govan
Senator David Perdue	Roger W. Ferguson, Jr.
Representative Tom Cole	Risa J. Lavizzo-Mourey
Representative Sam Johnson <sup>2</sup>	Michael Lynton
Representative Doris Matsui	John W. McCarter, Jr.
Ambassador Barbara M. Barrett	David M. Rubenstein, Chair

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

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

David J. Skorton, Secretary	Pierre Comizzoli, <sup>1</sup> Senior Program Officer for Science, Office of the Provost/Under Secretary for Museums and Research
Munazza Alam, <sup>1</sup> Graduate Student, Department of Astronomy at Harvard University	Stuart J. Davies, <sup>1</sup> Senior Staff Scientist, Smithsonian Tropical Research Institute
Charles R. Alcock, <sup>1</sup> Director, Harvard-Smithsonian Center for Astrophysics	John Davis, Provost/Under Secretary for Museums and Research
Patricia Bartlett, <sup>1</sup> Associate Provost for Education and Access, and Senior Advisor to the Secretary	Julie Eddy, Office of Representative Matsui
Sagi Ben-Ami, <sup>1</sup> Instrument Scientist, Harvard-Smithsonian Center for Astrophysics	Kate Forester, Deputy Chief of Staff to the Regents
Greg Bettwy, Chief of Staff to the Secretary	Tracey Fraser, <sup>1</sup> Director, Office of Sponsored Projects
David Charbonneau, <sup>1</sup> Professor of Astronomy, Harvard University	Mallory Gianola, Special Assistant to the Regents (recorder)
Jonathan A. Coddington, <sup>1</sup> Director of Global Genome Initiative, Senior Scientist and Curator of Arachnids and Myriapods, Department of Entomology, National Museum of Natural History	John Gibbons, <sup>1</sup> Public Affairs Specialist
	Vanessa L. González, <sup>1</sup> Computational Genomics Scientist, Global Genome Initiative, National Museum of Natural History
	Joshua Grogis, Office of Representative Cole

<sup>1</sup> Participated in the morning program only

<sup>2</sup> Participated in the afternoon session only

Amanda Hamilton,<sup>2</sup> Office of Representative Johnson  
Lauren Hancock, Office of Senator Perdue  
Cathy Helm, Inspector General  
Toni-Marie Higgins, Office of Senator Boozman  
Anson "Tuck" Hines,<sup>1</sup> Director, Smithsonian Environmental Research Center  
Albert Horvath, Under Secretary for Finance & Administration/Chief Financial Officer  
Carlos Jaramillo,<sup>1</sup> Staff Scientist, Smithsonian Tropical Research Institute  
Cheryl Johnson, Director of the Office of Government Relations  
Kirk Johnson,<sup>1</sup> Sant Director, National Museum of Natural History  
Robert Koestler,<sup>1</sup> Director, Museum Conservation Institute  
Matt Larsen,<sup>1</sup> Director, Smithsonian Tropical Research Institute  
Judith Leonard, General Counsel  
Julissa Marenco, Assistant Secretary for Communications and External Affairs  
Amy Marino,<sup>1</sup> Executive Officer, Office of the Provost/Under Secretary for Museums and Research  
Era Marshall, Director for the Office of Equal Employment and Minority Affairs

Kevin McDonald, Senior Adviser to Senator Leahy  
Scott Miller,<sup>1</sup> Deputy Under Secretary for Collections and Interdisciplinary Support  
Jeffrey P. Minear, Counselor to the Chief Justice  
Steven Monfort,<sup>1</sup> Acting Director, Smithsonian's National Zoo, and John and Adrienne Mars Director, Smithsonian Conservation Biology Institute  
Suzan Murray,<sup>1</sup> Chief Wildlife Veterinary Medical Officer, DVM, DACZM, Smithsonian Wildlife Health Program  
Carol O'Donnell, Director, Smithsonian Science Education Center  
Melissa Songer,<sup>1</sup> Conservation Biologist, Smithsonian Conservation Biology Institute's Conservation Ecology Center  
Robert J. Spiller, Assistant Secretary for Advancement  
Jared Stabach,<sup>1</sup> Conservation Biologist, Smithsonian Conservation Biology Institute's Conservation Ecology Center  
Ellen Stofan,<sup>1</sup> Director, National Air and Space Museum  
Porter N. Wilkinson, Chief of Staff to the Regents

# MORNING SESSION

## FOCUS ON SCIENCE AT THE SMITHSONIAN

### Welcome and Introduction of *Focus on Science*

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

### INTERVIEW WITH RUSH D. HOLT, PH.D.

### Interview with Rush D. Holt, Ph.D.

Following the science exhibits, Regents, directors, and Smithsonian leadership, convened for the start of the formal *Focus on Science* program. Press Secretary for Science Johnny Gibbons welcomed everyone, and introduced Chair of the Board David M. Rubenstein and CEO of the American Association for the Advancement of Science (“AAAS”) Dr. Rush D. Holt. Dr. Holt gave a brief history of his career and highlighted the roles he has taken to integrate science into policymaking, society, and life. Mr. Rubenstein and Dr. Holt discussed the relationship between science and politics, STEM education, climate change, and the Giant Magellan Telescope (“GMT”)<sup>3</sup>. They provided insight on the ways the Smithsonian can enhance scientific literacy on a local, state, national, and international scale. Following the interview, Dr. Holt entertained questions from the Board.

### SCIENCE SEGMENTS

### Focus on Science Conversations and Presentations

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

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<sup>3</sup> The GMT will be the first in a new class of Extremely Large Telescopes, capable of exploring the cosmos with unprecedented clarity and sensitivity. It formally entered the construction phase in 2015 and is expected to begin operations early in the next decade.

### ***Exploring the Universe: Pale Blue Dot***

**Presentation on  
Astronomy and  
Astrophysics**

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

### ***Understanding Biodiversity***

**Panel Discussion on  
Understanding  
Biological Diversity**

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

### ***Sustaining Biodiversity***

**Sidedoor Podcast Taping  
on Sustaining Biological  
Diversity**

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

### ***Vignettes of Biodiversity: Application and Research***

**Presentations on the  
Application and  
Research of Biological  
Diversity**

Carlos Jaramillo from STRI, Katrina Lohan from SERC, and Suzan Murray from NZP/SCBI presented the final *Focus on Science* segment. The series of talks focused on the relationship between people and biodiversity, and the impact on disease prevention, prediction, and globalization.

Topics included ecosystem reconstruction, paleobotany, wildlife surveillance, parasite diversity, wildlife diseases, and emerging pandemic threats to humans. A brief question and answer session followed the three talks.

## LUNCHEON PROGRAM

### Lunch and Strategic Discussions

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

## AFTERNOON SESSION

### REGENTS' BUSINESS SESSION

#### Call to Order

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

### EXECUTIVE SESSION

#### Executive Session

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

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

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

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

#### Report of the Chair of the Board

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

**Adoption of the  
Consent Agenda**

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

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

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

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

**REPORT OF THE SECRETARY**

Secretary Skorton updated the Board on the state of the Smithsonian.

**Campaign Update**

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

**Memorandum of  
Understanding**

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

**Smithsonian Institution  
Organizational Chart**

The Board then reviewed the organizational changes proposed by the Secretary and approved by the House and Senate Interior Appropriations Subcommittees. The changes include the integration of the education and access functions into the Provost’s office, under the leadership of the Associate Provost for Education and Access; title changes to two Under Secretary

positions; the realignment of the Office of International Relations to report to the Provost and Under Secretary for Museums, Education, and Research; and addition of the protection services function as a direct report to the Chief Operating Officer and Under Secretary for Finance and Administration.

**Update on  
Personnel Searches**

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

**American Women's  
History Initiative**

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

**Hirshhorn Project  
Restaging**

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

**Torch Newsletter  
Article on Accessibility**

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

## EXECUTIVE SESSION: LONDON OPPORTUNITY

### London Opportunity

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

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

## EXECUTIVE SESSION: “GATEKEEPER” REPORTS

### “Gatekeeper” Reports

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

## ADJOURNMENT

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

Respectfully submitted,

David J. Skorton  
Secretary