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Assistant General Counsel
Smithsonian Institution
Office of General Counsel
MRC 012
PO Box 37012
Washington, DC 20013-7012
Fax: 202-357-4310
Email: SIRecordsReq@si.edu

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Smithsonian Institution

Office of General Counsel

VIA ELECTRONIC MAIL

February 19, 2019

RE: Your Request for Smithsonian Records (request number 48729)

This responds to your request, dated June 13, 2017, and received in this Office on June 23, 2017, for “a copy of the meeting minutes from the National Museum of American History Board, during the time 2012 to present.” The Smithsonian responds to requests for records in accordance with Smithsonian Directive 807 – Requests for Smithsonian Institution Information (SD 807) and applies a presumption of disclosure when processing such requests. The policy is posted on our website at <http://www.si.edu/OGC/Records-Requests>.

Enclosed are 48 pages of material. Please be advised that certain information has been redacted from the enclosed documents consistent with SD 807. Information related to certain fundraising and donor-related activities has been redacted consistent with SD 807 under Exemption 4, where release of the information would likely impair the Smithsonian’s ability to raise private funds. Confidential commercial or financial information has been redacted consistent with SD 807 under Exemption 4, where release of the information would likely cause substantial competitive harm to either the Smithsonian or a third party. Certain deliberative material, including material compiled as part of an anticipated exhibition or program, has been redacted consistent with SD 807 under Exemption 5. Finally, donor-identifying information and other personal information have been redacted consistent with SD 807 under Exemption 6.

This concludes the Smithsonian’s response to your request. Thank you for your interest in the Smithsonian.

Sincerely,

A handwritten signature in black ink, appearing to read "DF", written over a horizontal line.

Danielle Fisher
Assistant General Counsel

Enclosures

You have the right to appeal a partial or full denial of your request. Your appeal must be in writing, addressed to the Smithsonian Institution Office of General Counsel at the address below, and made within sixty days from the date of this response letter. Your letter must explain your reason(s) for the appeal. The Smithsonian Under Secretary for Finance and Administration will decide your appeal and will respond to you in writing. You also have the right to seek dispute resolution services from the Office of Government Information Services, within the National Archives and Records Administration.

Smithsonian
National Museum of American History
Behring Center
BOARD MINUTES – Friday, March 23, 2012

Members Present: John Rogers, Marvin Williams, Kathy Brown, Ellsworth Brown, Matt Rose, Phil Lader, Fred Ryan, Bob Uhler

Alumni Members: Ivan Selin

NMAH Staff Present: Marc Pachter, David Allison, Pedro Colon, Judy Gradwohl, Michael Johnson, Jan Lilja, Melinda Machado, Sarah Oakman, Maggie Webster, Amy Karazsia, Kari Fantasia, Rachel Wood and Lee Woodman

SI Staff Present: Under Secretary for History, Art and Culture Richard Kurin, Michelle Delaney

Meeting called to order by Chairman John Rogers at 8:00AM

I. EXECUTIVE SESSION – LEAD BY RICHARD KURIN

II. DEVELOPMENT COMMITTEE REPORT

III. NOMINATING COMMITTEE REPORT

ACTION: Phil Lader asked that a motion be made to send forward (b) (6) name to the Smithsonian Board of Regents for approval of (b) (6) appointment to the Board of the National Museum of American History. Motion Made, Seconded and Approved.

ACTION: Phil Lader asked that a motion be made to approve the 2nd 3-year term for the following members: Kathy Brown, Tim O'Neill, Jim Vella and Abbe Raven. Motion made, Seconded and Approved.

ACTION: Phil Lader asked that a motion be made to approve the renewal of terms for the following alumni members: Pete Claussen, David Fields, Tae Yoo, Ivan Selin, Elihu Rose and Irene Hirano. Motion made, Seconded and Approved.

ACTION: Phil Lader asked that a motion be made to approve the nomination of the following Board members whose term has expired to Alumni status: Judy Woodruff, Lesley Herrmann and Gail Berry West. Motion made, Seconded and Approved.

- Current NMAH Board has 16 members and 14 open slots.
- Staff will be asked in the next 4-6 weeks to reach out to Board members for 5 thoughtful submissions
- Will also reach out to those members who are not attending meetings in order to re-engage them

IV. NMAH CHAIRMAN'S AND DIRECTOR'S OVERVIEW

- Marc will sacrifice most of his time for review of the NMAH Case Statement
- Of the two potential Candidates Marc has spoken to, the question has been “Is this as bad as I’ve heard?”
 - Marc has been trying to discuss the positives with the negatives to balance the message they have been receiving
 - Discussing the potential of the Museum and the steps toward progress
 - Feels his place as the Interim Director can provide a balanced perspective because he is not embedded in the past nor designing a legacy for the future
 - Marc recommending new Director spend 3 months prior to starting at the Museum “digesting” information on NMAH
- Introduction of Lee Woodman and her role at the Museum
 - Reviewing and revising policy
 - Crafting a vision for the future of NMAH
 - Planned 3 charrettes to discuss the future of the Museum
 - Learning from the Past: The Roger Kennedy Years
 - Space and Meaning
 - Untold Stories (working title)
- NMAAHC
 - There is great potential for each museum to reinforce one another
 - Negative: Congress looks at SI as a whole in terms of funding and sees evening funding and staffing
 - But in reality, resources have been diverted to NMAAHC in terms of both
 - Competing for funds when opening major constructions projects in the same year

V. CASE STATEMENT

- This is not a revised version of the last draft, but a whole new draft with a new design and layout
- The old version was considered hard to read (white text on a colored background)
 - Text needed greater urgency
 - Photos were too static
 - Needed to be shorter
- New version tried to address these issues but still have a lot of work to do
- Ivan
 - This version does a better job of tying in the agenda but the writing is too mechanical
 - Need to highlight the success of the first phase of renovation and discuss how are building on this success for the next phase
 - This phase of renovations is more program oriented – play up the fact that now you are telling the stories
 - Need something in the text for potential donors to relate to when asking them for \$20m
 - Still lacks that passion

- Page 1 should engage the donor by telling the story – follow up to the initial story on the following pages
 - The donor wants to be able to understand what you want in 1 page
- Kathy
 - Case Statement reads as if the Museum is new but it's not, it is a beloved place in the hearts of the visitor
 - Need to make it more personal for the donor on how and why they should spend their money
- Phil
 - All of the achievements completed thus far needs to be highlighted at the start – the prime real estate, visitor counts, success of earlier transformation
 - This version assumes what has been achieved when they should be laid out
- John
 - Want to feel more of a romance with how building on the Museum
 - There are too many messages with lists of projects and money needed
 - Would like to see a strong vision statement up front
 - Would like to see statements on what the Museum has been and what it hopes to be
- Marvin
 - Agree with earlier statements
 - “More American History is in the future than in the past”
- Ellsworth
 - Too many words and it drowns out the Vision
 - Need to declare ownership to American History like no other museum can
 - It is tempting to put the whole story in the document instead of providing the inspiration
- Abbe
 - Finds it visually weak – photos make it seem like this is a children's museum
 - Some of the phrasing could imply a political agenda
 - Language is undynamic
- Fred
 - From the minute they first see and read the statement, it must engage the donor
 - Disappointed with the lack of good design and leverage of the amazing items found at NMAH
 - Writing is not compelling – needs to pull the reader from one page to the next
- Maggie will reach out to other members not present for their input

Meeting adjourned at 11:05AM to view Flag Folding and tour the Warner Bros. Theater and the new Office Annex. Lunch held in the Board Room with Candidate #3.

Smithsonian
National Museum of American History
Behring Center
BOARD MINUTES- Friday, October 12, 2012

Members Present: John Adams, Doris Matsui, Barry Meyer, Abbe Raven, John Rogers, Matt Rose, Nicholas Taubman, Robert Uhler

Alumni Members: Charles Bryan, Betty MacMillan, Libby O'Connell, Ivan Selin

Director's Council Present: David Allison, Pedro Colon, Susan Fruchter, Judy Gradwohl, Richard Kurin, Jan Lilja, Melinda Machado, Marc Patcher, Maggie Webster, Lee Woodman

NMAH Staff Present: Amy Bartow-Melia, Beth Kline, Stacey Kluck, Erika Mack, Magdalena Mieri, Ar Moella, Howard Morrison, Katherine Ott, Catherine Perge, Deborra Richardson

Meeting called to order at 8:30 A.M. by Chairman John Rogers

I. Welcome, John Rogers

- Great Board event last night – and thank you to Ken Slowik and ensemble
- Thanked all DC and Marc for steering the ship
- (b) (6)

II. Report from Under Secretary for History, Art and Culture, Richard Kurin

- Of \$1.3 Billion Budget for Smithsonian, \$800,000 is federal; rest is mix of private philanthropy, grants from USAID and Dept of Education, and business revenues.
- Looking for staff to take more active role in grant-seeking
- January 3rd Sequestration may come into effect
- Questions:
 - RK asked Pedro to elaborate on West Wing
 - (b)(4)

III. Questions/Comments from the Board Members:

- Ivan Selin- Concern that people don't know how important private funding is to the Smithsonian; they think the federal budget can cover everything
- Barry Meyer- SI is one of the most sterling and respected "brands;" we must capitalize on that
- Doris Matsui- We have a duty to get federal money/funding- it is our national obligation.
 - But private support is also very necessary
 - Our museum has not reached its potential
 - She believes this museum is the most important one of all for "telling the American Experience"
- Charles Bryan- We are like a university; we are in the business of teaching- he believes we are the world's largest "classroom"
- Bob Uhler- feels SI is not just a Washington DC Institution but an American Institution

- Richard Kurin- spoke of our Affiliations program and Secretary Heyman who started it- now we have 170 affiliates
 - We should travel our artifacts more/build affiliates—this may also solve our storage/space issue
- Abbe Raven- to reach a bigger audience you have to go to a different demographic
 - Partnering-Corporations are looking for partnerships- integration is critical

IV. Nominating Committee, John Rogers

- Nomination of New Chair
 - Nick Taubman- approved
- 3 Year Term Extension for Rep. Doris Matsui and Fred Ryan- approved
- Nominate (b)(6) as new NMAH Board Member- approved
- Recommendation to change bylaws to extend length of Board terms to allow 3 – 3 yr terms
- Recommendation to extend 3 yr term of David Rubenstein and Phil Lader

V. Marc Pachter, Acting Director

- Talked about his “acting role” vs. “interim”
- Feels that John Gray wants to bring “joy” to the Museum – so important!
- Called Maggie Webster for funding update and then David Allison for Strategic Planning Update

VI. Maggie Webster, Associate Director, External Affairs

- Fundraising update for 2012
 - (b)(4)
- Nick Taubman asked- do we have an acquisition fund?
 - Maggie's answer: Yes, two
- NMAH's place in the SI Campaign – we need to raise (b)(4) we've raised (b)(4) so far; (b)(4) left to go in next 5 yrs
- Funding priorities for 2013
 - West Wing exhibitions and programs
 - Curators to be hired (Latino, Numismatics)

VII. David Allison, Associate Director, Curatorial Affairs

(NMAH - Strategic Planning Committee Chairs joined the meeting)

- Recapped and thanked John Rogers for his speech/last night
- Introduced outline of Strategic Plan
- Asked for Board input and got the following suggestions:
 - Use emotional language
 - Storytelling important
 - Make statement about American Democracy; “The Experiment”; the “trust in values that endure”
 - Clarity about audience – Who exactly are we trying to reach?
 - We are an UMBRELLA of American History
 - Market the brand, brand, brand; SI as a brand has tremendous power
 - Talk about technology and how it will be used; Beef up digital outreach

- We should grab the lead and make NMAH the HUB while working with all the Americanist museums
- Tell and retell about the "layers of the fabric" of America; start with present events and work backward to the past
- Refresh the Story of the American Experiment; what is our fundamental belief system that we refer back to again and again?
- Pull out the romance and state it loudly
- THE REAL STUFF is our biggest asset; the objects can harness people's passion
- You create a Strategic Plan to change it; plan for evolution; this strategic plan is not the last word
- Start where the People are – Not where we are
- Need chronology

Meeting adjourned at 11:30 AM for a collections tour of Political History/Democracy and Home and Community Life/Immigration

Smithsonian
National Museum of American History

Kenneth E. Behring Center

BOARD MINUTES- Friday, March 8, 2013

Members Present: Barry Meyer, Abbe Raven (by phone), Nicholas Taubman, Robert Uhler, Kathy Brown, Paul Neely, Jim Vella, Phil Lader, and Elyse Marcellini for Doris Matsui

Alumni Members: Charles Bryan, Marvin Williams, Gail Berry West

NMAH Staff Present: David Allison, Pedro Colon, Susan Fruchter, Judy Gradwohl, Richard Kurin, Michelle Delaney, Jan Lilja, Melinda Machado, Marc Pachter, Maggie Webster, Lee Woodman

SI Staff Present after meeting to show Numismatics artifacts: Jennifer Jones, Karen Lee

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Meeting called to order by Chairman Nicholas Taubman at 9 AM.

I. Update on Smithsonian Institution

- Chairman Taubman invited **Richard Kurin** to give presentation that Secretary Clough gave to the National Board in January
- Richard gave overview of SI at large: Exhibitions, Research, New projects such as A & I renovation and partnership with Patent and Trade Office; Digital Achievements; Ingenuity Awards by SI Magazine; Branding Campaign; Awards to Johnetta Cole, Betsy Broun
- Talked about budget of \$1.3 billion; Sequestration cost SI \$41 million, but we saved about \$22 million to mitigate that loss through savings on both utilities and overtime costs this past year
- Spoke of income from Endowments, Sponsored Research and Smithsonian Enterprises.
- Campaign: we're aiming to raise \$1.5 billion by 2017. We're now at (b)(4) three and a half years into the seven year campaign
- Units are all building case statements to clarify their funding needs and approaches
- Big Renovations/New Construction: Renwick, Cooper Hewitt, NMAH, NMAAHC
- Philanthropy: All staff will need to do more fundraising

II. Questions for Richard Kurin

- Bob Uhler: What about synergies between units?
 - Answer: We have 500 Fellows and 1200 interns; SI and George Mason have a joint program; NMAH and George Washington University do too; and SI with McGill in Canada; Consortia is building up to do more

- Ellsworth Brown: Why doesn't your slide show use Branding colors and fonts?
 - Answer: We're working on getting consistency for all reports; this one needed restructuring on fonts

III. Report by Chairman Taubman

- Recognized Paul Neely as new member
- Motion to accept minutes from Oct 12, 2012; seconded; all ayes
- We need to increase our Board membership to thirty from nineteen
- Abbe Raven has accepted position as Vice-Chair of Board
- This year's goal will be to bring on five new members
- David Rubenstein is guiding co-chair of the overall Smithsonian Campaign
- At NMAH, we will develop teams of Board members to help raise money for each floor
- (b) (6) pledged \$1 million; (b) (6)

IV. Report by Director John Gray

- Thank you to (b) (6)
- Described the making of the Strategic Plan
- Talked about the Big Ideas for each Floor of the West Wing
- Talked about range of money to be raised, both the Campaign goal of (b) (6) and the aspirational goal of (b) (4)

V. Report by Deputy Director Sue Fruchter

SI under a hiring freeze

- No furloughs expected
- There will be a freeze on most promotions
- Our rough loss is \$600,000
- We will cut some routine maintenance

We can't construct the 2014 budget yet, but think we'll have the lower base of 2013

VI. Questions to Sue Fruchter

- Jim Vella: Are you concerned about maintenance? Can you face the reality of money needs?
 - Answer: John Gray answered that we are threadbare now. We'd have to close exhibits on a rolling basis
- Kathy Brown: I worry about cutting maintenance; how could we do our mission less expensively? I'd hate to cut exhibitions; are we looking at energy efficiency in the West Wing? Make sure you tell people you are using their money well
 - Answer: Nick Taubman commented that much more of our budget will have to come from private funds

VII. John Gray

- We are preparing our case statement
- We will fundraise for entire floors, rather than gallery by gallery
- We will ask the Board for input along the way with the case statement

VIII. Maggie Webster

- Spoke about the SI Council for American History
- We have 90 members now; this is the entry-point for major donors of the future
- Our goal for this year from the Council is (b) (4)

IX. Nominating Committee Report by Nick Taubman

- Our goal is 30 new members; we are aiming for 5 this year
- The Regents have approved our request to modify membership terms to three, three-year terms
- Two actions needed: both received motions, seconds and unanimous ayes
 - Nominate Jack Martin for second 3-yr term
 - Nominate two alumni for a second, three-year term: Michael Beschloss, Charles Bryan
- Charles Bryan called for Nominating Committee to search for candidates in the mid-United States and west coast; we are well covered for East coast

X. Discussion of Board Operations led by Nick Taubman

- Questions:
 - Are 2 meetings a year adequate?
 - What do you want to do at Board meetings?
 - Are Committee meetings good if held the night before the Board meeting?
 - Should all meetings be in DC?
 - Should any meetings be telephonic? or teleconference?
- Recommendations by Board:
 - Three meetings a year would be preferable
 - Would prefer Committee meetings and Board meeting same day
 - Nice to have optional dinner night before to meet staff
 - Prefer two face-to-face meetings in DC; third one could be via teleconference
 - John Gray asked for volunteers to work on decisions about above recommendations:
 - Jim Vella
 - Ellsworth Brown
 - Gail Berry West
 - Barry Meyer
 - Nick Taubman
- Additional suggestions by Board:
 - Please issue a long-term schedule for meetings; e.g. three years in advance
(b)(4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
 - Bring potential nominees for Board to the dinners

- Charles Bryan suggested reading Museum minutes from 50 years ago at each Board meeting to get a sense of the history of the Museum
- (b)(4) [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- Charles Bryan would like to have more talks about history – such as 2017 anniversary of WWI
- Phil Lader suggested we host the families of Congress members to tours etc.
- Closing by Chairman Taubman
 - Said how impressive all the ideas were; that we have funding challenges; but that we will prosper. “We can’t lose!”

Meeting was adjourned at 11:45 AM, followed by lunch and donation ceremony of 30 artifacts by Barry Meyer from Warner Bros.

National Museum of American History

Board Conference Call/Meeting Minutes

Thursday, July 18, 2013

Members Present: Nick Taubman, Abbe Raven, Ellsworth Brown, Kathy Brown, Barry Meyer, Paul Neely, John Rogers, Vicki Ruiz, Fred Ryan, Bob Uhler, Jim Vella, Lindsay Linhares for Senator Cochran

Alumni Members Present: Pete Claussen, David Fields, Gail Berry West, Marvin Williams, Judy Woodruff

Staff Present: John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Judy Gradwohl, Jan Lilja, Maggie Webster, Pedro Colon, Melinda Machado, Lee Woodman, Bonnie Campbell Lilienfeld, Art Molella, Shannon Perich, Mike Johnson, Rachel Wood, Jennifer Lane

I. CHAIRMAN'S REPORT

- The Ad Hoc Committee to discuss Board operations met on May 2nd via conference call. The Committee discussed moving back to three meetings per year and approved the following 2014 meeting dates:
 - i. Feb 27-28 (2 West Democracy)
 - May 29-30 (2 West Immigration/Migration)
 - Oct 16-17 (National Campaign Launch)
 - ii. The possibility of one of the meetings being a conference call was discussed and whether or not the meetings should continue to take place during two days or just one.
 - iii. The group agreed that a conference call for the Board should be conducted over the summer.
- National Campaign
 - i. The National Steering Committee met on May 22nd and gave an update on the Smithsonian campaign.
 - 1. As of May, the Smithsonian has raised (b) (4) of the \$1.5B goal. This goal is being reassessed.
- Fundraising Update
 - i. The FY13 goal is (b) (4). (b) (4) raised to-date and anticipate that we will be close to (b) (4) by the end of FY13.
 - ii. We have been cultivating some prospects for several years:
 - 1. (b) (4) started with a \$5M gift, which has increased to \$10M.
 - 2. We received \$5M from (b) (4).
 - iii. We are working towards three sets of goals:
 - 1. Opening of the West Wing - (b) (4).
 - 2. National Campaign goal - (b) (4).
 - 3. Raising more money – we have an aspirational goal of (b) (4).
 - iv. We are creating leadership committees for each floor to serve in an advisory capacity and would like to involve Board members on these committees.
 - v. New gifts:
 - 1. (b) (6) increased (b) (6) gift to \$1.5M in support of the 2nd floor west changing gallery.
 - vi. Case Statement update – we have a good first draft and will soon send it electronically to the Board for feedback.

- vii. Democracy project – fundraising is just now gearing up and we are creating fundraising materials to go out to the market.

II. DIRECTOR'S REPORT

- NMAH Mission: Through incomparable collections, rigorous research and dynamic public outreach, we explore the infinite richness and complexity of American History. We help people understand the past to make sense of the present to shape a more humane future.” And we live our tag line -- love history, make history and use history.
- We are starting to integrate and leverage everything that we do, to create a greater impact on our visitors. To raise our aspirational goal of (b) (4), we are going to do it around fundamental themes of America:
 - i. First floor – Innovation, Creativity and Business.
 - ii. Second floor – Democracy and the Peopling of America.
 - iii. Third floor – Culture.
 - iv. These ideas will be animated through three program portals: Food, Music and Theater.
- Floor Update:
 - i. (b) (4) has been selected as the designer for the 2nd floor.
 - ii. For the third floor, we will do a competition to select the design firm.
- Annual Themes
 - i. 50th anniversary in 2014. This will be time to celebrate and reflect on what the Smithsonian wanted to do with America's History Museum 50 years ago, and what we have learned.
- Organizational Matrix
 - i. We have established accountability and coordination for each floor and for each portal. The floor captains ensure that each floor and the teams of people that work on exhibitions, programs and the education spaces all work together. The work they do gets organized for two primary purposes; fundraising and marketing.
- Funding Needs by Floor
 - i. Overall the first floor is in great shape, but we have to move rapidly to raise the funds for floors two and three. The focus is first on the exhibitions, and then on the educational or curatorial endowments.
- Programming Update
 - i. We have decided to adopt Charlie Bryan's suggestion to think of ourselves as the world's largest history classroom. We use the yearly themes, and the portals of music, food and theater, to organize and emphasize the programs for the public, in a way that increases the accessibility and reach of everything we do.
- Education Outreach Update
 - i. We will use smart social media techniques and targeted educational outreach to go beyond our walls. This is a key point to the whole strategic plan. What we do internally has to be translated externally. The same programs we do for our 5 million visitors, we can and should do for all Americans.

III. SEQUESTRATION UPDATE

- The sequestration only applies to federal funding.
 - i. Trust funds from donors will grow in importance.
- In 2013, the Smithsonian absorbed \$40M in reductions; \$700K at NMAH.

- For 2014, the Smithsonian has changed its approach and is looking at permanent (not one-time) changes.
 - i. 4% reduction of \$800K at NMAH; \$32M across the Smithsonian.
- The Smithsonian is looking at programs that can be eliminated; possible need to close museums on a rotating schedule; workforce reductions; outsourcing.
- We need to be prepared for the reduced federal funding to be permanent and to only go down.
- The Board agrees that closing museums should be our last resort.
 - i. We could have someone sponsor a particular day.
 - ii. NMAH only has 15-20 days per year that we actually lose money by staying open.

IV. NMAH 50TH ANNIVERSARY PLANS

- Art Molella will be the Project Director for the new exhibition on the 50th anniversary of the Museum, which will be located in the Albert Small Documents Gallery and will open in May 2014.
 - i. NMAH opened in 1964, but its origins go back to the 1920's.
 - ii. It was the first modern building on the National Mall, however the Smithsonian was conservative so it ended up being modern classic and then continued to evolve.
- Bonnie Lilienfeld Campbell will be leading the celebratory events.
 - i. There will be a dedication ceremony in January 2014, then events during the summer of 2014 to coincide with the 200th anniversary of the SSB.
 - ii. We are talking with social media about having a time capsule.

V. (b)(5) [REDACTED]

Bar	Black Bar Length (approx. %)	Grey Bar Length (approx. %)
1	100	100
2	100	100
3	100	100
4	100	100
5	100	100
6	100	100
7	100	100
8	100	100
9	100	100
10	100	100

VI. TACTICAL PLAN

- The Tactical Plan was written by taking the Strategic Plan and creating the actual tactics necessary to implement the plan. Please review it and let us know if you find it coherent, and productive.

VII. MARCH 2013 MEETING MINUTES

- The minutes are accepted and approved by the Board.

VIII. BOARD CANDIDATE, (b) (6)

- The full Board has approved putting forward (b) (6) name to the Regents.

IX. BOARD ANNUAL CONTRIBUTION

- This is a reminder that the Board is asked to make an annual gift of (b) (4). These are annual contributions to the Museum and they do help support the work of the Board. It is essential that we have 100% participation by the Board if we are to have any hope of raising funds from those outside the Museum for all of our priority projects.

Meeting adjourned at 2:30 pm.

National Museum of American History

Board Meeting Minutes

Friday, October 4, 2013

Members Present: Nick Taubman, John Adams, Kathy Brown, Phil Lader (by phone,) Barry Meyer, Paul Neely

Alumni Members Present: Elly Rose, Ivan Selin, Rodney Slater, Gail Berry West, Marvin Williams

Staff Present: Secretary Clough, Richard Kurin, Ginny Clark, John Gray, Sue Fruchter, David Allison, Maggie Webster, Melinda Machado, Lee Woodman, Brooke Horne, Jennifer Lane

I. SECRETARY'S REPORT

- The government shutdown:
 - i. The Smithsonian has been closed since October 1st
 - ii. We have set up a loan fund for employees
 - iii. Out of 6,000 employees, 600 are exempted, including the zoo and security; 2,000 are trust and allowed to work if they have the work space
- The Smithsonian's budget will be \$65M short of last year's
 - i. Employees haven't had a salary increase in four years
- Smithsonian statistics:
 - i. 31M visitors
 - 1. We are up in visitation partly due to NMAH
 - a. Great year in fundraising
 - i. (b) (4)
 - b. Education programs are outstanding
 - c. Great outreach
 - d. How does NMAH represent itself in the changing landscape? It needs to be the center of the larger story on the American experience.
 - i. NMAH will have exhibitions on Immigration and Religion
 - ii. With music, John Gray has engaged Smithsonian Enterprises – it's a great way to attract donors
- Smithsonian's Strategic Plan
 - i. Trust funding is up by 40-60%
 - ii. Over 30 new donors gave \$1M this year
 - iii. We endowed over 30 positions
 - iv. We raised \$217M this year
 - v. \$1B construction is underway
 - vi. We have 30M subscribers to the Smithsonian Channel
- Secretary Clough announced his retirement; before leaving, he wants to accomplish:
 - i. Formalization of digital future
 - ii. Master planning of South Campus
 - iii. (b) (4) in campaign towards \$1.5B goal

CHAIRMAN'S REPORT

- (b)(4) and (b)(6) pledge in cash and in-kind to help kick-start the third floor
- Nominating Committee Report
 - i. Ellsworth Brown and Vicki Ruiz are approved for a third three-year term
 - ii. Dorothy Lemelson, Jim Mellor, Marvin Williams, David Behring and Betty MacMillan are all approved for additional three-year terms as alumnus
 - iii. We are moving forward (b) (6) and (b) (6) , to the Regents for approval
- Board operations issues
 - i. Should we have three meetings in person or should one of those meetings be via conference call/video?
 - 1. 19 members participated in the July call, which is the best turnout in years
 - 2. 8 members responded to the survey – most felt that the call was not conducive to discussion, but was good for information sharing; we need to set it up differently to encourage discussion
 - 3. Possible webcast
 - 4. We will come back to the Board with some options
 - ii. Possible format for in-person meetings
 - 1. Two days with dinner and committee meetings
 - 2. One day with committee meetings in the morning and full meeting in the afternoon, with dinner the previous night
 - 3. Committee meetings, full meeting and dinner all on one day/night
 - 4. Nick Taubman proposes that we keep the format as is; this is approved
- Fundraising update
 - i. We raised (b) (4) towards our goal of (b) (4)
 - ii. We received new corporate and foundation gifts and many individual gifts
 - iii. We added another position to help with the Council
 - 1. Council goal was (b) (4); we raised (b) (4)
 - 2. We added 20 members and upgraded 7
 - iv. National Campaign
 - 1. We are at (b) (4) of goal and (b) (4) of aspirational goal
 - 2. Raised (b) (4) for West Wing; we have (b) (4) left to raise
 - 3. (b)(4)

DIRECTOR'S REPORT

- Religion
 - i. Symposium on December 5th and 6th to discuss how to talk about religion and how to integrate it into an exhibition
 - ii. (b) (6) are helping with costs for the symposium and reception

- West Wing
 - i. The three floors in the West Wing are organized around larger ideals
 - 1. First Floor
 - a. American Enterprise – business capitalism
 - b. Numismatics Gallery
 - c. Spark!Lab
 - 2. Second Floor
 - a. Democracy and Immigration
 - b. Democracy is one of the key themes that is being woven into all three floors
 - c. Taubman Changing Gallery
 - 3. Third Floor
 - a. Culture
- 50th Anniversary
 - i. We want to make history active and relevant today
 - ii. There will be a major celebration around the 200th anniversary of the SSB
- Year One Reflection
 - i. Strategic planning process
 - ii. We determined how to make the West Wing work
 - iii. Coherence is a top priority in the Museum – we need more curatorial staff
 - iv. We are fine tuning language – need to provide in-depth experience
 - v. Need more participation and contributions from Board members
 - vi. East Wing renovation begins in three years
 - vii. Storage issues – need to digitize

IV. CULTURE DISCUSSION

- We are currently choosing a design firm
- 10% design in October, 35% in May, and 100% in December 2015
- Exhibition will focus on creative expressions from art, literature, music, sports and entertainment that are characterized and defined as American
- Chronology
 - i. 1770's-1860's: live performance and print
 - ii. 1870's-1960's: innovative new media
 - iii. 1970's-present: interactive participation
 - iv. We welcome the Board's input on this
- Links to West Wing Themes
 - i. Democracy
 - ii. Diversity
 - iii. Innovation
 - iv. Capitalism and business
 - v. Audience and consumers
 - vi. Values and traditions

- Questions:
 - i. Are we focusing on correct elements of American culture?
 - ii. Should our chronological coverage stretch from the colonial era to present or be more limited?
 - iii. What do you think are the best examples of how culture and national identity intertwine?
 - iv. What must we incorporate to make the show complete and relevant?
 - v. What are your greatest hopes or concerns about this exhibition?
- Board member thoughts:
 - i. There are many differences in American culture – not homogenized
 - ii. We are the only country where future generations don't speak the language of their ancestors
 - iii. The more inclusive we are, the more we risk underplaying
 - iv. Whether sensitive or not, it is history and what we need to do is to explain history
 - v. Not all members "see themselves" in NMAH's exhibitions

Meeting adjourned at 12:14 pm.

National Museum of American History

Board Meeting Minutes

Friday, February 28, 2014

Members Present: Nick Taubman, Abbe Raven, John Adams, Ellsworth Brown, Phil Lader, Jack Martin, Barry Meyer, Paul Neely, Matt Rose, Fred Ryan, Bob Uhler, Jim Vella

Alumni Members Present: Charles Bryan, Pete Claussen, David Fields, Elly Rose, Ivan Selin, Gail Berry West, Marvin Williams

Staff Present: Richard Kurin, Ginny Clark, Michelle Delaney, John Gray, Sue Fruchter, David Allison, Pedro Colon, Amy Bartow-Melia, Judy Gradwohl, Jan Lilja, Maggie Webster, Melinda Machado, Lee Woodman, Brooke Horne, Jennifer Lane

I. UNDERSECRETARY'S REPORT

- The Smithsonian did well with Congress and the budget
 - i. We raised (b) (4) in private funding in FY13
 - ii. The campaign will be announced publicly, in October
 - iii. We will have over (b) (4) when the announcement is made
- Secretarial search – a public announcement will be made before mid-March
- Smithsonian is featured in a four-part series on the Smithsonian Channel, "Seriously Amazing Objects"
- Medal of Freedom Dinner was held at NMAH. This was a black tie event that included everyone that had ever received the medal.
- Special thanks to (b) (6) for (b) donation, enabling a copy of *History of America in 101 Objects* to be sent to every member of Congress

II. CHAIRMAN'S REPORT

- This Board meeting has the largest attendance that we've had in a long time
- Our next meeting will focus on Immigration
- We recognize our new members:
 - i. Sue Van – CEO of the Wallace H. Coulter Foundation; (b) (4)
 - ii. Steve Fink was unable to attend
- Motion to accept the October Board meeting minutes
 - i. All in favor
- Committee Reports
 - i. Nominating Committee:
 - 1. We have 10 empty slots
 - 2. Candidates must have a passion for American history, a capacity to give and raise funds
 - 3. The following candidate names were approved by the Nominating Committee to eventually put forth to the Regents. We would like the full Board's approval to talk to these candidates then forward to the Regents (all in favor):

(b) (4)

(b) (4)

(b) (4)
 (b) (4)
 (b) (4)
 (b) (4)
 (b) (4)
 (b) (4)

- National Campaign
 - i. As of January 31st, we were at (b) (4) of goal. With our signed gift agreements, we are at (b) (4) .
 - ii. It is the job of Board members to participate in this and support the effort
- Fundraising Report
 - i. We have already exceeded our (b) (4) goal for FY14
 - ii. West Wing costs have gone up from the estimates. We are now projecting (b) (4) the new concourse area added costs
 - iii. We still have naming opportunities available for Spark!Lab and Early Learning Gallery
 - iv. We are now focusing on fundraising for the second and third floors; need (b) (4) each for Democracy and Our American Journey to keep design moving forward
 - v. We have raised (b) (4) toward the campaign goal
 - 1. \$1.5M from (b) (6) and (b) (4) to enable the launch of the culture floor
 - 2. \$2M from (b) (4) for American Enterprise and Places of Invention
 - 3. \$7.5M from (b) (6) for Education – Object Project and K-12 Education
 - 4. \$5M from the (b) (4) for teacher education efforts for seven years and also endows the Director of Education position
 - 5. \$1.2M planned estate gift for Chinese Fellows at NMAH
 - vi. National Campaign
 - 1. The October Board meeting dates were changed to the 17th and 18th to coincide with the Campaign events
 - vii. We need to find a way to connect an endowment feature to gifts; money built in for maintenance
 - 1. If an exhibition lasts 20 years, it will need to be refreshed
 - 2. Could be called “Maintenance Fund”
- May Board meeting
 - i. Two electronic options:
 - 1. Conduct the meeting as a call-in, like the July meeting
 - 2. Set up Vidyo conferencing (similar to Skype)
 - ii. 19 members participated in the July call – best attendance in years
 - iii. Great for information sharing, but not conducive to discussion
 - iv. The consensus is that members feel it important to meet in person, three times per year

III. DIRECTOR’S REPORT

- West Wing Update
 - i. First Floor
 - 1. Innovation, American Enterprise, Performance Stage

- ii. Second Floor
 - 1. Democracy, Our American Journey, Liberty Plaza
 - 2. Immigration will be about what happened to people once they got here
 - iii. Third Floor
 - 1. American Culture, American Identity
 - 2. Culture will be about how the participant saw things and reflected on them
 - iv. Each floor will have programming to enhance the exhibitions, allowing us to do 20-year programming around 20-year exhibitions that remain static
 - v. When visitors leave, they will be much more engaged than when they came in
- Need to call back items that NMAH shipped to the National Museum of Industrial History in Bethlehem, PA in 1999, as their funds are depleted
 - i. We are preparing for possible negative press
 - ii. Collection was stored relatively well
- Raise it Up!
 - i. Under the guidance of (b) (6) and (b) (4)
 - ii. On Flag Day, we will host singing of the National Anthem; in partnership with the Park Department and the Kennedy Center; goal of breaking the Guinness Book of World Records for most people singing National Anthem
- FY'14 Budget
 - i. We received an increase of \$250,000 for maintenance. This will allow us to start repairing equipment and signage.
 - ii. Smithsonian did a retirement incentive buyout, of which NMAH had nine people retire, saving us \$1.1M; we will backfill these positions with junior positions which will in the end, save us \$400,000.

IV. DEMOCRACY EXHIBITION PRESENTATION BY CHAIR AND CURATOR, HARRY RUBENSTEIN

- Exhibition will be full of interactives, AV and electronic polling
- We are moving forward with the 35% design
- Goal of exhibition is to give visitors information to make them decide what they want to do
- What does the Board feel that Americans need to know about democracy?
 - i. Need to overtly encourage participation
 - ii. There is a push now for Latino and Asian Americans to vote; people don't fully understand the democracy process and need to be taught
 - iii. We need a section from the Colonial Period, showing how American customs were different from English
 - iv. This should help people understand what the stages to American economy are
 - v. The Constitution is a common thread that runs through all three floors. It is factual and is in our past and future.
 - vi. Visitors should walk away saying, "I know how it works and citizens have a responsibility."
- Each exhibition needs to have something for kids
- People walk through the Museum with handhelds – this encourages participation; we are creating apps
- We need to contemporize and include current events

Meeting adjourned at 12:02 pm.

National Museum of American History

Board Meeting Minutes

Friday, May 30, 2014

Members Present: John Adams, Scott Berg, Ellsworth Brown, Kathy Brown, Jeff Garrett, Jack Martin, Barry Meyer, Paul Neely, Abbe Raven, John Rogers, Nick Taubman, Bob Uhler, Sue Van

Alumni Members Present: Ivan Selin, Gail Berry West, Marvin Williams

Staff Present: Richard Kurin, Ginny Clark, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Judy Gradwohl, Jan Lilja, Melinda Machado, Maggie Webster, Lee Woodman, Dan Gifford, Brooke Horne, Jennifer Lane

I. CHAIRMAN'S REPORT

- We welcome new members, Jeff Garrett and Scott Berg
 - i. Motion to accept the February Board meeting minutes (all in favor)
- Committee Reports
 - i. Nominating Committee:
 - 1. Barry Meyer has agreed to serve as Nominating Committee Chairman
 - 2. Term renewals (all in favor):
 - a. John Rogers
 - b. Kathy Brown
 - c. Barry Meyer
 - 3. The following candidate names were approved by the Nominating Committee to put forward to the Regents. We would like the full Board's approval to talk to these candidates then forward to the Regents (all in favor):
 - (b) (6)
 - (b) (6)
- National Campaign
 - i. We are now at (b) (6) of our goal of (b) (4) ; (b) (6) of our aspirational goal of (b) (4)
 - ii. Our goal is to have 100% Board participation by October
 - iii. 20-year exhibitions need money built in to maintain them over time
 - 1. (b) (6) increased (b) (6) gift by \$250K for this purpose
 - 2. Exhibitions need to be updated every three years, requiring additional funds
 - iv. With the public launch of the Campaign in October, John and Nick will be contacting members to discuss individual contributions
- Fundraising Report
 - i. We have already exceeded our goal for the fiscal year, at (b) (4) to date
 - ii. This has been another record breaking year at NMAH
 - iii. We are in good shape with the first floor, opening in 2015
 - 1. Proposals are pending for both Spark!Lab and the Early Learning Gallery
 - iv. Our focus is on floors two and three
 - 1. We need funders for *Many Voices, One Nation* and *Democracy* – our highest priority
 - v. October 17 and 18 are critical dates for your calendars

1. October committee meetings will be held by phone and we will forego the Board dinner on Thursday night
 2. We will still have the Friday Board meeting, which will then move into Campaign related events at NMAH and an evening dinner
- Star Spangled Banner Society brochure
 - i. Planned giving membership with 33 current members
 - ii. We have had two successful events since December
 - Draft of upcoming Board meetings
 - i. One travelling meeting per year (all in favor)
 - ii. Could be useful in getting the brand out there and involving people in other communities
 - iii. Cost is an issue – would be limited to essential staff
 - iv. Local members could bring people to events

II. PUBLICLY LAUNCHING THE NATIONAL CAMPAIGN – GINNY CLARK

- Publicly launching the Campaign at (b) (4)
- Challenges
 - i. Creating basic internal structure
 1. Built information database system
 2. Hired 60 people
 3. Created uniform giving policies
 4. Created fundraising budget
 - ii. We have nine new museum directors
 - iii. Working on articulating campaign messages and goals
 - iv. Building endowment awareness internally and externally
 - v. Fundraising
- Establishing Tennenbaum Marine Observatories – research centers at Panama and SERC
- Raised over (b) (6) for education centers
- Campaign kick-off
 - i. To recognize and thank donors
 - ii. Share Campaign priorities and messages
 - iii. There will be various field trips, lunches with museum directors, etc.
 - iv. We need 100% participation from all Boards and members

III. RICHARD KURIN'S REPORT

- Smithsonian used to be 90% federally funded and is now 60% federally funded
- We have large grants for astrophysical laboratories and education
- Smithsonian is involved in research, important collections, programs, 3D technology and scanning for education

IV. DIRECTOR'S REPORT

- Our Board's role is to think about what we do here and what direction we want to push people in
- Raise It Up!
 - i. Thanks to (b) (6) for (b) gift and to (b) (6) and (b) team for (b) help
 - ii. Key's original manuscript will be on display June 14-July 6
 - iii. June 14th, Flag Day
 1. National Anthem will be sung across the country

2. We have partnered with over 100 organizations to notify the public and organize singing parties
 3. There will be a live webcast of NMAH's singing party on the terrace, with Smithsonian Folkways, US Air Force Band, SJMO and a 500-person choir
 - iv. Smithsonian Channel will air *A Star Spangled Story: Battle for America*
- Curatorial Hiring Update
 - i. We are aggressively replacing retired curators and have also created newly funded positions
 - ii. We hope to hire 20 curators
 - West Wing Update
 - i. We have done a wonderful job raising funds for the first floor and have now turned to the second floor
 - ii. We have requested a (b) (4) loan from the Castle to allow us to complete designs to be used for fundraising
 1. We expect the Castle to approve this request
 2. Money will help us through March 2015
 3. We are committed to not go into debt and will only borrow money that we know we can pay back
 - iii. Approximately (b) (6) is needed for the second floor
 - Apple I Computer
 - i. Thanks to (b) (6) and (b) (6) for (b) (6) contributions
 - ii. The computer has been on loan to us and now the owner wants to sell
 - iii. If any members have a connection to (b) (4) please let us know
 - June 17th Naturalization Ceremony and presentation of the James Smithson Bicentennial to Ralph Lauren

V. IMMIGRATION EXHIBITION/DISCUSSION—4TH FLOOR COLLECTIONS STORAGE AREA
BILL YEINGST, CHAIR, HOME AND COMMUNITY LIFE, FATH RUFFINS, CURATOR & PROJECT DIRECTOR AND
NANCY DAVIS, CURATOR

Meeting adjourned at 11:59 am.

National Museum of American History

Board Meeting Minutes

Friday, October 17, 2014

Members Present: Scott Berg, Ellsworth Brown, Kathy Brown, Jeff Garrett, Barry Meyer, Paul Neely, Abbe Raven, John Rogers, Vicki Ruiz, Fred Ryan, Nick Taubman, Sue Van
Alumni Members Present: Charles Bryan, Pete Claussen, Ivan Selin, Rodney Slater, Gail Berry West
Staff Present: Richard Kurin, Ginny Clark, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Judy Gradwohl, Jan Lilja, Melinda Machado, Maggie Webster, Jay Kaveeshwar, Lee Woodman, Dan Gifford, Brooke Horne, Jennifer Lane

I. RICHARD KURIN'S REPORT

- The new Secretary will begin in June or July, and he has already been meeting weekly with Secretary Clough

(b) (5)

II. AMY BARTOW-MELIA PRESENTED THE RAISE IT UP VIDEO

- This will be an annual public campaign and a high-profile event
- Thank you to (b) (6) and (b) (4) for (b) help

III. CHAIRMAN'S REPORT

- We welcome new member, Ted Craver
- Thank you to (b) (6) for helping to purchase the Apple I Computer
- Motion to accept the May Board meeting minutes (all in favor)
- Committee Reports
 - i. Nominating Committee (given by Barry Meyer):
 1. The Board currently has 25 members, 1 ex-officio; 5 seats open
 - a. Deeply underrepresented in gender and ethnicity
 2. Term renewals (all in favor):
 - a. Tim O'Neill – second term
 - b. Jim Vella – third term
 3. The following candidate names were approved by the Nominating Committee to put forward to the Regents. We would like the full Board's approval to talk to these candidates then forward to the Regents (all in favor):
(b) (6)
(b) (6)
 - ii. National Campaign
 - i. We are now at (b) of our goal of (b) (4) ; (b) of our aspirational goal of (b) (4)
 - ii. Our goal is to have 100% Board participation in the Campaign
 1. Each member should be making an annual contribution (which counts towards the Campaign), and also be making additional Campaign gifts

- iii. We thank (b) (6) for (b) \$4M gift to endow a new curatorial position plus \$4M grant from the (b) (4)
 - 1. This will enable NMAH to build artifact cases to highlight the history of giving and to fund an annual program on philanthropy
- Fundraising Report
 - i. We raised (b) (6) in FY14, surpassing our goal of (b) (4)
 - ii. The Campaign has helped us increase the size of staff and of our prospect pool
 - iii. NMAH has more endowed positions than any other unit
 - iv. Anticipated cost to open the West Wing is (b) (6), of which we have raised (b) (4)
 - v. We need funds raised to open floors 2 and 3
 - vi. We thank (b) (6) for (b) \$2M gift to create Jefferson fellowships for West Wing Democracy
 - vii. \$2M from (b) (4) to support Spark!Lab

IV. DIRECTOR'S REPORT

- Technology, Disruption, and Museums
 - i. We need to understand technology in order to make it work for us
 - ii. Want to show American history in a complex way – where we started and where we are going
 - iii. NMAH needs to take the lead in dealing with issues that are not politically correct and using both beautiful and not-so-beautiful artifacts to tell stories
 - iv. We have a challenge to communicate history in ½ day – 1 day for our visitors. What gets left out?
 - v. This is a museum for everyone, but some will leave feeling left out. We need to bring everyone into the arena
- Curatorial Hiring Update
 - i. We have 260 staff members; 160 federal and 100 trust
 - ii. 69 federal (1/3 curatorial team) are eligible for retirement
 - iii. We are creating a system to encourage those retiring to become emeritus
 - 1. When we lose a curator, we lose 30 years of knowledge regarding a collection
 - iv. We are being very clear that this is a public institution/not just scholarly, therefore we need public oriented people
 - v. We hired 1 curator last year, 1 this year and will hire 5 in 2015
 - vi. (b) (6), we are hiring a search firm for a new Director

V. WHAT IT MEANS TO BE AMERICAN PROGRAM AND DISCUSSION

- (b) (6), is working with us (b) (6), along with Megan Smith
- There will be 27 events in 9 cities nationwide
- Purpose of the project is to talk with audiences about what it means to be American and the common experiences that bind us as Americans
- We will tailor this to different cities
- Need an additional \$3M to fund the project for 3 years
- Conversations will be filmed and on the web

Meeting adjourned at 11:59 am.

National Museum of American History

Board Meeting Minutes

Friday, February 27, 2015

Members Present: Nick Taubman, Scott Berg, Ellsworth Brown, Kathy Brown, Steve Fink, Jeff Garrett, Phil Lader, David Lauren, Barry Meyer, Paul Neely, John Rogers, Matt Rose, Fred Ryan, Bob Uhler, Sue Van, Wayne Whalen

Alumni Members Present: Charles Bryan, Betty MacMillan, Rodney Slater, Gail Berry West, Marvin Williams

Staff Present: Richard Kurin, Ginny Clark, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Judy Gradwohl, Jan Lilja, Melinda Machado, Maggie Webster, Dan Gifford, Jay Kaveeshwar, Brooke Horne, Jennifer Lane

I. REPORT FROM RICHARD KURIN

- Smithsonian budget recognizes the need for curators
 - i. NMAH led the effort in creating more positions and requesting funding for curators
- Business activities
 - i. Growth of the SI Channel – now at 35M households
 - ii. Online courses with Great Courses, Harvard and teacher workshops
 - iii. Digitization outreach to students throughout the country
 - iv. Online sales
- SI presence in London
 - i. Smithsonian will participate in the museum complex in East London, at Olympic Park
 - ii. Combined residential, cultural and sports area

II. CHAIRMAN'S REPORT

- We welcome new members, Steve Fink, David Lauren and Wayne Whalen
- Motion to accept the October Board meeting minutes (all in favor)
- Nominating Committee from Barry Meyer:
 - i. We have 8 alumni members up for renewal - Alumni members can be renewed beyond a second, three-year term as long as they are engaged and interested (all in favor):
 1. Pete Claussen
 2. David Fields
 3. Lesley Hermann
 4. Libby O'Connell
 5. Ivan Selin
 6. Rodney Slater
 7. Gail Barry West
 8. Judy Woodruff
 - ii. We have had 2 resignations:
 1. Jack Martin
 2. Jim Vella

- iii. The Board is now at 24 members and 1 ex officio
- iv. We have 7 slots open, with 3 potential members

- Fundraising Report

- i. Campaign Progress Report

- 1. NMAH is already at (b) of the (b) (4) Campaign goal, with (b) pledged – this is a (b) increase from October
 - 2. We thank those members whom have contributed

- ii. We are on track to exceed our goal of (b) for the year

- 1. 1st floor is essentially funded
 - a. We need to ensure fundraising continues to keep exhibitions active beyond 3 years
 - 2. Focus is now on the 2nd and 3rd floors
 - a. We need to raise (b) (4) to get floors open with just the exhibitions
 - b. Additional (b) (4) needed for both floors for programming and curatorial needs
 - 3. We have reduced our (b) (4) loan from the Castle, to only (b) (4)
 - 4. Hall of Music naming opportunity is still available

III. NATIONAL CAMPAIGN – GINNY CLARK

- The Smithsonian is at (b) towards our goal of \$1.5B
- Campaign will end in 2017
- Our goal across the board is to reach people everywhere, spark discovery and to tell America's story
- Outreach is beginning in other cities
 - i. We plan to take curators and researchers out to various cities
 - ii. We look forward to Board members participating and bringing in people to these events in their cities
- The new Secretary, David Skorton will be here in July– he will remain in the area through the fall and will then begin traveling

IV. DIRECTOR'S REPORT

- American Democracy
 - i. What ideas do visitors need to know and what ideas will they get out of American Democracy?
- We are expanding the intellectual capacity at the Museum
- We are bringing in new curators as we are losing the core group that has been with the Museum for years
- (b) (6) for help in acquiring the Apple I Computer
 - i. (b) (4)
- We have 3 immediate funding opportunities:
 - i. RCA Dog – stained glass window
 - ii. Year of Innovation Building Banner
 - iii. Great Historical Clock

- (b) (6) will be retiring, but staying with us in emeritus status
 - i. We are interviewing for a new director
- In a joint partnership with Ford's Theater, we are displaying Lincoln's carriage for a short time
- To ensure that we can fund programming and curatorial positions, along with the exhibitions, we have decided to give ourselves more time to raise funds for the 2nd and 3rd floors, which will now open in 2017 and 2018
 - i. We are thoughtfully looking at the stewardship role of the West Wing – each floor is to be integrated as a whole of the West Wing
 - ii. The first step is to increase our pool of prospects
 - iii. This will help us sustain 20-year exhibitions
 - iv. We thank (b) (6) for (b) (6) contribution of \$1M in support of 3rd floor Culture

V. DEMOCRACY EXHIBITION ACTIVITY DISCUSSION –EXERCISE IN HELPING TO PROTOTYPE INTERACTIVE FEATURES

- Rights and Responsibilities Activity
 - i. Right to bear arms vs. public safety
 - ii. Vaccinations vs. public health
 - iii. Role of law enforcement
 - iv. Taxes
 - v. These will all have different meanings to various ages and cultural groups
 - vi. It is suggested that we have one station geared toward younger audiences
 - vii. We can inform visitors that these are people's opinions and that the issues change over time
- Creating the Constitution Activity
 - i. This could be too challenging for a younger audience
 - ii. We need to be clear that this includes real ideas for the Constitution
 - iii. We want to show that there was an original plan that then incorporated compromises
- Why Do You Vote and Who Should Vote Activity
 - i. We could also ask:
 - 1. What type of election motivates you to vote?
 - 2. Do you feel that your vote matters?
 - ii. We should incorporate an indication that it is safe to vote – a person is allowed to vote however they want, without consequences
- Great American Clock

VI. WRAP UP

- 1st floor opens in July
- Focus is now on the 2nd floor
- May meeting will be a preview of the West Wing 1st floor spaces

Meeting adjourned at 11:50 am.

National Museum of American History

Board Meeting Minutes

Friday, May 29, 2015

Members Present: Nick Taubman, Abbe Raven, Scott Berg, Kathy Brown, Ted Craver, Randy Falco, Steve Fink, Jeff Garrett, David Lauren, Paul Neely, Matt Rose, Fred Ryan, Bob Uhler, Sue Van, Wayne Whalen

Alumni Members Present: Elly Rose, Gail Berry West, Marvin Williams

Staff Present: Richard Kurin, Michelle Delaney, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Judy Gradwohl, Jan Lilja, Melinda Machado, Maggie Webster, Dan Gifford, Jay Kaveeshwar, Brooke Horne, Jennifer Walker

I. CHAIRMAN'S REPORT

- We welcome new member, Randy Falco
- Motion to accept the October Board meeting minutes (all in favor)
- Nominating Committee Report:
 - i. (b) (6) nomination was approved by the Board, and we will move (b) (6) name forward to the Regents for their June meeting
- Campaign Committee Report
 - i. We need the Board's help in Campaign gifts and in identifying individuals that can help us
 - ii. Campaign Progress Report
 - 1. NMAH is already at (b) (4) of the (b) (4) Campaign goal, with (b) (4) pledged
 - 2. Our aspirational Campaign goal is (b) (4) and we are at (b) (4) or (b) (4) of that goal
 - 3. We thank those members whom have contributed
 - iii. The Museum's FY15 fundraising goal is (b) (4) and to-date, we are at (b) (4)

II. DIRECTOR'S REPORT

- 1 West
 - i. We have raised (b) (4) from the private sector and over (b) (4) from the public sector
 - ii. We are using food, music and theater to bring history alive
 - iii. Bringing objects out into the public spaces brings the Museum alive and welcomes younger people
 - 1. Hands on objects are engaging
 - 2. Exhibitions are layered with clarity and content so that children might be interested in one aspect while the adults see something else
 - 3. We want interactivity and conversation within families
 - iv. We have made business relevant and brought it to life
 - v. Wayfinding – we have 50 new volunteers being trained just for 1 West; we have maps, signage and an orientation film in the Warner Brothers Theater
 - vi. As we open up the 2nd and 3rd floors, we will look at circulation of visitors
- We have hired two new scholars and plan to hire four more this year
 - i. There were over 300 applicants for our Latino Curator positions

- ii. The Museum is dedicated to having a diverse staff
 - iii. Thanks to (b) (6), a (b) (6) may be hired as a Political History Curator
- Great Americans discussion series
 - i. Underwritten by (b) (6)
 - ii. Series of conversations and dinners

III. EDUCATION BEYOND OUR WALLS

- Thank you to (b) (6) for launching and nurturing our relationship with (b) (4)
- It is the Museum's job to inspire and educate by providing visitors with digital learning
- Students now expect to take online courses and have digital experiences; there is a decrease in text book use and an increase in digital resources
- Only 18% of 8th graders are proficient in US history
- The SC Johnson Conference Center is just one of the tools we will use, with the room's webcasting and video conferencing
- The NMAH website has had a 600% increase since 2008
- "Let's Do History" intensive teacher training in the Conference Center
- 61,000 students participated in the National Youth Summit over the past five years
- Three projects we are reaching out with:
 - i. MOOC – recorded series of semester's worth of courses
 - 1. Rise of the Super Heroes and Their Impact on Pop Culture
 - a. 40,000 registered
 - ii. Mobile Learning
 - 1. Ripped Apart, A Civil War Mystery
 - iii. The Mind Behind the Mask eBook
 - 1. 3D viewing and 3D printing
 - 2. Piloted in three schools across the country
 - 3. Students can learn by studying 3D models
- NMAH has been at the forefront of online learning and 3D technology

IV. WRAP UP

- The October Board meeting will be in New York, with a Broadway show and will focus on American culture
- Please show your support of the 2nd and 3rd floors

Meeting adjourned at 12:08 pm.

National Museum of American History

Board Meeting Minutes

Friday, October 16, 2015

Members Present: Nick Taubman, Abbe Raven, John Adams, Scott Berg, Ellsworth Brown, Jeff Garrett, Lesley Herrmann, David Lauren, Randall Martinez, Paul Neely, Matt Rose, Bob Uhler, Sue Van
Alumni Members Present: Elly Rose, Gail Berry West, Ivan Selin, Marvin Williams
Staff Present: John Gray, Sue Fruchter, Maggie Webster, Kari Fantasia, Dan Gifford, Virginia Clark, Eric Jentsch, Shannon Perich

I. CHAIRMAN'S REPORT

- We welcome new member, Randall Martinez
- Motion to accept the May Board meeting minutes (all in favor)
- Campaign Committee Report
 - i. (b) (6) has authorized the (b) (4) to provide a \$2 million challenge grant to the Museum, with \$1 million earmarked for *American Democracy* exhibition and \$1 million for *Many Voices, One Nation*. This challenge grant will match all new gifts to both of those projects, allowing us to make a compelling case to new donors and prospects.
 - ii. NMAH closed FY15 with (b) (4) raised, exceeding our goal of (b) (4)
 - iii. The FY16 Goal has been set at (b) (4), which the challenge grant will help make possible
 - iv. National Campaign goal is (b) (4), of which we have raised (b) (4)
 - v. We have raised (b) (4) towards our aspirational goal of (b) (4)
- Nominating Committee Report:
 - i. (b) (6) nominations were approved by the Board, and will move forward to the Regents for their January meeting

II. DIRECTOR'S REPORT

- We are excited to be hosted by the New-York Historical Society, which is one of the most important history museums in the country
- This will be a different kind of Board meeting and we want Board feedback on both the meeting and the Board Book—are these working for you?
- We have hired six new curators and are in the process of hiring two more with a focus on Latino culture and history
 - i. New and upcoming hires are launching a generational change at the Museum
 - ii. Candidates are coming in with diverse backgrounds, but we need to bring in more Ph.D. students, introduce them to museum work, and help them earn their Ph.D.
- (b) (6)

- An ad hoc group of history museums is discussing ways to get the public more engaged, and has launched an "American History 101" initiative aimed at getting every citizen to

- *American Democracy* is at (b) (6), and in response to Board feedback, works to increase the level of civic participation in our country. *Many Voices, One Nation* is at (b) (6) and establishes an important position within the debate about the peopling of America.

- The Smithsonian tells great stories that stir people's hearts, which is core to successful philanthropy
- Although Congress has stayed with the Smithsonian through tough revenue periods, the setbacks have been in the workforce, with nearly 100 curatorial positions lost
- Science is not sufficient to solving the problems we face, and NMAH is a microcosm of what needs to be done SI-wide, touching on the whole of the American experience
- Dr. Skorton's previous campaign experiences have yielded four major lessons:
 - i. Think big and don't be afraid to fail
 - ii. Don't treat government agencies and entities as bureaucracies but as partners
 - iii. Bottom-up ideas are usually better than top-down ideas
 - iv. Listen to customers
 - 1. In response to this lesson, Smithsonian is organizing a Youth Advisory Council with DC high school kids; this is being coordinated with the DC mayor's office
- The Smithsonian is launching a new partnership to bring more Ph.D.'s to the Institution. The project will look to fund 40 positions for five years each, (b) (4) [REDACTED]. This will add to the workforce and give fundraisers time to find funding to make the positions permanent.

- (b) (5)

V. VISIT WITH LESLIE ODOM, JR.—AARON BURR IN *HAMILTON*

- *Hamilton* is successful if it can get audiences to emphatically feel history—to get audiences to feel like they have walked in someone else’s shoes

VI. WRAP-UP

- There is an optional behind-the-scenes visit to see John James Audubon’s original watercolors at NYHS; Dinner and *Hamilton* is planned for the evening
- February meeting will be at the Museum and will focus on *Many Voices, One Nation*

Meeting adjourned at 12:17 pm.

National Museum of American History

Board Meeting Minutes

Friday, February 26, 2016

Members Present: Nick Taubman, Abbe Raven (via phone), John Adams, Ellsworth Brown, Jeff Garrett, David Lauren, Randall Martinez, Barry Meyer, John Rogers, Fred Ryan, Bob Uhler, Sue Van, Wayne Whalen (via phone)

Alumni Members Present: Charlie Bryan, Betty MacMillan, Ivan Selin (via phone)

Staff Present: Richard Kurin, Ginny Clark, Michelle Delaney, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Jan Lilja, Melinda Machado, Maggie Webster, Bonnie Campbell Lillienfeld, Arthur Daemmrich, Nancy Davis, Jay Kaveeshwar, Hana Kim, Priya Menzies, Margie Salazar-Porzio, Jennifer Sheffield, Megan Smith, Steve Valesquez, Jennifer Walker

I. CHAIRMAN'S REPORT

- We welcome two new members
 - i. Dr. Shirley Ann Jackson, our new Regent representative
 - ii. Thomas Tull
- Our May 2016 meeting will focus on food and wine; the October 2016 meeting will be held in LA, with a special tour and dinner at Warner Brothers
- Motion to accept the October Board meeting minutes (all in favor)
- National Campaign Goal
 - i. Goal is (b)(4), and we are now at (b)(4), at 16% of goal
 - ii. Aspirational goal is (b)(4) and we are at 16% of that
- (b)(4)

II. FUNDRAISING REPORT FROM MAGGIE WEBSTER

- The Museum's FY16 fundraising goal is (b)(4) and to-date, we are at (b)(4)
- Our largest gift to-date is a \$5M grant endowment from (b)(4) for a religion initiative – this generated out of the *Many Voices, One Nation* exhibition
- Since the October Board meeting, we have raised (b)(4) for the 2nd floor
 - i. It is important to have exhibition support, program support and endowment support
 - ii. For the 2nd floor, we plan to open the Gateway, Taubman Gallery and Liberty Plaza
 - iii. We still need to raise (b)(4) for *Many Voices, One Nation* and *Democracy*
 - iv. We need more prospects and encourage members to focus on the 2nd floor
- We thank (b)(4) for increasing (b)(4) campaign gift from \$2M to \$2.5M, for *Many Voices, One Nation*
- We also thank (b)(4) for (b)(4) \$1M gift for *Democracy*

III. NOMINATING COMMITTEE REPORT

- Dr. Jackson and Thomas Tull are two great additions to the Board
- Steve Fink has resigned

- Recommended reappointments:
 - i. Paul Neely for a 2nd term (all in favor)
 - ii. Charlie Bryan for a 3rd term alumnus (all in favor)
- Make-up of Board
 - i. Making good progress on geographic representation
 - ii. Need to continue working on gender and ethnic diversity

IV. RICHARD KURIN'S REPORT

- Secretary Skorton wants to consolidate across the institution
- We need revitalize our workforce and bring in new people
- Secretary Skorton plans to raise (b)(4) to hire 40 more curators, for 5-year appointments
- We are trying to get more federal money so that we can use that for infrastructure and then use private funds for exhibitions
- (b)(5)

V. GINNY CLARK'S REPORT

- National Campaign Update
 - i. The Smithsonian is (b)(4) towards our goal of (b)(4)
 - 1. (b)(4)
 - ii. Campaign closes in December 2017
 - iii. Last year was the largest fundraising year ever – (b)(4)
- Because of fundraising, we have NMAAHC, pandas, Renwick, new education centers, endowed positions
- People, Passion, Purpose events
 - i. We are getting out into different cities – asking staff and Boards to invite people

VI. DIRECTOR'S REPORT

- Curators
 - i. We are in the process of hiring 12 new curators, some of whom have already been hired
 - ii. Currently have 6 emeritus curators
 - iii. (b)(6)
- Asking for the Board's input regarding the 2nd Floor – *Many Voices, One Nation* and *Democracy*
 - i. We need to understand our own history
 - ii. Language is important – need an evolved way to represent government and for NMAH to not have a point of view
 - iii. David and John visited Yale – learned that we need to look at history as a process, it is not static
 - iv. We can use our own national treasures to reflect views
 - v. We want to use the theme of building our nation together

VII. AMERICAN IDEALS AND IDEAS: CRAFTING OUR THEMATIC FRAMEWORK

- Museums began to focus on material culture and started to lose the narrative
- We want to identify unifying themes
- Want visitors to have a positive and intellectual experience

- We are mission-oriented to help visitors build more humane lives and better futures based on a better understanding of our past
- Ideals and Ideas
 - i. Ideals – aspirational goals Americans have adopted to build a better nation
 - ii. Ideas – concepts and strategies of how Americans shape our society
 - iii. Goal – more humane future for all of us
- We convened an open forum for staff and learned
 - i. Most staff feel there is a unifying construct for history, at NMAH
 - ii. Some staff felt that visitors enjoy the experience without structure
 - iii. A minority felt that we whitewash conflict in history
- Comments from the Board
 - i. Language that says, “America is not exceptional” will offend people – we need to be careful with the language used
 - ii. Important to create distinction between unique and exceptional
 - iii. People come in with preconceived notions and ideals
 - iv. Our history is unusual – need to be careful about saying whether or not we are exceptional
 - v. We need to look through the eyes of the customer and what they would like to see – commercial enterprises that fund us
 - vi. State emotional response and how this document makes people feel
 - vii. Frame it as, “What makes America unique?”
 - viii. We lack coherence about what we see and how we feel about America

VIII. “VOICES OF DEBATE:” CURATING DIVERSE POINTS OF VIEW IN *MANY VOICES, ONE NATION*

- Exhibition explores how many voices have contributed to, and shaped who we are as Americans
- Case study organized by four time periods
 - i. “Unsettling the Nation” 1492-1776
 - ii. “Peopling the Nation” 1776-1900
 - iii. “Creating Community: Los Angeles and Chicago” 1900-1965
 - iv. “New Americans Continuing Debates” 1965-2000
- Exhibit explores five issues/debates
 - i. Slavery and Abolition
 - 1. Two objects
 - a. Metal tag worn by slave
 - b. Anti-slavery button
 - 2. Notion of debate is a great device
 - 3. Is it possible to have more than one point?
 - 4. More powerful to hear the quotes than to just read them
 - 5. Needs more emotion
 - ii. Nativism and Belonging
 - 1. Two objects
 - a. Fire hat worn by Irish fireman
 - b. “No Irish Need Apply” document
 - 2. Could be some discounting based on who the quote is from – the bishop or the woman
 - 3. This issue seems to be much smaller than the slavery issue
 - iii. Exclusion and Inclusion

- iv. Desegregation and Integration
- v. Deportation and Legalization
 - 1. Two objects
 - a. Art print
 - b. Brochure from Immigration Control
 - 2. Need to try to achieve balance
- vi. There will be an introductory label explaining these experiences to the visitor
- vii. This will ultimately be a media experience
- viii. We need more depth on perspectives
- ix. Might be better to find more average people to represent the two sides

IX. THE BOARD TRANSFERS TO 2WEST FOR AN OBJECT BASED PRACTICUM – *MANY VOICES, ONE NATION*

Meeting adjourned at 12:00 pm.

National Museum of American History

Board Meeting Minutes

Friday, May 20, 2016

Members Present: Nick Taubman, Abbe Raven (via phone), John Adams, Ellsworth Brown, Ted Craver, Jeff Garrett, David Lauren (via phone), Randall Martinez, Doris Matsui, Paul Neely, Fred Ryan, Bob Uhler, Sue Van, Wayne Whalen (via phone)

Alumni Members Present: Charlie Bryan, Pete Claussen, Elly Rose, Ivan Selin (via phone), Rodney Slater, Gail Berry West

Staff Present: Richard Kurin, Ginny Clark, Michelle Delaney, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Beth Kline, Carrie Kotcho, Melinda Machado, Maggie Webster, Jess Carbone, Susan Evans, Kari Fantasia, Jon Grinspan, Paula Johnson, Jay Kaveeshwar, Priya Menzies, Jennifer Sheffield, Jennifer Walker

I. POLITICS ON YOUR PLATE

- Food History Weekend – October 27-29

- i. Friday

- 1. Day-long symposium with book signings
 - 2. In the process of developing Food History roundtables
 - a. Conversation to be focused on food and politics
 - b. Panels of three people plus an historian and moderator
 - i. Lead scholars and practitioners in food history, from different regions and scales of operations
 - 3. Dine Out in the evening

- ii. Saturday during the day

- 1. Demonstrations and displays
 - 2. After hours program – “Red, White and Brewed”
 - 3. Last year, over 20K people attended

- iii. Saturday evening

- 1. Done in conjunction with the Julia Child Foundation
 - a. Julia Child Foundation award to be presented
 - 2. Ticket price – \$350 (raised from \$250 last year)
 - a. (b)(4)
 - 3. Created Gala Committee – (b)(4)
 - 4. Event sold out last year; (b)(4)

- iv. Board members’ comments

- 1. What does “Food and Politics” mean to you?
 - a. Cesar Chavez, water, recalls, food waste, farm subsidies, ethanol, FDA and USDA, health, trade, labeling, GMOs, responsibility in feeding the world, linkage between food and immigration
 - 2. What is the role of the Museum in shaping this conversation?

II. CHAIRMAN'S REPORT

- Nominating Committee Report
 - i. Dr. Shirley Ann Jackson to be officially elected to Board
 - 1. Motion approved, all in favor
 - ii. We thank Michael Beschloss for his service as his alumni term has expired
 - iii. We now have seven slots to fill
 - iv. At this time, we will move forward with one candidate, (b)(6)
 - 1. Motion approved to put name forward to Regents pending meeting with Board member, all in favor
- Campaign Committee Report
 - i. National Campaign goal is (b)(4) of which we have raised (b)(4)
 - ii. We have raised (b)(4) towards our aspirational goal of (b)(4) – this includes (b)(4) in government grants
 - iii. We have several new gifts from Board members and would like to thank:
 - 1. (b)(6) \$100K bequest for unrestricted support
 - 2. (b)(6) for \$1M for Democracy
 - 3. (b)(6) for more than a \$5M gift to name the Hall of Democracy
- Fundraising Report
 - i. Our goal for FY'16 is (b)(4) with (b)(6) gift we have now exceeded that goal
 - ii. Significant amount left to raise for the West Wing
 - 1. *Many Voices, One Nation and Democracy*
 - a. Current costs are only to open the exhibitions and do not include programming and education
 - iii. SI Council for American History is raising unrestricted support
 - 1. We welcome suggestions of people that might be interested
 - 2. Council members are invited to a wide range of events, allowing us to get to know them before soliciting them

III. DIRECTOR'S REPORT

- Search for Associate Director of Curatorial Affairs Update
 - i. We are now in the process of checking references for three candidates
 - ii. David Allison will remain with us part time, to assist
- We are continuing to replace retiring staff and hiring 12 new curators in the next year
 - i. Anticipate bringing on five new federal positions and will have three new chairs out of six curatorial departments
- (b)(6)
 - i. Beth Kline, our Finance Director, will be Acting
- (b)(6)
 - i. Carrie Kotcho will be Acting
- Motion to thank (b)(6) for their service, all approved
- Important events
 - i. 4th annual Winemakers' Dinner was held on May 17th
 - ii. At our upcoming naturalization ceremony, Jeff Bezos will be presented with the Smithsonian Bicentennial Medal

- iii. Normal Lear will be here on June 25th, for an onstage interview
 - iv. September 7th, David Rubenstein Lecture Series
- We have established a guideline that a book is published within 6 months of every exhibition opened
- Financial Report
 - i. Cash flow needs require us to borrow from the Castle
 - ii. Want to open all spaces on each floor, at the same time
 - iii. We have only needed to borrow (b)(4) of the approved (b)(4) and will now ask for a small increase - (b)(4) will allow us to open 2W in June 2017
 - iv. (b)(4) indebtedness will allow us to open 2W and complete designs for the 3rd floor
 - v. We are in a great position to move forward and open the 2nd floor
 - vi. Motion to approve going forward under this structure
 - 1. Motion approved, all in favor

IV. RICHARD KURIN'S PROVOST REPORT

- The Smithsonian is asking for (b)(4) from Congress
 - i. We need non-federal money for education and programming
- NMAAHC, opening September 24th, raised (b)(4) in private funds and (b)(4) federal
- (b)(4) needed to renovate NASM's infrastructure
 - i. (b)(4) after renovation, to redo exhibitions
- Scholarly program –planned for 40 new positions, 11 of which are now filled
- The work of the Smithsonian is deeply important and relevant
 - i. Billion dollar telescope in Chile
 - ii. Team in Iraq, protecting cultural heritage
 - iii. STRI is studying the Zika virus
 - iv. Museum Day Live!, in conjunction with the White House, to inspire girls of color

V. KICKSTARTER CAMPAIGN – PRESERVING THE RUBY SLIPPERS

- Kickstarter is a digital platform allowing anyone to raise funds for their project
- This will be a 30-day campaign that offers unique rewards as incentives – donations can be \$1-10K
- Goal needed for conservation and display is (b)(4)
- NASM used Kickstarter, "Reboot the Suit"
 - i. Goal of (b)(4) was reached in 5 days
- We want to raise awareness for (b)(4), opening in 2018
- The campaign will launch on October 17, for conservation of the Ruby Slippers, to be on display for the next 20+ years
- Launch video will set the tone for the project
- Three scenarios
 - i. Meet our goal quickly
 - ii. Meet our goal in 30 days
 - iii. Do not reach our goal – if goal is not reached, we do not receive any funds
- (b)(4)

(b)(4)

(b)(4)

(b)(4)

- Planning to-date
 - i. In February, slippers were taken off display and sent to conservation assessment – videos were taken of this process
 - ii. Identify a budget
 - iii. Identify assets and celebrity participation
 - iv. We are currently in discussion with **NYC** regarding incentives
 - v. Initiate media plan
 - vi. We need the Board's help to make this successful by helping get the word out and promoting it
- There will be a website and mobile app

VI. COOKING UP HISTORY DEMONSTRATION BY JESSICA CARBONE IN THE WALLACE H. COULTER PERFORMANCE PLAZA

VII. LUNCH AND PRESENTATION BY CURATOR, JON GRINSPAN

- Preview of his book, *The Virgin Vote: How Young Americans Made Democracy Social, Politics Personal, and Voting Popular in the Nineteenth Century*

Meeting adjourned at 12:30 pm.

National Museum of American History

Board Meeting Minutes

Friday, October 21, 2016

Members Present: Nick Taubman, Abbe Raven, John Adams, Scott Berg, Ellsworth Brown, Ted Craver, Randy Falco, Jeff Garrett (via phone), David Lauren (via phone), Randall Martinez, Barry Meyer, Paul Neely, John Rogers (via phone), Sue Van, Wayne Whalen (via phone)

Alumni Members Present: Marvin Williams

Staff Present: John Gray, Sue Fruchter, Maggie Webster, David Allison, Kari Fantasia, Eric Jentsch, Shannon Perich, Jennifer Sheffield

I. CHAIRMAN'S REPORT

- Save the Date for 2017 meetings
 - i. February 23-24, 2017
 - ii. May 18-19, 2017
 - iii. October 19-20, 2017
- Nominating Committee Report
 - i. Recognize Ellsworth Brown, Vicki Ruiz, and Marvin Williams for years of service to Museum as their terms are expiring
 - ii. At this time, we will move forward with one candidate, (b)(6) [REDACTED]
 - 1. Motion approved to put name forward to Regents pending meeting with Board member, all in favor
 - iii. Alumni term renewals approved for David Behring, Dorothy Lemelson, Elizabeth MacMillan, and James Mellor
- Campaign Committee Report
 - i. As of the end of FY16 NMAH surpassed its National Campaign Goal with (b)(4) [REDACTED] raised to date, one year ahead of schedule
 - ii. Working toward aspirational goal of (b)(4) [REDACTED]
 - iii. One of the goals of the campaign is to broaden the base of support. NMAH has been successful at this with (b)(4) [REDACTED] gifts raised to date coming in at less than (b)(4) [REDACTED]
 - iv. Council for American History, high-end membership program for gifts between \$1-\$25K, had best year ever in FY16
 - v. Funds raised from Campaign have been roughly split between the West Wing and other projects throughout the Museum
 - vi. Raised (b)(4) [REDACTED] in FY16, exceeding our goal of (b)(4) [REDACTED]
 - vii. We have several new gifts from Board members and would like to thank:
 - 1. (b)(6) [REDACTED] for bringing the considerable talent of (b)(4) [REDACTED] to NMAH to design a new logo and branding initiative for the Museum
 - 2. (b)(6) [REDACTED] for donating the design and production of the Great Americans medals that are being presented to participants in the Museum's new interview series with David Rubenstein
- Fundraising Report
 - i. Although we've reached our Campaign goal, we still need support for 2W & 3W exhibitions and programs
 - ii. Remaining Needs

1. \$5M Naming Opportunity for *Many Voices, One Nation*
 2. \$1.5M Naming Opportunity for 2W Gateway
 3. Additional \$9M for 2W to support programs and endowed curators
 4. \$5M Naming Opportunity for (b)(6)
 5. \$5M Naming Opportunity for 3W Changing Gallery
 6. \$5M Naming Opportunity for Hall of Music
- iii. 2W opens in less than a year in summer 2017
 - iv. Currently in the midst of our first crowdfunding Kickstarter campaign to conserve the ruby slippers from *The Wizard of Oz*
 1. (b)(6) pledged \$10K to Kickstarter campaign during the meeting

II. DIRECTOR'S REPORT

- Board book reports focus on the ways in which the Museum is “Taking it to the Nation” demonstrating new and innovative ways our programs are having real national impact and outreach
- Selected new Associate Director of Curatorial Affairs, Dr. Catherine Eagleton, to succeed Dr. David Allison
 - i. Dr. Eagleton is the Head of Asian and African Collections at the British Library
 - ii. MA and Ph.D. from Cambridge in History and Philosophy of Science and also received MA in Museum Studies from University of Leicester
 - iii. Members of the search committee included:
 1. Co-Chairs, Mr. Barry Meyer, CEO of North Ten Mile Associates and Mr. John Gray, Director of NMAH
 2. Dr. Vishakha Desai, former CEO and President of the Asia Society and Special Advisor to the President of Columbia
 3. Dr. Rex Ellis, Associate Director for Curatorial Affairs at the National Museum of African American History and Culture
 4. Lin Ezell, Director, National Museum of the Marine Corps
 5. Dr. Stuart Leslie, Professor of History at John Hopkins University
 6. Dr. Louise Mirrer, President and CEO of the New York Historical Society
 7. Dr. Maria Montoya, Associate Professor of History at New York University
 8. Dr. Lexi Lord, Chair of the Division of Medicine and Science at the National Museum of American History
 9. Maggie Webster, Associate Director for External Affairs at the National Museum of American History
 - iv. Recognition of David Allison’s many years of service to the Museum
 - v. (b)(6)
 - vi. (b)(6)
- We are continuing to replace staff and working to rebuild the curatorial ranks
 - i. To support the success of these new hires, we have established a mentoring program, and created a more generous culture of support
- Important Events
 - i. Great Americans event with Madeleine Albright on September 7
 - ii. Second annual Food History Gala on October 27
 - iii. Great Americans event with Colin Powell on December 7

- [illegible]

Meeting adjourned at 10:19 am.

National Museum of American History

Board Meeting Minutes

Friday, February 24, 2017

Members Present: Abbe Raven, John Adams, Kathy Brown, Ted Craver, Jeff Garrett, David Lauren, Randall Martinez, Jon Meacham, John Rogers, Fred Ryan, Bob Uhler, Sue Van, Wayne Whalen (via phone)

Alumni Members Present: Lesley Herrmann, Elly Rose, Ivan Selin, Rodney Slater, Gail Berry West

Staff Present: Richard Kurin, Ginny Clark, Michelle Delaney, John Gray, Sue Fruchter, David Allison, Amy Bartow-Melia, Pedro Colon, Katie Eagleton, Beth Kline, Melinda Machado, Maggie Webster, Jay Kaveeshwar, Priya Menzies, Jennifer Sheffield, Jennifer Walker, Frank Blazich, Ellen Feingold, Kathy Franz, Kristen Frederick-Frost, Jon Grinspan, Bob Horton, Claire Jerry, Ryan Lintelman, Lexi Lord, Peter Manseau, Amanda Moniz, Margaret Salazar-Porzio, Madelyn Shaw

I. CHAIRMAN'S REPORT

- Over the past 20 years, curators have greatly decreased – we are working to fill that void and today you will meet many of our new curators
- You will also meet our new Associate Director for Curatorial Affairs, Katie Eagleton
- Plus we will explore our new brand identity and are very grateful to (b)(6) and (b)(4)
- Please review the Ethics Statement, sign and return to Maggie or Jennifer Sheffield
- Director's trip to Paris – let John or Maggie know if you are interested
 - i. We have 19 people attending so far
- Nominating Committee Report
 - i. Committee recommends Sue Van be renewed for a 2nd term
 - 1. Motion approved, all in favor
 - ii. Recommendation to reinstate David Rubenstein to the Board
 - 1. Motion approved, all in favor
 - iii. Ellsworth Brown recommended for Board Alumnus status
 - 1. Motion approved, all in favor
- Campaign Committee Report
 - i. The Smithsonian exceeded its goal of \$1.5B – received (b)(4) by the end of the calendar year
 - 1. Largest campaign goal ever set by a cultural institution
 - 2. There are still projects that will extend beyond the campaign
 - ii. NMAH's FY17 goal is (b)(4) to date, we have raised (b)(4)
 - iii. Funding for West Wing
 - 1. *Many Voices, One Nation* needs a little more than (b)(6) which is currently being covered by a loan from the Castle
 - 2. We have a request pending with (b)(6) and with (b)(6) and would love to find a \$5M donor
 - 3. (b)(4)
 - 4. *Democracy* exhibition is funded with a final gift of \$1M from the (b)(6)

5. We have received a new gift of \$1.7M from the (b)(4) for *Within These Walls* – the Ipswich House has been on the floor for more than 10 years and needs updates
- iv. We have made significant progress on the 3rd floor
 1. (b)(4) has given a \$7M gift (including \$2M in-kind) for the naming of the Gateway and Hall of American Culture
 2. Kickstarter Campaign was a success - raised over (b)(4) for the conservation of the Ruby Slippers and Scarecrow's hat
 3. Need an additional (b)(4)
 4. Working with (b)(6) and (b)(6) to get us in the door with corporations associated with the entertainment industry
- v. We need the Board to remain committed to helping us raise these funds – reminder that gifts can be paid over time, however we need pledges now to stay on schedule for the 2nd and 3rd floors

II. RICHARD KURIN'S PROVOST REPORT

- Bao Bao is leaving for China
 - i. Pandas are rented for (b)(4)
- President Trump visited the National Museum of African American History and Culture
- Regents update
 - i. Regents include Chief Justice, Vice President, 3 members of Senate, 3 members of the House of Representatives, 9 citizen members
 - ii. David Rubenstein is now Chair; Steve Case is Vice Chair
- Smithsonian Tropical Research Institute is currently working on Zika and how it is transmitted
- We are working with military forces, like the Pentagon, to create "no strike zones" to protect cultural heritage
- Smithsonian budget is \$1.5B
 1. We are asking congress for additional money for the National Air and Space Museum - (b)(4) needed to repair the building

III. DIRECTOR'S REPORT

- To-date, we have hired 18 new curators and historians since 2013
 - i. We have 3 new departmental Chairs, for a total of 7 Chairs in curatorial departments
 - ii. We have needs in music and culture
 - iii. Some retiring staff are becoming emeritus, while some are doing phased retirement
- We are working to improve the exhibition process
 - i. Need more collections staff
 - ii. We must transform the way we create exhibitions, to become more cost effective
- We need to raise at least another (b)(4) for the West Wing
- We need to create more programs, but on a smaller scale
- Important events
 - i. June 21st – grand opening celebration in advance of the June 28th public opening
 - ii. Last week we hosted the opening of EO9066
 - iii. March 9th – kickoff of the 2nd annual Film History Forum

- (b)(5) [REDACTED]
[REDACTED]
[REDACTED]
- History Leaders Group Program
 - i. Web-based effort across the nation
 - ii. Engaging Millennials

IV. NEW CURATORIAL DIRECTIONS

- Lightning Talks from new staff members with Q&A
 - i. Kathleen Franz, Chair and Curator, Division of Work and Industry
 - ii. Amanda Moniz, Curator, Division of Home and Community Life
 - iii. Bob Horton, Chair, Archives Center
 - iv. Ryan Lintelman, Curator, Division of Culture and the Arts
 - v. Madelyn Shaw, Curator, Division of Home and Community Life
 - vi. Lexi Lord, Chair and Curator, Division of Medicine and Science
 - vii. Ellen Feingold, Curator, National Numismatic Collection
- Curators are asked what they want from the Board
 - i. Oral histories
 - ii. Input on content and topics
 - iii. General feedback

V. CONVERSATION WITH JOHN ROGERS AND NEW ASSOCIATE DIRECTOR OF CURATORIAL AFFAIRS, KATIE EAGLETON

VI. NEW BRANDING INITIATIVE FOR NMAH

- We thank (b)(5) [REDACTED] and (b)(4) [REDACTED] for taking on this large pro bono project
- Branding will be rolled out over the next year – we will not change things that are already in progress

VII. FAREWELL AND THANK YOU TO GINNY CLARK

Meeting adjourned at 12:14 pm.