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Description of document: Smithsonian Institution (SI) meeting minutes from the National Museum of Natural History (NMNH) Board, 2012-2016

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Smithsonian Institution

Office of General Counsel

VIA ELECTRONIC MAIL

October 21, 2019

RE: Your Request for Smithsonian Records (request number 48726)

This responds to your request, dated June 15, 2017 and received in this Office on June 26, 2017, for “a copy of the meeting minutes from the National Museum of Natural History (NMNH) Board, during the time period 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 54 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. Donor-identifying information and other personal information have been redacted consistent with SD 807 under Exemption 6. Finally, law enforcement information which would disclose techniques and procedures of law enforcement investigations or prosecutions has been redacted consistent with SD 807 under Exemption 7(E). The exemption invoked appears over each redaction.

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

Sincerely,

A handwritten signature in blue ink that reads "Laura Damerville".

Laura Damerville
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.



2012 Spring Board Meeting Minutes

The spring meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, April 12, 2012. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:15 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Peter Buck, Dr. Jane Buikstra, Mr. Michael Collins, Dr. Rita Colwell, Dr. Scott Edwards, Mr. John Fahey, Ms. Gabriela Febres-Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ms. Paula Kerger, Mr. David Koch, Ambassador William Luers, Mr. Whitney MacMillan, Justice Sandra Day O'Connor, Dr. Lisbet Rausing, Dr. Paul Risser, Dr. Jeremy Sabloff, Dr. Cristián Samper, Mr. Roger Sant, Dr. Shirley Sherwood, and Dr. Jorge Soberón. Ex-officio Board Members: Dr. Eva Pell, Dr. Cristián Samper. NMNH Staff: Dr. Jonathan Coddington, Ms. Elizabeth Duggal, Ms. Chris Elias, Ms. Susan Fruchter, Dr. Michael Mason, Ms. Diana Munn, Ms. Jennifer Tafe. Speakers: Dr. Kay Behrensmeyer, Dr. Matthew Carrano, Dr. Brian Huber, Dr. Nicholas Pyenson. Guests: Mr. Phil Hills, Ms. Tracy LaMondue.

Absent

The Honorable William Frist, Dr. Jane Lubchenco, Mr. David Rubenstein.

Opening Remarks and Executive Session

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed board members to the Museum, and in particular, Marshall Turner, who joined the board in 2011, and John Sall, who joined the board in 2012. She also noted that, following the board's recommendation, Paula Kerger and Jane Buikstra were both reappointed by the Board of Regents to serve an additional 3-year term. The Chair requested the approval of the minutes of the November 2011 meeting, which were approved unanimously, and then held an Executive Session to discuss the status of the search for a new Museum Director.

Director's Report

In his report, Cristián Samper presented the Museum's recent achievements since October 2011, including: hosting 2.4 million on-site visitors (a 3% increase for the same time period in FY 2011) and 10 million unique web visitors; opening the temporary exhibition *Titanoboa: Snake Monster*; producing 306 publications; advancing work to complete Biorepository; issuing a revised and improved collections policy; holding an NSF-funded workshop on natural history education;

completing renovations of the ground and first floors; hiring Tracy LaMondue as the Museum's new Associate Director of Advancement and Campaign Director; raising (b) (4) in grants and gifts; and securing funds for a new NIH- Human Genome exhibition. The Director also presented the FY 2012 budget of \$94.7 million and an overview of the sources of both federal and trust funds. In addition, he outlined the progress made with the Museum's Capital Campaign, noting that to date, NMNH has raised close to (b) (4), and has thus met (b) (4) of its goal. He also announced a new gift of \$35 million from (b) (6) for the renovation of the Paleobiology Halls, which will be submitted for approval by the board of Regents at the end of the month. The Director noted that as part of the efforts to expand the Museum's base of donors, (b) (4). He also informed the board that the gift made by (b) (6) (b) (6), to endow the (b) (6) Directorship had been formally approved by the Regents of the Smithsonian, and he thanked (b) (6) for (b) (6) generosity. The Director indicated that the Museum's key short-term priorities included: planning a smooth transition in leadership; advancing staff recruitments in the areas of collections and advancement; beginning the design process for the Paleobiology Halls; securing the funding for the new Education Center; developing a funding model for research; and completing the Campaign case statement.

The Director concluded his presentation with a broad overview of the Museum's achievements during his tenure (2003-2012), highlighting the following: developing and successfully implementing two strategic plans; hiring the next generation of Museum researchers; renovating key exhibition and collections care spaces; establishing six key priority initiatives in key areas where the Museum is well-poised to have a significant global impact; expanding and improving the education team and initiating the construction of what will be the Museum's largest education facility for visitors; and building a strong and effective Advisory Board. He noted, however, that the Museum still had challenges in particular areas such as: building collections staff; diversifying funding resources; continuing to increase the value of the endowment pool; and enhancing digital outreach.

The Director ended the presentation by thanking the board for their support and commitment to the Museum's mission and stating that he was confident that the Museum was in good hands to continue its excellent work.

Discussion Session: Research Agenda of the Deep Time Initiative

In this session, four scientists from the Department of Paleobiology shared highlights of their current research, conveyed how their work supports and advances the *Deep Time Initiative*, and pointed out the relevance of the initiative's research agenda to science and society. Jonathan Coddington introduced the discussion with summaries of the many components of *Deep Time*, including the renovation of the Paleobiology Halls and the development of a major exhibition that will link paleobiology research and collections with education and outreach efforts. He indicated that the purpose of the session was to obtain feedback from board members on how well the Museum has built a case for funding the research component of *Deep Time*.

Matthew Carrano, Curator of Dinosauria, discussed his approach to studying fossil deposits from the Cloverly Formation (146-140 mya) in Wyoming, to reconstruct the ancient environments in which dinosaurs lived in that region at that time period. He emphasized that fossil collections are windows

into the past that can help us not only to understand ancient ecosystems, but also make comparisons in space and time with environments found on Earth today. Brian Huber, Curator of Foraminifera, discussed the impact of the asteroid that collided with Earth 64 million years ago and is thought to have caused the extinction of the dinosaurs as well as other major changes to the biodiversity of the planet. He highlighted that through his studies of tektites and foraminifera, he is trying to determine why some organisms survived the impact of this asteroid, and others did not. He is also working to understand why some asteroids that have impacted Earth have had a dramatic impact on biodiversity while others have not, and to assess the extent to which temperature changes caused by such impacts affect extinctions. Nicholas Pyenson, Curator of Fossil Marine Mammals, shared some of his recent work in Chile, where he is using innovative technologies to preserve fossil whale data in areas threatened with destruction because of development projects. This is part of his more extensive research on the early ecological history of whales. Kay Behrensmeyer, Curator of Vertebrate Paleontology, tied together the three previous presentations to the initiative's three key themes: 1) Evolution of Organisms; 2) Environmental Change; and 3) Ecosystem Dynamics. Through these themes, the *Deep Time Initiative* aims to shed light on the organisms that lived in the distant past, and through the study of fossils elucidate some of the factors and processes that control biodiversity, not only to understand the past, but also to inform our understanding of biodiversity today and allow us to make predictions about its future. The initiative's research agenda will also enable us to continue expanding our understanding of how Earth-scale systems work beyond our human time-frame, the impact that alternating warm and cold climate changes have had on ecosystems, long before humans evolved. Behrensmeyer emphasized the unique assets of the Museum, including its vast fossil collections and a diverse team of researchers whose work spans all major organisms found throughout the evolution of life, and takes place around the world. She indicated that the Museum's expertise in identifying fossils, interpreting their evolution, reconstructing past environments, and elucidating how evolutionary stories and ancient ecosystems fit into global-scale patterns and processes will together advance the understanding of the underlying processes that link Earth's dynamic past to the present and future. She concluded, indicating that while the Museum has major assets, in order to pursue the *Deep Time* research vision NMNH required additional support to fund basic research, field and laboratory work, collections care and fellowships.

Feedback and follow-up activities:

- Presentations were very good, but the collective message needs to be refined to be more compelling.
- (b) (5)
- Identify connections between long-term evolution and adaptation to environmental changes with our understanding of the world today and make those connections explicit.
- Connections between research, exhibitions and education program also need to be made more explicit. (b) (5)
- (b) (5)
- Establish a Research Office to supports project-based research activities, and seek funding from a variety of sources.

- Consider establishing Centers of Excellence to link museum with universities and enable it to secure funds from NSF.

Lunch Session with Dr. Eva Pell

Over lunch, Dr. Pell provided the board with an update on the search for the next NMNH Director. She indicated that a Search Committee had been established and that it comprised of representatives from the Museum’s staff and board, as well as SI leadership; that a position specification had been developed, and that the search firm, Spencer Stuart, was in the beginning stages of identifying potential candidates. She also indicated that the search firm and committee had a timeline to support the selection of a new Director by the date of Cristián Samper’s departure at the end of July.

Committee Meetings

Public Engagement Committee

Chair: John Fahey
 Staff Leads: Elizabeth Duggal, Associate Director for Public Engagement
 Shari Werb, Assistant Director, Education and Outreach
 Robert Corrigan, Director of Product Management, Encyclopedia of Life

Guest Speakers: Chris Johns, Editor-in-Chief, National Geographic Magazine
 Bill Maher, Creative Director, National Geographic Magazine

Summary of meeting

John Fahey opened the meeting with the question: “How do we make the Museum’s outreach as broad and effective as possible?” Fahey invited Chris Johns and Bill Maher to demonstrate National Geographic’s award-winning iPad app ([link on iTunes Preview](#)). The group discussed how new media platforms and technologies allow National Geographic to tell more complete and immersive stories than ever before, including the ability to deliver real-time content in the storyteller’s authentic voice. The committee discussed strategies for improving the Museum’s effectiveness in digital outreach outlined in the bullets below.

In addition, the committee discussed potential names for the Education Center. In response to the request for a more engaging name for the Education Center, the Museum hired a contractor 6 months ago (?) to help identify potential names. Of the hundreds of names developed, ten were selected to be tested with staff, visitors representing families, young people and adults in Museums across the Mall. The two finalists that emerged from this process were (b) (6) and “Q?RIUS.”

Feedback and follow up activities

Board members made the following comments and suggestions:

- The Museum has ‘seriously amazing’ stories, and National Geographic has the expertise and platforms needed to tell these stories to large audiences. Committee members recommended

the Museum explore opportunities for strategic collaborations between the Museum and National Geographic, as well as other partners who can help tell and distribute Museum stories.

- Rather than build destination websites and “count hits,” committee members recommended the Museum focus on producing branded content and letting media partners distribute the content as a more effective means for diffusing knowledge to broader audiences. The Museum was encouraged to develop a robust marketing plan describing ways to achieve this.
- Committee members recommended the Museum explore ways to make deeper, more emotional and authentic connections between its scientists’ fieldwork and its audiences.
- Develop a youth aesthetic in Museum content to appeal to and build younger audiences.

Members of the committee expressed preference for “Q?RIUS” as the new name of the Education Center.

Science Committee

Chair: Jeremy Sabloff

Staff Leads: Jonathan Coddington, Associate Director for Research and Collections

Carol Butler, Chief of Collections

Wendy Wiswall, Assistant Director for Science Programs

Summary of meeting

This session focused on the goals and strategies of the Museum-wide scientific collections digitization plan. Jonathan Coddington indicated that a Digitization Committee had been established to identify strategies to facilitate and improve the digitization of publications, slides, photographs, and objects. The Museum has produced 5 million digital records to date, and aims eventually to produce a total of approximately (b) (5). Due to the complexities of implementing and managing such a large endeavor, new and innovative tools are being assessed to identify those that can make the digitization process more effective and efficient. Three tools have been selected for pilot tests: 1) voice recognition, 2) mobile technologies, e.g. iPads, and 3) crowd sourcing. While the Smithsonian has received a \$6,000,000 base increase for collections care, the Museum hopes to gain additional base increases for digitization.

Board members inquired into the criteria chosen for determining digitization priorities and questioned whether or not common standards could be utilized across departments. Carol Butler indicated that the criteria to prioritize projects were a result of rankings made by the Museum’s collections committee. Coddington stated that two key elements considered in determining digitization priorities were: relevance to Museum’s mission and potential impact. Responding to concerns over the importance of prioritizing high hazard collections, Butler mentioned that significant advancements in physical collections care have been made in recent years, particularly since the hiring of Cathy Hawks, the Museum’s permanent conservator. A discussion of digitization software ensued and Coddington ended the meeting by presenting an update on recent hires, noting the arrival of 28 new staff members—including 10 collections hires—and the receipt of a base increase to hire 6 digitization technicians. He also highlighted the Capstone program—a new

program intended to help staff who are considering retirement to finish large, “career capstone” projects.

Feedback and follow-up activities

Board members made the following suggestions:

- Museum should be cognizant of the importance of prioritizing outreach, marketing, fundraising, and service to researchers through digitization practices.
- High hazard collections should be prioritized, and mitigating hazards, such as arsenic, ought to be a priority in the effort to improve physical conditions for users and researchers.
- Museum should be mindful of changes in technology and should consider soliciting GBIF reports as one way of measuring impact of NMNH digitization efforts.

Finance and Operations Committee

Chair: Paula Kerger

Staff Lead: Susan Fruchter, Associate Director for Operations

Guests: Tim McCoy, Mary Jo Arnoldi, Shari Werb, and Michael Mason

Summary of meeting

This session focused primarily on management transitions within the NMNH, including imminent challenges and steps to take to ensure the successful start for the new Director. NMNH department chairs and members of the senior management team were invited to the session to discuss the best practices for transitioning from one extraordinary leader to another. Paula Kerger opened the discussion by commending Cristián on his superior service to the Museum and gave a brief history of the PBS President and CEO search. Over the course of the meeting, many board members discussed their experiences taking on new leadership roles in their respective institutions. Conversations with a range of stakeholders, briefing books, financial briefings, and discussions with staff members at various levels all proved very helpful steps to a successful new position. Pitfalls the new Director should avoid were discussed, including issues uniquely related to working in Washington, D.C. (dealing with the press, Congress, etc.). The importance of communication and transparency during a transition period was stressed by all members of the NMNH senior management team. The group discussed a number of desired attributes in a new director, including an understanding of science, collections/exhibitions, and business experience, though noting the suspected impossibility of expertise in all areas. Ms. Kerger closed the meeting by thanking Cristián for his service and remarked on his high level of skill in navigating the Museum during this transition. Cristián thanked the board and reiterated his commitment to ensuring a smooth transition.

Feedback and follow-up activities

Board members made the following suggestions:

- Search Committee should look for leader who can communicate the Museum’s vision, understand the Museum’s unique culture, have solid scientific credentials, ensure a good leadership team, and have expertise in fundraising.

- Kathryn Fuller and Roger Sant should assist with fundraising and strategic planning, especially with the Capital Campaign, while a director is absent.
- New Director should hear from many levels of the organization during the initial briefings, not just from senior management.

Advancement Committee

Chair: Whitney MacMillan, Vice Chair of the Advancement Committee, chaired the meeting on behalf of Roger Sant, who was unable to attend.
Staff Leads: Christine Elias, Director of Development
Phil Hills, National Campaign Advisor
Guests: Tracy LaMondue

Cristián Samper introduced Tracy LaMondue, the Museum’s new Associate Director for Advancement, who will join the Museum in May. Ms. LaMondue brings 30 years of experience in working with non-profit organizations, including 15 years of experience with organizations dedicated to nature and the environment. Most recently, Tracy served as Vice President of Major Gifts at Conservation International. The Director also announced the appointment of Christine Elias as the Museum’s Director of Strategic Communications. Reporting jointly to the Director of the Museum and to the Associate Director for Advancement, Ms. Elias will be responsible for creating and implementing communications plans, publications and promotional materials for the strategic priorities and initiatives contained in the NMNH Strategic Plan.

Mr. MacMillan highlighted that with the announcement of the \$35 million leadership gift for the Deep Time Initiative, the Museum has achieved (b) (4) of its (b) (4) Campaign goal. Regarding the Case Statement for the Museum’s Campaign, Ms. Elias reiterated that the purpose of this key document is to introduce prospective major donors to the Museum’s strategic priorities and campaign goals in clear and persuasive language, what the Museum wants to achieve; why it matters; why it needs to be done now; and why NMNH is the best organization achieve those goals.

(b) (4) (b) (4)
[Redacted text block]

NMNH Campaign Advisor Phil Hills introduced (b) (4)
[Redacted text block]

Feedback and follow-up activities

Board members made the following suggestions:

- (b) (4) [REDACTED]
- (b) (4) [REDACTED]

Committee Reports

During this session, committee chairs presented reports on all meetings highlighting the content of each session as stated above. The Board also voted to recommend the reappointment of Bruce Babbitt, Jonathan Fink, Jeremy Sabloff, Kathryn Fuller, and Sandra Day O'Connor to the Advisory Board, for new 3-year terms, and agreed unanimously to present this recommendation to the Smithsonian Board of Regents.

Closing Comments

Kathryn Fuller closed the meeting by thanking Cristián Samper and the entire NMNH team for their work during the year, and by thanking board members for attending the meeting and for providing such enthusiastic support to the Museum.

Adjournment

The meeting adjourned at 5:00 p.m.



Smithsonian
National Museum of Natural History

2012 November Board Meeting Minutes

The November meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, November 8, 2012. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:15 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Mr. Michael Collins, Dr. Scott Edwards, Ms. Gabriela Febres-Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ambassador William Luers, Mr. Whitney MacMillan, Justice Sandra Day O'Connor, Dr. Paul Risser, Dr. Jeremy Sabloff, Mr. Roger Sant, and Dr. Jorge Soberón. Ex-officio Board Members: Dr. Wayne Clough, Dr. Eva Pell, Dr. Kirk Johnson. NMNH Staff: Ms. Virginia Clark, Dr. Jonathan Coddington, Ms. Elizabeth Duggal, Ms. Tracy LaMondue, Mr. Greg Bettwy, Ms. Diana Munn, Ms. Jennifer Tafe.

Absent

Dr. Peter Buck, Dr. Rita Colwell, Mr. John Fahey, The Honorable William Frist, Ms. Paula Kerger, Mr. David Koch, Dr. Lisbet Rausing, Dr. Jane Lubchenco, Mr. David Rubenstein.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, opened the meeting welcoming board members, Smithsonian Secretary Wayne Clough, Undersecretary for Science Eva Pell, and Greg Bettwy, Acting Associate Director for Operations. She thanked Secretary Clough and Eva Pell for their thoughtful leadership of the search for a new Museum Director. Fuller highlighted a recent visit to Carrie Bow Key— the Museum's field station in Belize—to learn about ocean related research initiatives spearheaded by the Smithsonian.

Secretary's Report

Secretary Wayne Clough welcomed board members and thanked them for their time and service to the Museum. He congratulated Kirk Johnson on his appointment as Director of the National Museum of Natural History, and thanked Jonathan Coddington for his leadership as Acting Director of the Museum during the transition.

Clough congratulated the Museum on the impressive number of visitors—recorded at 7.4 million—it received in FY12. He praised the Museum’s staff for their active involvement in consortia initiatives as leaders and participants of interdisciplinary projects, and for proactively seeking Smithsonian Youth Access Grants (funded by the Gates Foundation) to develop educational products and internship opportunities for underserved audiences. Clough then provided an update on the Smithsonian Institution. He reported that the facilities and collections were not impacted by hurricane Sandy, with the exception of the Gustav Hayes Center in New York City which did suffer damages. On a more positive note, he highlighted that in FY12 the Institution hosted 30.3 million onsite visitors—the best visitation recorded in ten years—and 102.6 million unique online visitors—a 16 % increase over FY11. The Smithsonian, Clough indicated, will continue to expand digital access to its collections and resources, and maintain a strong presence in social media and mobile applications. In addition, the Institution’s first ever branding campaign launched this year—with the tagline *Seriously Amazing*—is expected to advance the Institution’s efforts to engage more Americans, reach a younger demographic, and redefine the perceptions associated with the Smithsonian. With regard to finances, the Secretary noted that the President’s FY13 budget request for the Institution was strong; and that the Senate’s markup was closely aligned with the proposed budget. The Institution is expected to operate under a continuing resolution for the first six months of FY13, amidst the threat of a sequestration. Clough reported that the total endowment assets stand at \$1,072.3M and that the return in FY12 was higher than in FY11; the total value of sponsored project awards from both public and private sources is \$157M, and is on pace to (b) (4); and that Smithsonian Enterprises increased its gross revenue, (b) (4). With regard to philanthropy and the Capital Campaign he noted that while the Institution was still in the quiet phase of the campaign, it was doing well and reported that the Smithsonian (b) (4) by raising (b) (4). This is the highest total ever raised by the Smithsonian. The Secretary indicated that the new team of forty development officers would maintain focus, professionalism and commitment to the campaign. He closed his report highlighting the generous \$10M gift of (b) (6) to kick-off the Smithsonian’s Marine Observatories, an initiative to support long-term monitoring of the ocean’s coastal ecosystems, which many NMNH staff will be involved with in the upcoming years.

Introductory Presentation

Kirk Johnson

Sant Director Kirk Johnson began his presentation thanking board members, Associate Directors and the Museum’s team for their work during the transition. He gave special thanks to former Director Cristián Samper and board member Roger Sant for their great contributions to the Museum. He then gave an overview of his perspectives on the relevance of natural history museums, highlighting the important role that they play in sparking children’s curiosity and interest in nature and science. Johnson shared highlights of his professional trajectory that led to him becoming a paleontologist and to working at the Denver Museum of Nature and Science. Taking into account the changes that society will face in the next 50 years as the world’s population increases, new technologies are developed, and the environment continues to be impacted by human activities, Johnson underscored that natural history museums would be more relevant than ever. It was therefore important, he noted, that NMNH work harder to convey to the public the importance of its research and collections, using tools that respond to the public’s interests and needs. Johnson noted that this was one of the most important periods for natural history museums to be relevant given the significant impact that the growing human population is expected to have on the environment in the next 50 years. He

reiterated his intent to make the NMNH more transparent, and to make its assets more visible and available to fulfill its potential.

Director's Report Jonathan Coddington

Jonathan Coddington presented an overview of the Museum's achievements since October 2011, including: hosting 7.4 million on-site visitors and 21 million unique web visitors; producing 610 publications and being cited more than 325,000 times in the professional community [this year?]; digitizing 307,903 collection records; completed renovation of space for Q?RIUS; planning the Human Genome exhibition, opening five temporary exhibitions; implementing innovative outreach strategies to engage new audiences; advancing work to establish the Global Biodiversity Network to bring together biorepositories across the world; increasing income from Smithsonian Enterprises; supporting a strong scholarly community with 500 interns per year and new programs like YES, NHRE, and Buck Fellows; making progress with all the priority initiatives; and raising \$66 million in private gifts, grants and contracts. Coddington concluded his presentation highlighting the priorities for FY2013: hiring 15 new staff; producing 500 publications; completing 150,000 digitization records; hosting 700+ students/scientists; opening Q?RIUS and the redesigned LOOP Gallery; completing 35% design of Paleobiology Hall; opening the Human Genome exhibition and 5 temporary exhibits; producing and implementing a digital outreach strategy; completing new recruitments; completing 85% renovation of West 2nd Floor and Earthquake repairs; opening new molecular lab; raising (b) (4) in new gifts/grants; securing (b) (4) new donors; and increasing business income.

Discussion Session Advancement Committee Meeting

Chair: Roger Sant
Staff Leads: Tracey LaMondue, Associate Director for Advancement

Guest Speakers: Jennifer Williams [title]
Cherie Wasoff, Director of Development Fundraising
Catherine McCusker, [title]
Joseph Eisen, Director of Development Operations
Chris Elias, Director of Strategic Communications

Summary of meeting

Roger Sant opened this session by introducing Tracy LaMondue, Associate Director for Advancement and Campaign Director, noting her leadership of the Campaign Committee that is working to advance the campaign effectively and strategically. LaMondue thanked Roger Sant, Kathryn Fuller, the Board, and the Smithsonian leadership for supporting the work of the Museum's Advancement team. She indicated that the team had grown from 11 to 16 staff members and that it was now ready to implement the Museum's robust campaign strategy and build a strong base of supporters. She then presented the Advancement team's new organizational chart and introduced each member of the team. Sant then highlighted that the Museum had raised (b) (4) of its campaign

goal and he provided an overview of priority initiatives in terms of fundraising targets and achievements to-date. (b) (4)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]. Catherine McCusker, shared the communication strategy that the Advancement team will use in 2013 to reach and engage current and potential donors. Joseph Eisen shared strategies his team will use to engage donor prospects both onsite and online. Roger Sant concluded the presentation indicating that he trusted the Museum could attract (b) (4) donors; he then presented the newly published Campaign Case and encouraged board members to share ideas for how to engage new donors.

Feedback and follow-up activities:

(b) (4)

[REDACTED]

Lightning Talks

After the lunch, museum scientists Chris Meyer, Liz Cottrell, and Rick Potts made brief presentations on their current research projects. Meyer, researcher in the Department of Invertebrate Zoology, discussed how new technologies and genomics are revolutionizing the ways scientists study and understand biodiversity, using as an example the Moorea Biocode Project, a multi-national and multi-institutional project, aimed at understanding the entire macrobiota of Moorea. Cottrell, researcher in Mineral Sciences, discussed her studies of the inner core of Earth and the cycling of elements between the deep interior of the planet and the surface. Rick Potts, Buck Chair in Human Origins in the Department of Anthropology, discussed his research on the origins and adaptations of human beings and the how the environment has shaped human evolution focusing on the findings of his field site in Olorgesailie, Kenya.

**Discussion Session- Human Genome Exhibition
Joint Public Engagement and Science Committee Meeting**

- Chair: John Fahey (Absent)
Jeremy Sabloff
- Staff Leads: Elizabeth Duggal, Associate Director for Public Engagement
Jonathan Coddington, Associate Director for Science
- Guest Speakers: Eric D. Green, Director, National Human Genome Research Institute

Kara Blond, Chief of Exhibition Development and Project Management
Meg Rivers, Exhibition Specialist
Pat Phelps, Education Specialist
Vence Bonham, National Human Genome Research Institute
Loretta Cooper, Deputy Director of Advancement
Randall Kremer, Director of Public Affairs

Summary of meeting

Elizabeth Duggal opened the session with a brief overview of the partnership between the Smithsonian and the National Human Genome Research Institute (NHGRI) of the National Institutes of Health to jointly develop the Human Genome Exhibition that will open at NMNH in 2013. Eric Green, Director of NHGRI, provided an introduction to genomics highlighting the technological advancements that have enabled the reading of DNA to elucidate the human genome, the contributions of the human genome to understanding diseases and the potential for treating patients with such diseases. Staff from the Office of Exhibition provided an overview of the upcoming exhibition. Kara Blond discussed the exhibition's unique design and content, highlighting the Museum's intent to set-up a parallel between its research on the genomes of the natural world and NIH's work on the human genome, and to connect with audiences at a deeply personal level. Meg Rivers discussed how the exhibition's statement of purpose was developed taking into consideration results from an evaluation of the general public's understanding of genomics. She also provided an overview of the exhibition's sections and its interactive features. Pat Phelps discussed the approach to train volunteers who will staff the exhibition and the diversity of public programs that will be developed to complement the exhibition. On behalf of NHGRI, Vence Bonham thanked the Museum for partnering to bring the Human Genome initiative to life, and he highlighted the educational materials that will be developed to provide resources to schools and individuals who cannot physically visit the exhibition. Loretta Cooper reported on the active fundraising efforts to support the initiative (b) (4)

██████████ Randall Kremer presented the public affairs/media roll-out planned for the exhibition. Jonathan Coddington explained the connection between the exhibition and the Global Genome Initiative, highlighting how every discipline of biology is being transformed by genomics research. Elizabeth Duggal closed the session noting that the initiative was truly a pan-Institutional effort that would engage various SI units.

Feedback and follow-up activities:

- Graphic representation of DNA?
- Introductory Video?

Executive Session

Kathryn Fuller indicated that various Smithsonian museums had updated their board bylaws in the recent past and that it was therefore relevant for NMNH to determine whether it also needed to review its bylaws. She said that in coming months she would ask the Executive Committee to review the bylaws and compare them to other from the Institution and make recommendations for changes, if any, for voting at the next board meeting.

She asked that the Board vote on the reappointment of three board members: Gabriela Febres-Cordero, David Koch, and Jane Lubchenco. The Board voted unanimously to reappoint these board members. Minutes of the April 2012 meeting were also approved unanimously.

Adjournment

The meeting adjourned at 3:15 p.m.



Smithsonian *National Museum of Natural History*

2013 Spring Board Meeting Minutes

The spring meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, April 4, 2013. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:15 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Dr. Rita Colwell, Dr. Scott Edwards, Mr. John Fahey, Ms. Gabriela Febres-Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ambassador William Luers, Mr. Whitney MacMillan, Justice Sandra Day O'Connor, Dr. Jeremy Sabloff, Mr. John Sall, Mr. Roger Sant, Mr. Marshall Turner. Ex-officio Board Members: Dr. Eva Pell, Dr. Kirk Johnson. Guest: Ms. Anthea Case, representing Lisbet Rausing. NMNH Staff: Dr. Jonathan Coddington, Ms. Elizabeth Duggal, Ms. Tracy LaMondue, Mr. Mike McCarthy, Ms. Diana Munn, Ms. Jennifer Tafe.

Absent

Board Members: Mr. Bruce Babbitt, Dr. Peter Buck, Dr. Jane Buikstra, Mr. Michael Collins, Ms. Paula Kerger, Mr. David Koch, Dr. Jane Lubchenco, Dr. Lisbet Rausing, Dr. Paul Risser, Mr. David Rubenstein, Dr. Jorge Soberón.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed board members; Eva Pell, Under Secretary for Science; special guest Anthea Case, representing Lisbet Rausing; and Associate Directors, particularly Mike McCarthy, new Associate Director for Operations. She recognized Ambassador William Luers for his exemplary service as board member for the period 2004-2013 and thanked him for his support to build the Museum's network of supporters, as well as for agreeing to continue to remain engaged with the Museum as a member of the Campaign Committee. Fuller noted that Senator William Frist had also rotated off the board and would be recognized at a later date. She announced that following the board's recommendation, Gabriela Febres-Cordero, David Koch and Jane Lubchenco were all reappointed by the Board of Regents at their January 28, 2013 meeting to serve for an additional 3-year term. The minutes of the November 8, 2012 meeting were unanimously approved by the board members in attendance.

Update on the Smithsonian Institution

Eva Pell, Under Secretary for Science

Eva Pell presented an overview of the Smithsonian Institution's FY2013 budget. Due to the government's sequester order, the Institution will operate with a 5.2% budget reduction. The National Campaign, Pell noted, (b) (4) raised to date this fiscal year. Pell focused the rest of her presentation on the role that NMNH is playing in pan-Institutional initiatives aligned with the Smithsonian's strategic plan. She highlighted the four Grand Challenges, or ideas, that currently encompass the Institution's work: *Unlocking the Mysteries of the Universe*; *Understanding and Sustaining a Biodiverse Planet*; *Valuing World Cultures*; and *Understanding the American*

Experience. These Grand Challenges, Pell indicated, offer opportunities for staff across the Institution to cross boundaries and work collaboratively on various projects. To support cross-unit, cross-disciplinary research-based initiatives in and across the Grand Challenges, four Consortia have been established to provide grants that help advance each area. Pell underscored that NMNH is one of the few Smithsonian units that works in all four challenge areas. To date, the Museum has submitted 113 proposals to the Consortia and has received 58 awards, equivalent to almost \$1.4M, or one-third of all the funding. NMNH is the Smithsonian unit receiving the most funding from the Consortia, and one of few to receive funds from all four Consortia. It also has the strongest staff participation of any other unit. Pell proceeded to highlight signature initiatives that have emerged from the Consortia grant program. The first, the Marine Global Earth Observatories, is modeled after the Global Earth Observatories (SIGEO), a program in existence for more than 20 years that studies tropical forest dynamics, carbon fluxes, temperate forests, and the impacts of climate change on biodiversity and forest function. The new marine initiative will be dedicated to studying and understanding changes in the structure and function of marine ecosystems, and is envisioned as a long-term, global-scale network of ecological observatories. In 2012, the initiative received a ten million grant from (b) (6) that enabled its official launch. Pell discussed two other promising initiatives currently under development. One, *SI-OMICS* (Integrated Biodiversity Genomics at the Smithsonian), aims to create and cultivate a community dedicated to collaborative multidisciplinary discovery, exploration, and application of genomic information to increase knowledge, understanding, and sustainability of global biodiversity. The second is focused on leveraging the Institution's bio-conservation expertise and resources to develop new opportunities and partnerships in this area. Following the presentation the board discussed various external partnerships that could potentially serve the Smithsonian to obtain and leverage resources.

Director's Report

Kirk Johnson opened his presentation recognizing and thanking the Museum's senior staff team for their support and leadership since he joined NMNH. Noting the Museum's recent visitation numbers, which during the last week in March oscillated around 386,844, he underscored the organization's capacity for significant impact and reach. He highlighted the recent official unveiling of the Dom Pedro aquamarine in the *Janet Annenberg Hooker Hall of Geology, Gems and Minerals*, as well as visits to London to establish stronger ties with England's Natural History Museum and to Kenya to learn about Rick Potts' research on human origins. Johnson also spoke about a new project to engage the directors of the largest natural history museums in both the US and abroad to discuss potential partnerships. With regard to the Museum's research activities, he indicated that the Museum's scientific community had produced 204 publications this fiscal year, and highlighted new efforts to identify the impact of the Museum's research contributions by assessing both the number of publications produced and their overall citation rates. Johnson shared his experiences meeting with various Museum scientists to learn about their work and noted recent collection acquisitions. He also highlighted the opening of the Laboratories of Analytical Biology at the Natural History Building, which will serve to enhance the Museum's genomics research operations. With regard to programs and exhibitions, Johnson noted the upcoming opening of the exhibition *Genome: Unlocking Life's Code* on June 14, as well as the soft opening of the Q?RIUS Center in July. He also shared the progress made with the design of the new Paleobiology Halls, and the plans to build a temporary exhibition to feature dinosaurs once the Halls close for renovation in the spring of 2014. Johnson announced the departure of Michael Mason, Assistant Director for Exhibitions, who will lead the Smithsonian's Center for Folklife and Cultural Heritage, as well as the hiring of Mike McCarthy as the Museum's Associate Director for Operations. Finally, Johnson provided an update on the Museum's renovation plans and FY2013 budget. He indicated that between FY2012 and

FY2013, the Museum direct Federal budget is estimated to experience a decrease of 3.4%, the impact of which will be absorbed by delaying six new hires, and cutting discretionary expenses by 10%. The overall budget, including capital investments, security support and maintenance and Trust funds, is estimated to be 7% lower. He indicated that the impact was manageable due to the conservative approach to cost in the last year. He ended by providing the context for the meeting's session on the Museum's priority initiatives. Johnson indicated that discussing these projects was part of a broader process to conduct a mid-term review of the 2010-2015 Strategic Plan: *Knowledge of a Sustainable Future*. He underscored his intention to see the plan to completion, noting that many of the plan's milestones had already been achieved. He closed the presentation by highlighting the recent major campaign gifts received by the Museum and the status of fundraising efforts for all priority initiatives. In particular, he thanked (b) (6) and (b) (6) for the recent one million dollar gift to the *Recovering Voices Initiative*.

The Big Ideas: Update and Future Directions

During this session, board members had the opportunity to hear brief updates on the status of each of the Museum's Priority Initiatives. Full discussions were held during the afternoon committee sessions.

Deep Time Initiative. Matthew Carrano, Curator of Dinosauria in the Department of Paleobiology, presented an overview of the initiative, followed by a more in-depth discussion of the exhibition component. He shared with board members the 10% design of the new Paleobiology Halls, highlighting the innovative elements it will feature to present the history of Life on Earth in both summarized and extended versions. He also presented some of the approaches that will be used to help visitors make personal connections with the exhibition's content and understand its relevance to society today.

Ocean Initiative. Nancy Knowlton, Sant Chair in Marine Science, provided an overview of the initiative's platforms: research and collections, exhibits, and digital outreach. She highlighted new tools to collect and identify marine specimens that are helping to advance our knowledge of marine organisms, of particular value to the Tennenbaum Marine Observatories Network, and presented some of the innovative approaches being used in the Sant Ocean Hall and the Ocean Portal, to engage different audiences with the topic of ocean conservation.

Human Origins Initiative (HOI)

Briana Pobiner, Education Program Specialist for the Human Origins Program, highlighted the Initiative's goals: to pursue new discoveries that refine our understanding of humanity's origin, and to excite public curiosity and comprehension of this subject. She shared key milestones in each area and current projects. The latter include the design for a traveling exhibition in partnership with the American Library Association to bring the Hall of Human Origins content to communities throughout the U.S., and the development of an AP Biology high school curriculum that examines evolution through the lens of human origins.

Recovering Voices (RV)

Joshua A. Bell, Curator of Globalization in the Department of Anthropology and Director of RV, discussed RV's mission to contribute to the documentation and sustaining of language diversity and knowledge. He underscored the key components of the initiative: conduct collaborative and interdisciplinary research, develop innovative strategies to make the Institution's collections available to communities through various platforms, and encourage the revitalization of languages as

well as innovative scholarship pertaining to language diversity. He also indicated that the one million dollar gift recently from (b) (6) will be transformative for the initiative as it will enable the digitization of the entire National Anthropological Archive collection of 3,000 sound recordings, and 35,000 pages of brittle manuscripts that document various endangered languages.

Encyclopedia of Life (EOL)

Erick Mata, Executive Director of EOL, shared the progress with this digital initiative that currently features more than 1.2 million species webpages and 40 million pages of biodiversity literature. He highlighted EOL's potential to aggregate biodiversity data that heretofore has not been available, and that could serve to address many key scientific questions. He also noted EOL's work to establish new partnerships to more effectively serve citizen science projects, and to support various Museum initiatives.

Global Genome Initiative (GGI)

Jon Coddington, Associate Director for Science and GGI leader, highlighted the vision of the initiative: to preserve genomic diversity across all branches of the Tree of Life. He underscored the relevance of genomics research for understanding and preserving biodiversity, and indicated that the success of GGI will rely on many international partnerships to obtain and build the Museum's tissue collections and make information about them available to the scientific community.

Highlights from the Collections

After the lunch session, Kirk Johnson presented an overview of initiatives the Museum is developing to enhance the stewardship and conservation of collections, including the development of a strategic plan for collections.

Committee Meetings

Public Engagement Committee

Chair: John Fahey
Staff Leads: Elizabeth Duggal, Associate Director for Public Engagement
Guests: Matt Carrano, Nancy Knowlton, Briana Pobiner, Michael Mason, Shari Werb, Siobhan Starrs.

Summary of meeting

In this session, board members reviewed the Deep Time Initiative, the Ocean Initiative, and the Human Origins Initiative with an eye to understanding the status of these projects and providing input on how the Museum can strategically plan the initiatives' further development.

General feedback and follow-up activities

- Ensure that the interdisciplinary nature of science and the connectedness of all life on the planet are clearly communicated.
- Continue to connect visitor experiences and messages across exhibits and platforms to communicate effectively as possible.
- Develop mutually beneficial relationships with partners like teacher groups, garden clubs, "luncheon groups," Rotarian societies, AARP, University art departments, state science teachers organizations, key content communicators, and biological societies.

- Assess the value of current activities and partnerships and ensure they are aligned with the Museum’s vision and provide clear value and synergies.
- When researching the Museum’s audiences, continue to develop clear goals for what we want to accomplish, and work with platforms that audiences are already using, such as games. The iCivics model of using games to educate about complicated or challenging topics should be explored.

Deep Time Initiative

- Create onsite learning and engagement activities critical for achieving our goals – temporary exhibit, programs for school groups, integration with Q&RIUS, teacher tours, and behind-the-scenes views of the work will all be important.
- Focus on the ecosystem stories that show life's interconnectedness. Humans rely on all these other organisms to survive.

Ocean Initiative

- Develop clear goals and target audience based on current visitor statistics about who uses the portal and pursue audience research about the goals and interests of our online visitors.

Human Origins Initiative

- Continue building partnerships and programs for teachers and schools that deepen understanding and teaching of evolution in schools.
- Consider additional partnerships to further disseminate HO content, e.g. small museums and international museums through meetings and attendance at ICOM, AAM, and the Affiliates.

Action Items for November 2013 Meeting

- With regard to the Deep Time initiative, present to the Board the Museum’s final public engagement plan for the new Paleobiology Halls that connect onsite, online, and offsite experiences.
- Conduct a resource audit of existing programs and platforms to ensure they are strategically aligned.

Science Committee

Chair: Jeremy Sabloff

Staff Leads: Jonathan Coddington, Associate Director for Science
Wendy Wiswall, Assistant Director for Science Programs

Summary of meeting

In this session, board members reviewed the Recovering Voices Initiative, the Encyclopedia of Life, and the Global Genome Initiative, with an eye to understanding the status of these projects and providing input on how the Museum can strategically plan the initiatives’ further development.

General feedback and follow-up activities

- Board members reiterated that Eva Pell’s discussion of the Consortia and related topics was useful to place NMNH initiatives in context.
- In general board members considered that the lightning talks were good, but general and high-level. Would appreciate more details, especially about concrete short and long-term goals.

Global Genome Initiative (GGI)

- Define relationship between GGI and SI-OMICS. What are their separate roles and how can conflicts, especially in advancement efforts, be avoided?
- Develop strategic documents—one that is general (e.g. case statement, which is nearly finished) and one that is more technical, as funding may come from technically sophisticated sources.
- Emphasize contribution of GGI to clarifying the Tree of Life, and as basis for more applied, practical, near-term payoffs.

Encyclopedia of Life (EOL)

- Beyond aiming to enable scientific questions from the external scientific community, consider having EOL identify a set of questions that have impact for specific communities. For example, conservationists, scientists, and general public.
- Evaluate the skill sets of the potentially new partners that EOL needs on its second phase, as they may be different from its current partners. Reach out to and engage these new partners.

Recovering Voices (RV)

- Need to better articulate how to circumvent factors driving loss of knowledge and language, doing so will help shift the emphasis from loss to one of solution.
- Considering RV’s small team, identify key partners to help drive the work (e.g. UNESCO is a good example of success).
- Evaluate, in collaboration with Castle leadership, the importance of pan-Institutional partnerships given that each unit has a different mission and different reward schedules or goals for their staff.

Joint session of Advancement Committee and Finance and Operations Committee

Chair: Roger Sant
Staff Leads: Tracy LaMondue, Associate Director for Advancement
Mike McCarthy, Associate Director for Operations
Guests: Chris Elias, Joe Eisen, Jenny Williams, Catherine McCusker

Summary of meeting

In this session, board members reviewed the status of the Museum’s Capital Campaign efforts, reviewed the strategies in place to build the base of supporters, as well as the current Federal budget and its impact on the Museum’s mission.

General feedback and follow-up activities

- (b) (4) [Redacted]
- (b) (4) [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- (b) (4) [Redacted]
[Redacted]
[Redacted]
[Redacted]

Committee Reports

During this session, Public Engagement Committee Chair John Fahey and Science Committee Chair Jeremy Sabloff presented reports on their meetings highlighting the content of each session as stated above.

Executive Session

The Board discussed and reviewed the proposed amendments to the board bylaws presented in the board report, and agreed to put forward all amendments to the Smithsonian Board of Regents for final approval. The board also voted to recommend the reappointment of John Fahey, David Rubenstein, and Roger Sant, for new 3-year terms, and agreed unanimously to present this recommendation to the Smithsonian Board of Regents. Finally, the board voted to name Gabriela Febres-Cordero as the new Chair of the Nominating Committee.

Closing Comments

Kathryn Fuller closed the meeting by thanking Kirk Johnson and the entire NMNH team for their work during the year, and by thanking board members for attending the meeting.

Adjournment

The meeting adjourned at 4:40 p.m.



Smithsonian
National Museum of Natural History

**2013 Fall Board Meeting
Minutes**

The spring meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, November 7, 2013. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:20 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Mr. Michael Collins, Dr. Rita Colwell, Dr. Scott Edwards, Ms. Gabriela Febres-Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Dr. Jane Lubchenco, Justice Sandra Day O'Connor, Dr. Jeremy Sabloff, Mr. John Sall, Dr. Jorge Soberón. Ex-officio Board Members: Dr. Eva Pell, Dr. Kirk Johnson. NMNH Staff: Dr. Jonathan Coddington, Ms. Elizabeth Duggal, Mr. Mike McCarthy, Ms. Diana Munn, Ms. Jennifer Tafe.

Absent

Board Members: Dr. Peter Buck, Mr. John Fahey, Ms. Paula Kerger, Mr. David Koch, Mr. Whitney MacMillan, Dr. Lisbet Rausing, Dr. Paul Risser, Mr. David Rubenstein, Mr. Roger Sant, Mr. Marshall Turner, Dr. Marcia McNutt, Mr. Greg Lucier.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed board members; Smithsonian Secretary Wayne Clough; Smithsonian Undersecretary for Science, Eva Pell; and Associate Directors. She thanked Gabriela Febres-Cordero for agreeing to serve as Chair of the Nominating Committee and Bruce Babbitt for agreeing to serve as Vice-Chair of the same committee. She announced that the nominations of Gregory Lucier and Marcia McNutt as new board members were approved by the Smithsonian Board of Regents at their October 21 meeting. She also thanked the board for re-appointing her as Chair of the Advisory Board and Roger Sant as Vice-Chair. She concluded by recognizing the service of those members rotating off the board: Peter Buck, Rita Colwell, Michael Collins, and Lisbet Rausing.

**Update on the Digital Smithsonian Institution
Wayne Clough, Secretary**

Dr. Clough made a brief report on the Institution's state of affairs, focusing on the Federal budget and the potential impacts of the Sequester on the Institution's activities. He congratulated the Museum on the opening of *Q?rius* and drew attention to the Museum's notable efforts to engage students in STEM education. The remainder of the presentation focused on the Smithsonian's use of digital technologies to advance its mission. The Secretary pointed out that the Institution has many challenges related to the digitization of its collections because of their size, diversity and scope. However, he highlighted that new digitization techniques –such as robotics and crowdsourcing–

are being tested to optimize efforts in this area. The Smithsonian, he said, is also expanding the use of digital tools to enhance the onsite and online experiences of visitors, and investing in the infrastructure required to enable such engagement. Another key effort is the creation of platforms and tools that enable online visitors to identify digital assets from different Smithsonian units that relate to specific topics or content areas. Partnerships within the Smithsonian and with external museums are being encouraged in order to support this work. Secretary Clough reported that the Institution currently has eight million assets online, and that a lot more work remains to be done to significantly increase digital resources available to the public. Digital efforts, he indicated, will be a priority for the Institution in coming years, but are not expected to supersede other important areas of work. The Secretary concluded by emphasizing the great potential that digital tools and technologies have for enhancing the Institution's reach and impact.

Director's Report

Kirk Johnson thanked the board for its support and leadership during his first year as Sant Director. He noted that despite the government shutdown and sequester, the year had been one of great activity and achievement. In his report he highlighted the work of twenty-six researchers he visited this year, noting the diversity of the Museum's scientific endeavors. He also introduced four researchers hired in FY13, and provided brief overviews of their research. He also commented on the following scientific achievements: Liz Cottrell's research featured on the cover of *Science*; the election of Nancy Knowlton to the Academy of Arts and Sciences and the National Academy of Sciences; the discovery by Kris Helgen of a new mammal species known as the Olinguito (the first discovery of its kind in the Americas in 35 years); the confirmation of cannibalism practices in Jamestown by Doug Owsley; the drilling project in Kenya to better understand human evolution by Rick Potts; the Museum's presence in the Smithsonian Folklife Festival; and the opening of the state-of-the-art Laboratories of Analytical Biology.

With regard to the Museum's collections, Johnson highlighted the acquisition of a Montana *Tyrannosaurus rex* skeleton from the Army Corps of Engineers and the Museum of the Rockies (due to arrive in Washington in April 2014); a gray whale skeleton that was collected on a beach in Puget Sound; the 10,363 carat Dom Pedro aquamarine donated by (b) (6); and an extraordinary trilobite from upstate New York.

Johnson reported that the Museum had extraordinary visitation levels in FY13 with 8,281,983 visitors. This number places NMNH second in attendance only to the Louvre amongst the museums of the World. He commented on the six temporary exhibitions that opened in FY13: *Genome: Unlocking Life's Code*; *Mud Masons of Mali*; *Orchids of Latin America*; *Whales: From Bone to Book*; *Living On an Ocean Planet* gallery in the Sant Ocean Hall; *Portraits of Planet Ocean: The Photography of Brian Skerry*; and *Nature's Best*. He drew attention to the Museum's internship programs pointing out the diversity of students served through these training opportunities.

Regarding private funding, Johnson highlighted four major gifts received during the fiscal year: (b) (6) \$4M donation to endow photography exhibitions; (b) (6) \$3.3M gift to support research in physical anthropology; (b) (6) \$3M grant to support the Coalition for the Barcode of Life; and (b) (6) \$1M award to support the Recovering Voices Initiative.

He then reported on some of his travel highlights: a visit to London to meet with the leadership of the Natural History Museum and begin to lay the foundation for a coalition of the world's largest

museum; a visit to Kenya (with (b) (6)) to learn about Rick Potts' work on human origins and to inspect the Smithsonian field station at Mpala; an expedition to the Cretaceous Hell Creek Formation in North Dakota with 20 members of the Deep Time team to acquire fossils for the upcoming temporary dinosaur exhibit and to strengthen the team ; a visit to the Smithsonian Tropical Research Institute in Panama to inspect their field stations, projects, and collections; and a visit to Curaçao (with (b) (6)) to assess the Museum's research on deep tropical reefs led by Carole Baldwin.

He discussed the Museum's overarching goals and themes and its baseline operation outputs: 1) World-class scientific expertise, service, discoveries and publications; 2) Comprehensive care, multiple use, and focused improvement of the Nation's natural history collections; 3) Top-quality program/exhibition content and visitor experience for the Museum's audiences; 4) Support of mission with efficient administration, safe/clean facilities, adequate resources, and empowered staff. He concluded by outlining the Museum's key objectives for FY14: finalizing 65% design of *Deep Time* exhibition; resourcing the *Global Genome Initiative*; and opening and endowing the *Q?rius* learning center.

Preliminary Designs for the Deep Time Exhibition

During this session, board members had the opportunity to preview the 35% design of the *Deep Time* exhibition. Kara Blond, Acting Director of Exhibitions, shared the exhibition's overarching goals, themes, physical layout, and organizing elements. She also presented preliminary renderings of the exhibition spaces. Matt Carrano, Curator of Dinosauria, provided a more detailed overview of the eras that will be highlighted in the exhibition, and the content that will be featured in each. He noted that the exhibition would make a special emphasis on showcasing connections between the evolution of life on Earth and human evolution. Siobhan Starrs, Deep Time Exhibition Developer and Project Manager, highlighted the intent to feature an evocative and dramatic sculptural structure in the exhibition that will make good use of the gallery's vertical space, and enhance messages about the continuity of life over time. She also reviewed how media will be incorporated into the exhibition and presented preliminary drawings of the interactive elements that are under consideration. After the presentation, board members suggested that the exhibition feature more elements highlighting the scientific method, that color and lighting be used to create a more dramatic mood in the galleries, and that the team focus special attention on how it conveys the concept of deep time, as well as how it presents the topic of climate change, particularly in relation to the distinction between past climate cycles and the current climate change phenomenon.

Operations and Advancement Report

Mike McCarthy, Associate Director for Operations and Acting Associate Director for Advancement, presented an overview of the Smithsonian's Federal budget since April 2013, highlighting the actions taken by the Institution in response to the Sequester budget reductions, including the implementation of a hiring freeze and the offer of early retirement to Federal staff. He provided an overview of the Museum's direct federal budget allocation since FY09, highlighting that FY13 and FY14 allocations are lower than those from previous years. In light of the Sequester and budget uncertainty, this fiscal year the Museum froze 15 open positions, and made a 10% budget reduction across the organization. McCarthy also shared the impact of the 16-day Federal Shutdown on the Museum, drawing special attention to the loss of almost a quarter million visitors; the halt of all research activities onsite and abroad; and the loss of income from business activities. In terms of the

FY14 budget outlook, he indicated that the Museum had an action plan to respond to additional budget cuts that might arise once the continuing resolution ends. (b) (5)

(b) (5)

With regard to private funding, McCarthy indicated that the landscape was positive. In FY13, the Museum raised \$28 M in gifts and endowments, government and non-government grants, and business activities. He presented a report on the status of the Campaign, highlighting that the Museum's target is to raise (b) (4) to achieve its (b) (4). A large percentage of this amount will fund the *Deep Time Initiative*, *Q?rius*, and the *Global Genome Initiative*. McCarthy also shared some of the changes implemented in the Office of Advancement aimed at helping the Museum reach its fundraising targets. (b) (4)

He concluded with an update on the renovations of the Natural History Building, highlighting key FY13 projects and their costs. McCarthy closed his report pointing out that while federal constraints are likely to be considerable, particularly in relation to the budget, the Museum was working on an action plan to mitigate any potential negative impacts on its staff, visitors and mission.

Status of the Global Genome Initiative

John Kress, Director, Smithsonian Consortium for Understanding and Sustaining a Biodiverse Planet and Curator of Botany, provided an overview of how the Museum's *Global Genome Initiative* (GGI) fits into *Smithsonian BioGenomics*, a new, pan-Institutional initiative that aims to bring together the genomic-related resources found in various units. The initiative will synergize the research activities of staff from NMNH, the National Zoological Park, the Smithsonian Conservation Biology Institute, the Smithsonian Environmental Research Center, and the Smithsonian Tropical Research Institute. The objective is to support collaborations between all these units, and to encourage research that addresses key scientific questions related to biodiversity, evolution, ecosystem and ecological processes, environmental sustainability and conservation, and to support projects that enhance how we convey genomics information to the public. Jonathan Coddington, Associate Director of Science, presented an overview of the history and goals of the *Global Genome Initiative*, as well as a summary of its achievements to-date. He also drew attention to its core strengths: expertise in training youth in genomics research; key infrastructure such as the Biorepository and the state-of-the-art Laboratories of Analytical Biology; strong partnerships across the world; and a significant diversity of researchers. He concluded with a summary of the potential benefits of incorporating GGI into *Smithsonian BioGenomics*, including an enhanced ability to establish partnerships, and create synergies within the Institution, broaden the breadth and depth of research topics that can be covered, and expand fundraising capacity.

Lunch and Viewing of New Collection Acquisitions

Members of the Margaret A. Cargill Foundation Board—Christine Morse, Paul G. Busch, Terry Meersman, Naomi Horsager, Heather Kukla, and Celia S. Ellingson—joined the lunch session. After the lunch, the entire group had the opportunity to view many of the Museum's new collection acquisitions.

Opening of the Q?rius Center

In this session, board members previewed *Q?rius* and had the opportunity to experience the many activities developed for visitors to this new educational center. Formal opening of the center is scheduled for December 12, 2013.

Planning for Public Spaces

Elizabeth Duggal, Associate Director for Public Engagement, set the stage for the discussion on the future of the Museum's second floor, highlighting the opportunities and challenges associated with the planning of renovations in an historical building. Kara Blond, Acting Director of Exhibitions, explained the Museum's desire to provide visitors a cohesive story about the natural world from the moment they encounter the grounds outside the Museum throughout their experience inside the building. She gave board members a virtual tour of the Museum's second floor, and explained some of the changes this floor has experienced since 1913, as well as some of the already scheduled changes for the floor such as a new exhibition space with humidity and temperature control features. As challenges for future changes to this floor, Blond highlighted alternate uses of the IMAX Theater, the potential re-purposing of a swing space that currently serves to house temporary offices for staff, the possible relocation of the Hope Diamond to enable the renovation of the gallery for the *Deep Time* exhibition, the close of the *Written in Bone* exhibition in January 2014, the close of the Korea Gallery in 2016, and the installation of a temporary dinosaur exhibition in late 2014 or early 2015.

Mike Lawrence, Chief of Exhibition Design, shared plans to evaluate the visitor experience in the first floor Rotunda. He discussed some of the limitations presented by the current display of the elephant in the Rotunda, and presented potential new display settings for the elephant that would significantly increase the available floor space for public/special events and would also improve visitor orientation and circulation. He also discussed the potential move of the Hope Diamond to different locations and the benefits and challenges of each area under consideration. He concluded that the move of the diamond will remain under consideration, but it is not expected to be re-located in the near future.

Chun-Hsi Wong, Assistant Director for Facilities Operations, provided an historical overview of the use of the Museum's swing space in Halls 21 and 22 on the second floor. These halls have been used for behind the scenes swing space since 1987 but were part of the public space from 1919-1987. He reported that the Sant Director is very interested in bringing this space back into public use. Kara Blond closed the presentation indicating that other factors expected to influence space planning included the schedule of temporary exhibitions as well as the development of core themes to better connect spaces. She noted that some of the key questions still under consideration were: How do we prioritize public space over staff and collections space? How do we identify new revenue-generating experiences? What is the right balance between temporary vs. permanent exhibitions? Is architectural restoration a priority?

A robust discussion followed the presentation during which board members provided the following feedback:

- Focus on long-range planning without letting budget uncertainties limit options.
- Include a suitable plan for swing space, as renovations will always take place and staff will require temporary offices.
- If re-locating the Hope Diamond, ensure it is placed in an easily accessible area.
- Consider using the Rotunda in creative ways to improve orientation to different spaces.

- Consider alternative uses for the IMAX Theater that incorporate new technologies and increase revenue.
- Identify new ways to engage adults through innovative activities and programs.

Executive Session

The minutes of the April 4, 2013 meeting were unanimously approved by the board members in attendance.

Adjournment

The meeting adjourned at 4:30 p.m.

Board Meeting Minutes – April 2014

The spring meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, April 3, 2014. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:22 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Dr. Scott Edwards, Mr. John Fahey, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ms. Paula Kerger, Mr. David Koch, Dr. Jane Lubchenco, Mr. Gregory Lucier, Mr. Whitney Macmillan, Dr. Marcia McNutt, Dr. Paul Risser, Dr. Jeremy Sabloff, Mr. John Sall, Mr. Roger Sant, Dr. Jorge Soberón, Mr. Marshall Turner. Ex-officio Board Members: Secretary Wayne Clough, Dr. Kirk Johnson. NMNH Staff: Ms. Kara Blond, Dr. Jonathan Coddington, Ms. Virginia Clark, Ms. Elizabeth Duggal, Mr. Mike McCarthy, Mr. Matt McDermott, Ms. Jennifer Tafe, Ms. Shari Werb, Mr. Jim Wood.

Absent

Board Members: Ms. Gabriela Febres- Cordero, Justice Sandra Day O'Connor, Mr. David Rubenstein.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed the members of the board, Secretary Clough, and staff. She welcomed new board members Dr. Marcia McNutt and Mr. Greg Lucier. She commended Scott Wing on his discussion at the previous night's Senate of Scientists' Dinner. She led the board in a round of applause for Secretary Clough in appreciation of his service to NMNH and the Smithsonian.

Update on the Smithsonian Institution

Wayne Clough, Secretary

Dr. Clough made a brief report on the Institution's state of affairs. He congratulated Dr. Johnson on his first year and a half. He announced the selection of Dr. David Skorton as his successor and the timeline of his own departure. He announced the departure of Undersecretary for Science Eva Pell and her replacement by Interim Undersecretary for Science, NMNH's Dr. John Kress. He announced the hiring of Dr. Matthew Larsen as new director of the Smithsonian Tropical Research Institute. He praised the opening of Q?rius and the NMNH partnership with the Asian Pacific American Coalition on the *Beyond Bollywood* exhibit. He mentioned the recent successes of NMNH scientists Hans Seus and Nick Pyenson and gave an overview of Smithsonian Office of Public Affairs' continued efforts to promote Smithsonian science.

Dr. Clough gave an update on central Smithsonian grant funding. Last year, NMNH received \$600,000 in Smithsonian Consortia grants – nearly one-third of the total. Over time, NMNH has also received 14 Youth Access Grants, including three to help establish Q?rius. He discussed advances in the Smithsonian's digitization efforts, including the successes of the online transcription service which relies on volunteers. He mentioned the efforts to work with NMNH on a conveyor system to digitize the collection.

He spoke about the Federal budget and his happiness we had an FY14 budget. He was encouraged by the FY15 budget proposal. He spoke of the impact of the shutdown on visitation and retail operations. He highlighted the upcoming Smithsonian Capital Campaign kickoff. In response to questions from the Board, Dr. Clough outlined the management of the Smithsonian endowment, the major capital construction projects underway Institution-wide, and the future of the Consortia.

Resolution Honoring Dr. Eva J. Pell

Prior to the Secretary's departure, the board unanimously adopted a resolution expressing gratitude to Smithsonian Under Secretary for Science, Dr. Eva J. Pell for her efforts on behalf of science, the National Museum of Natural History, and the Smithsonian Institution and wishing her well in her retirement.

Director's Report

Kirk Johnson thanked Dr. Clough and Dr. Pell for their service and support for NMNH and welcomed Dr. McNutt and Mr. Lucier to the board. He underscored the three core elements of the museum: science, collection and audience.

He gave a brief update on staffing, including the departure of Diana Munn to the Harvard Museums and the addition of Jim Wood as Executive Staff Officer. He reported on the search for a new Chief Development Officer and expressed his thanks to Associate Director for Operations Mike McCarthy for temporarily taking on this responsibility. He noted the presence of Assistant Director for Education and Outreach Shari Werb, Acting Assistant Director for Exhibitions Kara Blond, and Assistant Director for Information Technology Matt McDermott who were attending so that they may report to the senior staff on the board meeting at an upcoming retreat.

He announced the publication of the 2013 Science Report which gave a comprehensive report of science at NMNH for each of the 400+ scientists associated with NMNH, including research projects, publications, number of species named, and research plans for next year. Members of the Board spoke of the importance of such a document as a scientific resource and a historical record.

Johnson highlighted NMNH's newest scientist, Sabrina Schultz of the Anthropology Department and a recent project she has been working on tracing heart disease over the centuries through data derived from scanning mummies and Great Apes.

He gave an overview of recent research highlights at NMNH, including Dr. Helen James' research on sea bird bones that revealed changes in the open-ocean food chain and Dr. Walter Adey's paper that used coralline algae to track Arctic sea-ice decline over the past 400 years. Johnson made the connection between this research and the geopolitical impacts of the decline of sea ice in the Arctic and the Bering Strait. He mentioned NMNH's participation in a coalition of the lead museums of the Arctic nation to determine how museums can contribute to our understanding of the changes in the Arctic.

Johnson reported to the board on new discoveries made by NMNH scientists, including : *Ansu Wylie, a new dinosaur dubbed " the Chicken from Hell"*; *Liopropoma santi, a sea bass* named for Roger Sant; and a fossilized, blood-engorged mosquito. He highlighted some of the Museum's new collections acquisitions.

Johnson reported on activities in NMNH including the arrival of the Nation's *T.rex* on April 15. He reviewed the December opening of Q?rius, the museum's Education Center, and its impact on the museum in its first four months. He touched on new exhibits, including the cast of the *T.rex* skull, *Beyond Bollywood, Unintended Journeys*, as well as the *Jerusalem* I-MAX film.

He spoke of the Museum's adoption of an FY14 plan at its January Senior Staff retreat, as well as a comprehensive plan for managing the Museum's seven priority strategic initiatives. He reported on the next steps on the development of a new NMNH Strategic Plan following the expiration of the current 2010-2015 plan Johnson gave a brief update on each of the initiatives. This included an announcement

of the generous gifts of \$6 million from (b) (6) for the Global Genome Initiative and \$15 million from (b) (6) to enable the Human Origins Initiative to attain full operational status.

Operation and Advancement Report

Associate Director for Operations and Acting Associate Director for Advancement Mike McCarthy gave an update in both of these areas. McCarthy began with a review of the previous year, including the sequester, a hiring freeze, early retirement offer and the government shutdown. The FY14 Budget Resolution provided \$647 million in Salaries and Expenses for the Smithsonian, including \$46.9 million for NMNH. In the case of the Museum this represented a 2.5% reduction from FY12, but \$1.9 million more than the FY13, post-sequestration operating budget.

McCarthy outlined NMNH capital needs and the three federally funded projects tied to the Deep Time Exhibit – the East Wing Ground, Southeast Main Infrastructure, and the Exhibit Halls. Two of the three are currently funded. The Deep Time exhibit will also require an additional influx of private funds to undertake Hall 6. Halls 2-5 have been funded by a gift from David Koch.

McCarthy also gave a status update on the efforts to efficiencies at NMNH, including improving the budgeting process for the seven initiatives and the efforts to understand visitation numbers.

In his Development report, McCarthy indicated that NMNH was currently at (b) (4) of its (b) (4) Smithsonian Capital Campaign goal. The Museum anticipates raising an estimated (b) (4) for the next three years to meet its campaign goal. With the (b) (6) and (b) (6) gifts, (b) (4) Recovering Voices, and Global Genome Initiatives become the priority fundraising targets for Smithsonian Campaign success. He also mentioned efforts to (b) (4)

T.rex Arrival and Closure of the Fossil Halls

Associate Director for Public Engagement Elizabeth Duggal introduced a discussion on the Deep Time Initiative and upcoming related events. This including the logistics and celebrations surrounding the arrival of the Nation's *T.rex* from the Museum of the Rockies on April 15, the opening of the *Rex Room* which will allow the public to view the 3-D scanning, conservation, and processing of the *T.rex*, and the closing of the National Fossil Halls on April 27. She then introduced three speakers to discuss different aspects of the Deep Time Initiative.

Kelly Carnes, Press Officer, provided an update on the social media strategy surrounding the arrival of the *T.rex* and efforts to promote the continued presence of dinosaurs at NMNH following the closure of the Fossil Hall. Dr. Kay Behrensmeyer, Thought Leader for the Deep Time Initiative, gave a preview of the upcoming exhibit, *The Last American Dinosaurs*. The exhibit has three themes: the ecosystem in the period leading up to the extinction of the dinosaurs; the mass extinction itself; and the development of an exhibit. Dr. Matt Carrano, Lead Curator of the new Fossil Hall, gave a historical overview of the closing Fossil Hall and presented a status update and preview of the new *David H. Koch Fossil Hall* which will open in 2019.

Lunch and Viewing of New Collection Acquisitions

After the lunch, there was an opportunity to view many of the Museum's new collection acquisitions.

Rotunda Redesign Proposal

In this session, Michael Lawrence, Chief of Design, Office of Exhibits, outlined a proposal to renovate the Rotunda, including the proposed redesign of the base upon which the elephant stands, to improve traffic flow, improve visitor services and special events, and make it a more memorable and majestic location. The plan would lessen the footprint of the elephant's current "natural" base and replace it with a rectangular base constructed of marble that complements the rest of the Rotunda. Lawrence outlined the proposal to relocate the information desk in a more intuitive location by incorporating it into the right side of the marble base along with the IMAX concession stand. The desk would also be used for special events.

Lawrence also discussed a proposal to add a scale model of a *Quetzalcoatlus*, a pterodactylid pterosaur, as a new NMNH icon in the Rotunda. It is the largest flying organism ever known, described as "a giraffe-bat." It would perch from a 2nd Floor overlook above and to the side of the Mall entrance to NMNH. Lawrence outlined some of the pros and cons of adding the model as offered by the Museum staff.

After discussing both proposals, the NMNH Advisory Board voted 14–3 in support of the addition of the *Quetzalcoatlus* model. They also voted unanimously in support of the proposed Rotunda renovation.

Orientation to the Renovation of the Strategic Plan

Board Vice Chair Roger Sant chaired the remainder of the meeting following the scheduled departure of Chair Kathryn Fuller.

Kirk Johnson began the discussion with a brief overview of the past two Strategic Plans which covered 2004-2009 and 2010-2015. The most recent plan identified 6 of the 7 Interdisciplinary Initiatives, half of which (Deep Time, Recovering Voices, and GGI) will define the skeletal framework of the next five year plan. Johnson posed to the Board two overarching questions to consider in the development of the Strategic Plan: "What can/should be added to the next Strategic Plan?" and "How can we make the Museum more efficient and nimble?"

Vice Chair Sant echoed Johnson's remarks concerning efficiencies and suggested that the Smithsonian is in need of benchmarks to improve the ability to be efficient and nimble. A wide-ranging discussion followed and included participation of all board members present. Topics covered included the social contract of the Museum, the changing nature of the audience and our need to understand it, the need for unrestricted funds, how to increase the nimbleness of the museum, how to protect the brand of the Museum and the credibility of science.

The board agreed that the new plan would strive to include elements of increased efficiency and nimbleness and that it would provide space and mechanism for new ideas to emerge.

Executive Session

The minutes of the November 7, 2013 meeting were unanimously approved by the board members in attendance. The board also approved the addition of two members – Mr. Timothy Phillips and Ambassador William Luers. The board approved the renewal of the appointments of those members whose first or second terms expired in 2014.

Adjournment

The meeting adjourned at 3:20 p.m.

Board Meeting Minutes – October 2014

The fall meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, October 16, 2014. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:20 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Dr. Scott Edwards, Mr. John Fahey, Ms. Gabriela Febres- Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ms. Paula Kerger, Mr. David Koch, Mr. Gregory Lucier, Dr. Marcia McNutt, Mr. Tim Phillips, Dr. Jeremy Sabloff, Mr. John Sall, Mr. Roger Sant, , Mr. Marshall Turner. Ex-officio Board Members: Dr. John Kress, Dr. Kirk Johnson. NMNH Staff: Ms. Kara Blond, Ms. Carol Butler, Dr. Jonathan Coddington, Dr. Sandra Lovinguth, Mr. Mike McCarthy, Mr. Matt McDermott, Dr. Richard Vari, Ms. Shari Werb, Dr. Wendy Wiswall, Mr. Jim Wood, Mr. Chun-Hsi Wong, Ms. Cathy Yoon.

Absent

Board Members: Dr. Jane Lubchenco, Ambassador William Luers, Mr. Whitney MacMillan, Justice Sandra Day O'Connor, Mr. David Rubenstein, Dr. Jorge Soberón.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed the members of the board, Interim Under Secretary for Science Kress, and staff. She welcomed new board members Bill Luers and Tim Phillips. The Board unanimously approved the minutes of the April meeting. The Board unanimously approved resolutions in memory of and honoring the contributions of former NMNH Acting Director and Board Member Dr. Paul Risser and former NMNH Director Robert Fri.

Update on Smithsonian Science

W. John Kress, Interim Under Secretary for Science

Dr. Kress gave an update on the state of science at the Smithsonian. He emphasized the importance of collections both at NMNH and the other science units and the efforts to digitize and maintain them. He gave an overview of the establishment of the four Grand Challenges identified in the Smithsonian's Strategic Plan, including two focused on science: Unlocking the Mysteries of the Universe and Understanding and Sustaining a Biodiverse Planet. NMNH plays a role in pan-institutional, "signature" programs under both challenges. Kress spoke in detail about four programs that fall under the Understanding and Sustaining a Biodiverse Planet challenge: BioGenomics, Conservation Commons, Global Earth Observatories, and Living in the Anthropocene. Kress spoke at length about the critical role that NMNH, through its Global Genome Initiative, plays in the broader Smithsonian Institute for BioGenomics. He announced the issuance the previous week of the Smithsonian's first public statement on climate change.

Resolution Honoring Dr. G. Wayne Clough

The board unanimously adopted a resolution expressing gratitude to Smithsonian Secretary Dr. G. Wayne Clough for his efforts on behalf of science, the National Museum of Natural History, and the Smithsonian Institution and wishing him well in his retirement. (The resolution and a small gift were presented to Dr. Clough during the Board's lunch.)

Director's Report

Kirk Johnson thanked the board for his support on and leadership during his second year as Sant Director. He welcomed new member Tim Phillips and gave an update on the six months prior to the board meeting.

He reported on the partnership with the U.S. Army Corps of Engineers and the Museum of the Rockies that resulted in the Fed-Ex transport of the “Nation’s *T.Rex*” to NMNH in April and the success of the *T.rer* arrival ceremony. He also spoke about the April closure of the current Fossil Hall and the ongoing efforts to dismantle the specimens and the hall itself which will end in the spring of 2015. He outlined the Museum’s efforts to maintain a dinosaur presence including the relocation of the Fossil Lab, an augmented reality experience, and the temporary exhibit – *The Last American Dinosaurs*.

Johnson highlighted his meetings with NMNH scientists: Anna Phillips (Invertebrate Zoology), Eric Schuettpelz (Botany), Torsten Dikow (Entomology), Ashley Egan (Botany), and Kevin de Queiroz (Vertebrate Zoology). He spoke briefly about the research focus of each.

Johnson reported on his May visit to Oslo to meet with the directors of the national museums of natural history of the 8 Arctic nations in an effort to determine how these museums can contribute to our understanding of the changes in the Arctic. He outlined potential events at NMNH in conjunction with the transfer of the chairmanship of the Arctic Council from Canada to the United States.

He spoke about the May retreat held with the Museum’s senior staff and the effort to craft the next strategic plan. Johnson also outlined his participation as host of an upcoming NOVA special focused on the geologic history of North America.

Johnson announced the publication of a new book edited by Doug Owsley (Anthropology) compiling multiple papers documenting various aspects of the Kennewick Man. He spoke about the efforts by Jonathan Coddington to launch the Global Genome Initiative and the connection to an upcoming Science special issue focused on avian genomics. He touched on new exhibits, including *Wilderness 50*.

Johnson gave an update on recent personnel changes, including the retirement of Elizabeth Dietrich who managed the Museum Support Center. He outlined changes in the makeup of the Museum’s executive leadership team since his arrival, including the hiring of Sandra Lovinguth as Associate Director for Development and the transition of Jonathan Coddington from Associate Director for Science (ADS) to the head of the Global Genome Initiative. He announced the addition of Cathy Yoon as the new Executive Assistant to the Director. He spoke about the addition of Dr. Richard Vari as Interim ADS and announced that the international search for a permanent ADS had begun the day before.

Johnson shared the addition of Carol Butler (Assistant Director for Collections), Kara Blond (Assistant Director for Exhibitions), Shari Werb (Assistant Director for Education and Outreach), and Jim Wood (Interim Assistant Director for Communications) to the Executive Team. He announced the plan to advertise for the newly created Assistant Director for Communications position in the near future and the need to improve communications internally and externally.

He spoke briefly about the Smithsonian’s Capital Campaign and our efforts to grow the board in the coming years with a goal of adding two members per meeting. Johnson also noted a recent visit to Cornell and a meeting with incoming Secretary David Skorton.

Johnson spoke about the previous day’s events commemorating National Fossil Day in partnership with the National Park Service. He noted that (b) (6) presented another gift (b) (4)

He announced the plan to bring together the twelve directors of the largest natural history museums in the world to talk about potential areas for collaboration and partnership. He also announced the presence of three staff observers (Wendy Wiswall, Chun-Hsi Wong, and Matt McDermott) who would report back to the senior staff on the board meeting.

Advancement Report/Campaign Kickoff Report

The new Associate Director for Development Sandra Lovinguth began her presentation by speaking about her background and expressing her thanks to Mike McCarthy and Phil Hills for their roles during the transition. In FY14, the Museum raised \$26.6 million, an (b) (4) increase over its (b) (4) goal. It saw a (b) (4) increase in the number of annual donors (b) (4) and (b) (4) the membership in the Leadership Circle (b) (4). Lovinguth outlined her initial priorities for her transition including a thorough orientation to NMNH by meeting individually with key members of the NMNH and SI staffs, assessing her own staff, and NMNH's successful execution of its role in the SI Capital Campaign launch.

Lovinguth identified her long-term charge of building a sustainable development program that generates (b) (4). In FY15, her revenue goal will be to raise (b) (4). Lovinguth gave a status update on the (b) (4) left to raise toward the NMNH (b) (4) campaign goal. She closed with providing an overview of the events surrounding that weekend's launch of the Smithsonian Capital Campaign, including a variety of programming held at NMNH.

Budget/Operations Overview Report

Associate Director for Operations Mike McCarthy began with the news that the Federal government was operating under a continuing resolution through December 11. Both the House and Senate FY15 appropriations markups included increases in the SI budget, but action on that legislation was not expected until December or January. The President's FY15 Budget for the Smithsonian provided \$701 million in Salaries and Expenses for the Smithsonian, including an estimated \$48.4 million for NMNH. In the case of the Museum this represented a \$1 million increase over FY14. The Smithsonian's Central Federal Support funding pool was also expected to increase by \$300,000 to \$19.5 million.

McCarthy congratulated Assistant Director for Facilities for his leadership in the effort to evaluate the overall strategic security staffing needs for the building in a risk assessment developed in conjunction with the central Office of Protective Services.

McCarthy outlined NMNH capital needs and the three federally funded projects tied to the Deep Time Exhibit – the East Wing Ground, Southeast Main Infrastructure, and the Exhibit Halls. The East Wing Project was completed in September. The Deep Time exhibit will also require an additional influx of private funds to undertake Hall 6. Halls 2-5 have been funded by a gift from (b) (6).

McCarthy noted the growth in market value of the NMNH endowment which increased from (b) (4) in FY11 to (b) (4) in FY14. He also covered trends in the revenue generating opportunities at NMNH (b) (4). Finally, McCarthy gave updates on current staffing levels (457), the impact of phased retirement, and visitation levels both physically (7 million YTD) and online (15.5 million YTD).

Collections Report

Assistant Director for Collections Carol Butler spoke about the need to think about NMNH collections in a strategic context given its size and scope. She underscored the importance of ensuring that new acquisitions fit our mission and are able to be used to meet the mission. She gave an overview of recent

acquisitions and explained them in the context of mission support. She also discussed recent improvements in housing the collection and the Museum's efforts in rapid digitization and supporting the biorepository.

Lunch and Viewing of New Collection Acquisitions

After the lunch, there was an opportunity to view many of the Museum's new collection acquisitions.

Department Lightning Talks

Following an introduction by Associate Director for Science Jonathan Coddington, the seven chairs of the Museum's scientific departments each gave brief presentations about their departments in the style of the Senate of Scientists' Lightning Talks. The board heard from Dr. Torben Rick (Anthropology), Dr. Warren Wagner (Botany), Dr. Sean Brady (Entomology), Dr. Jon Norenburg (Invertebrate Zoology), Dr. Jeffrey Post (Mineral Science), Dr. Brian Huber (Paleobiology), and Dr. Richard Vari (Vertebrate Zoology). Each shared information about department staffs, areas of research, collections, and recent scientific achievements.

Q?rius Update

Assistant Director for Education and Outreach Shari Werb gave an update on the status of the Q?rius Science Education Center as it marked 10 months of being open to the public. In the first 10 months, Q?rius saw 200,000 visitors and served over 5,000 children visiting as part of a scheduled school group. She reported that there are 225 dedicated volunteers and that 90 science experts have been involved in programming thus far. Werb spoke of Q?rius as a place of active teen engagement, hands-on science, and a test bed for new programming. She also addressed its national impact through programs such as the Smithsonian Science How webcast series and touched on other new programs, products, and experiences.

Executive Session

The board approved the renewal of the appointments of those members whose first or second terms expired in 2014.

Adjournment

The meeting adjourned at 3:28 p.m.

Committee Meetings

On Friday, April 10, the board also held meetings of the Public Engagement and Science Committees to which all board members were invited to participate.

Public Engagement Committee

Public Engagement Committee Chairman John Fahey led a conversation concerning strategic communications and qualities to consider in the search for the Assistant Director for Communications. Among the items discussed were: the need to define audience, establishment of a consistent message, critical thinking around social media, and methods to best share our science with the world.

Science Committee

Science Committee Chairman Jeremy Sabloff led a conversation concerning the search for an Associate Director for Science (ADS). The shared view was that the ideal candidate would possess leadership skills, a strong scientific reputation, administrative skills, experience with fundraising, and strong communication skills. The discussion also included consideration of the ability for the ADS to continue their research and a discussion of the merits of using a search firm.

Board Meeting Minutes – April 2015

The spring meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, April 9, 2015. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:27 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Dr. Scott Edwards, Ms. Gabriela Febres- Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ms. Paula Kerger, Dr. Jane Lubchenco, Ambassador William Luers, Mr. Whitney MacMillan, Dr. Marcia McNutt, Dr. Jeremy Sabloff, Mr. John Sall, Mr. Roger Sant, Dr. Jorge Soberón, Mr. Marshall Turner. Ex-officio Board Members: Dr. John Kress, Dr. Kirk Johnson. Board Members-elect: Ms. Sophia Shaw, Dr. Coralyn Whitney. SI/NMNH Staff: Ms. Kara Blond, Ms. Carol Butler, Ms. Virginia Clark, Dr. Sandra Lovinguth, Mr. Mike McCarthy, Mr. Matt McDermott, Ms. Elizabeth Musteen, Dr. Karen Osborn, Ms. Shari Werb, Dr. Wendy Wiswall, Mr. Chun-Hsi Wong, Mr. Jim Wood, Ms. Cathy Yoon.

Absent

Board Members: Mr. John Fahey, Mr. David Koch, Mr. Gregory Lucier, Justice Sandra Day O'Connor, Mr. Tim Phillips, Mr. David Rubenstein.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed the members of the board, Interim Under Secretary for Science Kress, and staff. The Board unanimously approved the minutes of the November meeting.

Nominating Committee Report

Nominating Committee Chair Gabriela Febres-Cordero reported out the committee's approval of two new candidates for the board – Ms. Sophia Shaw and Dr. Coralyn Whitney. Kirk Johnson presented background on both candidates and offered his perspective on the benefits of having both join the board. Following this presentation, the board unanimously approved both candidates and agreed to submit the nominations to the Board of Regents for final approval.

Director's Report

Kirk Johnson began his report by thanking the board for its continued support and gave an update on events at NMNH and the Smithsonian since the last board meeting.

He reported on the successful launch of the Smithsonian and congratulated Virginia Clark and the central Office of Advancement for their effort. He shared the story of (b) (6) request to visit *Q?rius* that weekend and (b) (6) decision to endow the education center. He went on to discuss highlights of *Q?rius*' first year of operation, including the success of the Collections Zone, direct interaction with NMNH scientists, and the impacts of the Smithsonian Science How webcast.

Johnson outlined updates on composition of the Executive Team, including Jonathan Coddington's assumption of the role of Director of the Global Genome Initiative and Rich Vari's service as acting Associate Director for Science. He announced that finalists for the Associate Director for Science and Assistant Director for Communications had been identified and that offers would soon be extended. He thanked Jeremy Sabloff and Roger Sant for their assistance on the Associate Director for Science search.

Johnson noted the November opening of the *Last American Dinosaurs* exhibition which was done in-house, on time, and under budget. He reported on the December visit to the Museum of a panel of peer reviewers from the American Alliance for Museums and their subsequent reaccreditation of the Museum

in March. He noted Dr. Wayne Clough's departure from the Smithsonian in December and the celebration of his service at a ceremony in the Baird Auditorium. Johnson ended the year filming for NOVA's history of the geology of North America for which he serves as host. In January, the Museum opened the sixth *Orchids* exhibit in partnership with Smithsonian Gardens.

Johnson noted 2015 began with a focus on the Museum's 2016-2020 Strategic Plan, including seeking input from the entire staff, as well as a two-day Senior Staff retreat. Johnson welcomed the members of the Strategic Plan Team – Matt McDermott (IT), Elizabeth Musteen (Exhibits), Karen Osborn (Invertebrate Zoology), and Tina Tennesen (Communications) – who will serve as staff representatives at the board meeting.

Johnson shared an overview of the 2014 Annual Science Report which was published in March and noted the significant accomplishments of the 429 scientists that worked here last year. He spoke of the effort to begin mapping NMNH science and its intersections.

Johnson highlighted his meetings with NMNH scientists: Nick Pyenson (Paleobiology), Pete Wagner (Paleobiology), Torsten Dikow (Entomology), Mike Vecchione (NOAA/Invertebrate Zoology), Hans Sues (Paleobiology), Dave Pawson (Invertebrate Zoology, Emeritus), and Karen Osborn (Invertebrate Zoology). He spoke briefly about the research focus of each.

Johnson reported on his visit to the Tucson Gems and Minerals Show and shared an image of an iconic 12,000 pound, Arkansas quartz crystal that the Museum hopes to add to the collection. He announced the release of the *Skin and Bones* app which offers an interactive experience in the Bones Hall.

Johnson shared an update on the status of the renovation of the National Fossil Hall and shared images from the 65% design of the new exhibit. He announced the decision to name the new hall the *David H. Koch Hall of Fossils – Deep Time*.

He noted recent media attention generated by "The Natural History Museum" which is waging a campaign urging natural history museums to disassociate themselves from the fossil fuel industry and donors affiliated with the industry. This was coupled with a blog piece being spread on social media calling into question coverage of climate change in the *David H. Koch Hall of Human Origins*. Johnson reiterated Smithsonian policy which prevents any editorial control by donors and stood by the science included in the Human Origins exhibit.

Johnson reported on his involvement in a documentary presented at the Environmental Film Festival – *Racing Extinction* – focused on the concept of the sixth extinction. The film will be widely released in the fall of 2015.

He reported on status of the search for the Under Secretary for Science. The search panel includes NMNH Board Member Marcia McNutt and NMNH paleontologist Gene Hunt. He congratulated John Kress on instituting the Science Executive Committee monthly meetings, including a recent trip to STRI in Panama.

Johnson gave an overview of the recent meeting at the Field Museum of the twelve directors of the largest natural history museums in the world to talk about potential areas for collaboration and partnership. An immediate target is the development of a "Director's Cut" of natural history collections.

Johnson reported on the upcoming visit by several of the directors of the national museums of natural history of the eight Arctic nations in an effort to determine how these museums can contribute to our understanding of the changes in the Arctic and better understand how to partner on Arctic collections.

He outlined events at NMNH in conjunction with the transfer of the chairmanship of the Arctic Council from Canada to the United States.

Johnson updated the board on the upcoming renovation of the Rotunda scheduled to be underway in July and completed by October. The renovation will result in a smaller platform for the African elephant which also will incorporate the Visitors Desk.

Johnson announced the May 7 event at NMNH featuring Sir David Attenborough and invited the board to attend.

Johnson closed with a discussion of the recent discovery of the largest known dinosaur in Patagonia and announced that the Museum was currently engaging in a feasibility study reexamining use of the West Court which might be a possible location to display a cast of this dinosaur.

Budget/Operations Overview

Associate Director for Operations Mike McCarthy gave an update on the status of the FY2016 budget situation and indicated that the Smithsonian's preparation of the proposed FY2017 budget had begun. He indicated that the units were attempting to achieve maximum success in FY2017 by advocating for pooled resources for things like security or collections care.

McCarthy outlined NMNH capital needs and the three federally funded projects tied to the Deep Time Exhibit – the East Wing Ground, Southeast Main Infrastructure, and the Exhibit Halls. The East Wing Project was completed in September. The Southeast Main Infrastructure project is on track. The Deep Time exhibit will also require an additional influx of private funds to undertake Hall 6. Halls 2-5 have been funded by a gift from David Koch. The construction contract is currently out for bid.

McCarthy thanked Kathryn Fuller for her role in bringing to bear discussions that have resulted in the future use of solar power at NMNH. The Museum is on track to have a solar installation on the roof by December 2016 which will meet about 1% of the Museum's electricity needs. McCarthy then noted the growth in market value of the NMNH endowment which increased from (b) (4) in FY2011 to (b) (4) today.

West Court Discussion

McCarthy first gave an overview of the West Court and outlined the construction and funding history of the West Court Project. The bond to finance the construction project is currently the only source of debt in the Museum, anchored by the IMAX Theater which has been increasingly less profitable in recent years. The Museum, in conjunction with Smithsonian Enterprises, has opted to defer upgrading the theater's projection to digital in order to explore the feasibility of alternate revenue generating opportunities in the West Court. This includes significantly improving the food service operations to compete with other SI offerings and meet the needs of NMNH visitors. Maximizing our food operations may (b) (4)

Assistant Director for Facilities Operations Chun Hsi-Wong shared very early renderings of the potential reuse of the space and outlined the three options being explored in the feasibility study for the 36,000 square feet of available space. The feasibility study proposal contract is currently out for bid. Wong indicated that cost estimates would be made available at the completion of the feasibility study.

Advancement Report

Associate Director for Development Sandra Lovinguth began her report with an update on the Museum's progress in meeting its (b) (4) goal in the Smithsonian's Capital Campaign. To date, the Museum had raised (b) (4) or (b) (4) toward its goal with (b) (4) of the campaign elapsed. In FY2015, the Museum

had thus far raised (b) (4) of its (b) (4) goal for the year. This was in large part due to the generosity of (b) (6) who donated \$13 million to endow *Q?rius*. (b) (4) of the (b) (4) raised to date has been for endowment.

Lovinguth discussed the breakdown of the (b) (4) NMNH Capital Campaign balance: (b) (4). She also raised a number of emerging initiatives that were not a part of the initial campaign – (b) (4). She went into greater detail about the (b) (4) and (b) (4). She closed by discussing NMNH outreach efforts to meet the campaign goal.

Smithsonian Director of Advancement and Philanthropic Giving Virginia Clark then gave an update on the overall success of the Smithsonian Campaign. As of March 31, SI had raised (b) (4) toward the overall \$1.5 billion goal. She reported on the October 13-14 Campaign Kickoff which featured participation by 27 units, 71 events, and 144 speakers. Clark discussed the overall goals for the public phase of the campaign and announced upcoming regional campaign events in major population centers across the nation.

Collections Report

Assistant Director for Collections Carol Butler spoke about the need to think about NMNH collections in the context of being the “national” museum. She discussed the findings of the *Smithsonian’s Collections Space Framework Plan*, an institutional effort that has led to increased collaboration across units and stakeholders. NMNH had more than 100 collections spaces surveyed – (b) (7)(E). Butler reported that NMNH was successful in securing nearly \$1.3 million in SI competitive funding for five collections improvement projects which will help address concerns identified in the plan.

Butler spoke about her recent efforts to collaborate with the heads of Collections of several nations at a recent meeting in Berlin, in part to determine common language for shared use of collections. She updated the Board on the Museum’s effort to document its own history via an oral history program which launched with a taping with Jay Matternes, the artist who painted several murals in the Fossil Hall. She closed by giving an overview of recent acquisitions and explained them in the context of mission support.

Lunch and Viewing of New Collection Acquisitions

After the lunch, there was an opportunity to view many of the Museum’s new collection acquisitions.

The 2016-2020 Strategic Plan

Sant Director Johnson began the afternoon by providing context within which the Museum is developing the 2016-2020 Strategic Plan. He underscored the three core elements – audience, research, and collections – common to all natural history museums and outlined the unique attributes of NMNH in terms of collection, staff, attendance, and funding. He gave a brief overview of the previous two strategic plans, including the seven NMNH Initiatives.

Johnson proposed that the Museum, a 19th century tool, is in a unique position to address the significant challenges facing the planet in the 21st century. He gave an overview of the direct (Anthropocene 1.0) and indirect (Anthropocene 2.0) impacts on the planet, and noted the increases in both since 1945. He also discussed challenges facing natural history museums during this same timeframe. He concluded that the Museum has two challenges to address as it develops its next strategic plan: 1) We are stewards of a major global asset and we must leave it in better condition than we found it, and 2) The world is changing rapidly and this Museum has a major role to play in shaping a desirable future.

Assistant Director for Matt McDermott, leader of the Museum's Strategic Plan Team, then gave an overview of the steps taken by the Museum to ensure an inclusive process. He outlined the survey distributed to all staff and discussed the departmental meetings that were organized to facilitate conversations around the survey questions. In all, 21 individual groups consisting of more than 450 people submitted 539 prioritized responses. McDermott underscored the importance of the input of the Advisory Board in this process.

The board held a spirited discussion facilitated by Sant Director Johnson about the Museum's 2016-2020 Strategic Plan. The conversation touched on a number of areas, including the structure and mission of NMNH science, the need to define our external audiences, the Museum's role in influencing audience behaviors around climate change and other environmental/conservation issues, and the importance of examining successes and failures of other similar institutions as the process continues.

Executive Session

The board met in Executive Session and engaged in discussions concerning possible amendments to the By-Laws and the possibility of additional terms for members scheduled to rotate off the board during the course of the Smithsonian's Capital Campaign.

Adjournment

The meeting adjourned at 3:43 p.m.

Board Meeting Minutes – November 2015

The fall meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, November 5, 2015. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:20 a.m. in the Museum's Executive Conference Room.

Present

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Ms. Gabriela Febres- Cordero, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ms. Paula Kerger, Mr. Gregory Lucier, Ambassador William Luers, Mr. Whitney MacMillan, Dr. Marcia McNutt, Mr. Tim Phillips, Dr. Jeremy Sabloff, Mr. John Sall, Mr. Roger Sant, Ms. Sophia Shaw, Mr. Marshall Turner, Dr. Coralyn Whitney. Ex-officio Board Members: Dr. David Skorton, Dr. Kirk Johnson. Board Members-elect: Ambassador Robert Mandell. Guest: Ms. Virginia Sall, Anik Jhaveri, Jimena Ayala, Joshua Humphries. SI/NMNH Staff: Ms. Kara Blond, Ms. Carol Butler, Dr. Laurence Dorr, Ms. Zully Dorr, Ms. Sarah Goforth, Dr. Maureen Kearney, Dr. Richard Kurin, Dr. Sandra Lovinguth, Mr. Mike McCarthy, Dr. Hans-Dieter Sues, Ms. Shari Werb, Dr. Wendy Wiswall, Mr. Chun-Hsi Wong, Mr. Jim Wood, Ms. Cathy Yoon.

Absent

Board Members: Dr. Scott Edwards, Mr. John Fahey, Dr. Jonathan Fink, Mr. David Koch, Dr. Jane Lubchenco, Justice Sandra Day O'Connor, Mr. David Rubenstein, Dr. Jorge Soberón.

Opening Remarks

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed the members of the board, Secretary David Skorton, Acting Provost Richard Kurin, and staff. She also welcomed Ambassador Robert Mandell whose nomination to the board had been approved by its members via email ballot and would be forwarded to the Board of Regents for consideration at their January meeting. She congratulated Marcia McNutt for her nomination to serve as the head of the National Academy of Sciences. The board unanimously approved the minutes of the April meeting.

Secretary's Report

Secretary Skorton began his remark by underscoring the importance of advisory boards to the broader institution. He introduced Richard Kurin and briefly outlined the proposed reorganization of the Smithsonian leadership structure which is dependent on approval by Congress and the Office of Management and Budget. The Secretary outlined his immediate agenda which included strengthening management across the Smithsonian and addressing human resources and workforce issues. He identified the possibility of (b) (4) and outlined his plan to raise (b) (4). He also indicated his desire to ensure increased Smithsonian representation in the National Academies and his support for ensuring an increased focus on the Arts and Humanities.

Director's Report

Kirk Johnson began his report by thanking the board for its continued support and gave an update on events at NMNH and the Smithsonian since the last board meeting. Johnson indicated that the Museum's Executive Board had been fully staffed with the addition of Dr. Maureen Kearney as Associate Director for Science and Sarah Goforth as Assistant Director for Communications

Johnson highlighted his meetings with NMNH scientists: Sorena Sorenson (Mineral Sciences), Klaus Reutzler (Invertebrate Zoology), Dick Thorington (Vertebrate Zoology), Sabrina Sholts (Anthropology), and Doug Ubelaker (Anthropology). He spoke briefly about the research focus of each.

Johnson noted that the Museum's efforts to begin an oral history record had begun with the interview of Jay Matternes, artist of the large murals that had served as backdrops behind many of the exhibits in the previous Fossil Hall. He reported on the visit of Sir David Attenborough to the Museum, including a public program that filled the Baird Auditorium.

He highlighted the ceremony naming *Q?rius* (b) (6) and again thanked (b) (6) for (b) (6) supporting this endeavor. In May, *Q?rius* served as a venue for the Arctic Spring Festival which included participation from over 7,000 attendees. Activities included an interpretive dance in Baird, a musical performance by the Uummannaq Greenland Youth Ensemble, and opportunities to experience the material traditions of the Arctic. The festival also coincided with a meeting of the directors of the natural history museums of the Arctic hosted by Johnson.

Johnson spoke of his visit to the Anchorage Museum which hosts the Alaska office of NMNH's Arctic Studies Center, as well as an exhibition of pieces from the Alaska Native Collections of NMNH and the National Museum of the American Indian. While in Alaska, Johnson also visited a Yupik Eskimo village named Igiugig. This village is requesting repatriation of remains collected from the village by Smithsonian Anthropologist Ales Hrdlicka in 1929. Johnson remarked about the importance of this opportunity to engage directly with the community and witness the repatriation process from its earliest stages.

Johnson discussed the media attention received as a result of Doug Owlsey's recent collaboration with Jamestown on determining the identities of the remains of some of its earliest leaders. The coverage included front page stories in *The Washington Post*, *The New York Times*, and *The Wall Street Journal*.

He highlighted the Museum's most recent temporary exhibitions – *Primordial Landscapes – Iceland Revealed*, *Into Africa*, and *Nature's Best – 20 Year Anniversary*. He unveiled an image of the recently renovated Rotunda which has improved both the aesthetics of the space and the overall visitor experience.

Johnson then shared several updates about NMNH science. He noted the partnership with the Smithsonian's Office of Digitization to rapidly digitize over 500,000 specimens in the National Herbarium in the coming months. He noted the hiring of two new curators – Hannah Waters (Entomology) and Rayna Bell (Vertebrate Zoology) – and the departure of Carla Santelli (Mineral Sciences).

Johnson remarked on the recent passage of two former Smithsonian staff members – Wilton S. Dillon, an aide to Secretary Dillon Ripley, and Donald Hurlbert, longtime NMNH photographer.

He gave brief updates on the activities of the Museum's six scientific initiatives – Human Origins, Global Genome, Encyclopedia of Life, Oceans, Recovering Voices, and Deep Time. He shared an image of the model of the Nation's *T. rex* and a conquered *Triceratops* which will serve as a centerpiece of *The David H. Koch Hall of Fossils – Deep Time* and outlined the current funding status for the exhibition. Thus far (b) (4) had been raised, (b) (4), and the funding needed to complete was (b) (4).

Johnson ended his presentation by sharing the highlights of the Museum's recently completed 2016-2020 Strategic Plan, including the milestones expected to be completed by 2020.

NOVA's *Making North America* – Highlight Reel

Board Member Paula Kerger, President and CEO of PBS, introduced a highlight reel of NOVA's *Making North America* featuring Kirk Johnson. The program had premiered the evening before on PBS and the Board was also invited to view the first episode that afternoon in the *Q?rius* Theater.

Communications and Public Affairs Report

New Assistant Director for Communications Sarah Goforth shared her view of the importance of developing a communications strategy that puts the audience first. She spoke of potential to maximize impact by becoming indispensable to your audience which, in the case of the Museum currently totals 7 million on-site visitors, 15.3 million website visitors, and 375,000 social media fans. Goforth noted that NMNH is blessed with tremendous assets that hold unlimited stories, but that the current platforms to distribute them are confusing and diffuse. She felt that the Museum needed to reassess its current methods of engagement to meet the needs of its audience who desire consistently beautiful, rich experiences, opportunities to give back, and tools that make their visits (and lives) better. She believed that an audience-first focus would include smaller, better metrics; more tools, and fewer words; a museum-wide email strategy; and be driven by audience data. Such a focus has the potential to create a new network of ambassadors for NMNH. She identified several projects that she plans to undertake to begin achieving this goal which focused on website, the Museum's brand, more effective use of email, and a coordinated effort surrounding science communications.

Smithsonian Science How

Assistant Director for Education and Outreach Shari Werb spoke briefly about the Museum's successful *Smithsonian Science How* interactive webcasts which enable students and viewers across the country to learn about NMNH scientists and their research and ask them questions via online platforms. The Board then had the opportunity to tune into a live episode featuring Dr. Bill Fitzhugh (Anthropology) discussing culture and climate change in the Arctic being broadcast to classrooms from the *Q?rius* Theater.

Advancement Report

Associate Director for Development Sandra Lovinguth began her report with an update on the Museum's progress in meeting its (b) (4) goal in the Smithsonian's Capital Campaign. To date, the Museum had raised (b) (4) or (b) (4) toward its goal with (b) (4) of the campaign elapsed. In FY2015, the Museum raised \$18.4 million, saw (b) (4) and launched an Endowment Stewardship Program. The Museum's Smithsonian Gemstone Collectors Group expanded to (b) (4) and (b) (4) members. NMNH also leveraged broader Smithsonian Campaign Kick-off and Regional events, including the participation of Liz Cottrell (Mineral Sciences) and Torben Rick (Anthropology) in *People, Passion, Purpose* programs in New York and San Francisco.

(b) (4)

Board Vice Chair and Centennial Campaign Committee Chair Roger Sant called on the members of the board (b) (4). He also expressed his view (b) (4) and asked all members to commit to (b) (4). Finally, he urged the staff and board to consider the possibility of (b) (4).

Collections Report

Assistant Director for Collections Carol Butler gave a brief presentation about the strategic progress in the area of Collections. She noted the work underway to develop the Museum's first Collections Plan. She spoke of the ongoing effort to develop a strategy for digitization that balances investment with ultimate utility. Butler gave an overview of the "Director's Cut" projects underway with the world's twelve largest

natural history museums, as well as those in the Arctic. She highlighted the continued relevance of collections by sharing an example concerning the efforts to eradicate the brown marmorated stink bug and the need to impart this message to a broader audience. She closed by giving an overview of recent acquisitions and explained them in the context of mission support.

Lunch and Viewing of New Collection Acquisitions

After the lunch, there was an opportunity to view many of the Museum's new collection acquisitions.

Science Report

Associate Director for Science Maureen Kearney began her first presentation to the board by sharing background about herself, including her time at the Field Museum, the University of Chicago, and the National Science Foundation. She noted her research interests which include evolutionary biology, biological systematics, herpetology, and integrative organismal biology. She shared some of her first impressions of leading NMNH science, including her amazement with the breadth of the research undertaken here. Among her initial activities have been receiving overviews of the scientific departments and the Museum Support Center, and meetings with the department chairs, Senate of Scientists, and individual researchers. She is undertaking an evaluation and assessment of the organization and financial structure of NMNH science and analyses of workload, staffing, and departmental budgets.

She closed by identifying the challenges and opportunities she saw ahead. Challenges included the lack of access to NSF research funding, a shrinking federal budget, staffing declines, and the difficulty of competing with universities for the best and the brightest candidates. Opportunities included the new SI/NMNH leadership, strengthening the core of NMNH science, increasing synergies within and outside of NMNH, and the potential to reimagine and rebuild consistent with the expected continued wave of retirements. She noted the strong potential to establish a National Biodiversity Synthesis Center at NMNH that would further integrate existing programs and maximize scientific capital throughout NMNH.

Budget and Operations Report

Associate Director for Operations Mike McCarthy gave the financial review for the recently completed FY2015 and the outlook for the coming FY2016, the outcome of which was still unresolved in the Congress. By and large, the Museum anticipated flat funding between the two years, with the overall Federal allocation for FY2016 expected to be \$69.4 million which restores the Museum to FY2012 levels. On the Trust side, McCarthy noted that the endowment value was now (b) (4)

Assistant Director for Facilities Operations Chun-Hsi Wong gave an overview of ongoing and upcoming capital projects, noting the potential for significant overlapping activity between FY2016 and FY2019. He gave status updates on the Southeast Infrastructure Project and the Fossil Hall renovation, both of which are underway and on schedule. He also noted two feasibility studies being undertaken for the renovation of Baird Auditorium and the upgrade of the South Entrance to address needed repairs and enable improved accessibility.

McCarthy then turned to the topic of the future of the IMAX Theater and the Museum's West Court. He emphasized the significant drop in IMAX attendance between 2000 (700,000 attendees) and 2015 (just below 300,000). He noted the corresponding dip in revenue. McCarthy identified the underlying opportunities presented by reimagining the West Court space (b) (4). McCarthy then introduced the team from KlingStubbins who were brought on to undertake a feasibility study for the West Court.

Feasibility Study – West Court Project

KlingStubbins' Anik Jhaveri, along with Jimena Ayala and Joshua Humphries, walked the board through three different design options for the West Court. (b) (4)

Following the presentation of the three options, the board engaged in a spirited discussion of the options, but also the overall importance of the project. There was general agreement that the project should continue to be pursued vigorously.

Executive Session

The board met in Executive Session and engaged in discussions concerning committee structure, and *Deep Time* fundraising, among other topics. The board voted to forward to the Regents nominations for fourth terms for Kathryn Fuller and (b) (6) and third terms for Bruce Babbitt, Jonathan Fink, and Jeremy Sabloff. The board also moved to ensure a smooth leadership transition voting to install Paula Kerger as vice chair, replacing Roger Sant who will rotate off the board at the end of 2016. The board expressed deep gratitude to Sant for his service and his continued leadership of the Advancement Committee and Centennial Campaign Committee.

Adjournment

The meeting adjourned at 3:43 p.m.

(b) (6)

Board Meeting Minutes - April 2016

The spring meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, April 7, 2016. The meeting was called to order by Kathryn Fuller, Chair of the Board, at 8:24 a.m. in the Museum's Executive Conference Room.

PRESENT

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Dr. Scott Edwards, Mr. John Fahey, Dr. Jonathan Fink, Ms. Kathryn Fuller, Ms. Paula Kerger, Mr. David Koch, Dr. Jane Lubchenco, Ambassador Robert Mandell, Dr. Marcia McNutt, Mr. Tim Phillips, Mr. John Sall, Mr. Roger Sant, Dr. Jorge Soberón, Mr. Marshall Turner. Ex-officio Board Members: Dr. Richard Kurin, Dr. Kirk Johnson. Board SI/NMNH Staff: Dr. Carole Baldwin, Ms. Kara Blond, Ms. Carol Butler, Ms. Virginia Clark, Ms. Sarah Goforth, Dr. Maureen Kearney, Dr. Sandra Lovinguth, Mr. Mike McCarthy, Dr. Valerie Paul, Ms. Shari Werb, Dr. Wendy Wiswall, Mr. Jim Wood, Ms. Cathy Yoon.

ABSENT

Board Members: Ms. Gabriela Febres- Cordero, Mr. Gregory Lucier, Ambassador William Luers, Mr. Whitney MacMillan, Mr. David Rubenstein, Dr. Jeremy Sabloff, Ms. Sophia Shaw, Dr. Coralyn Wright Whitney.

OPENING REMARKS

Kathryn Fuller, Chair of the NMNH Advisory Board, welcomed the members of the board, Acting Provost Kurin, and staff. Fuller recognized the new Vice Chair, Paula Kerger, and expressed gratitude to immediate past Vice Chair Roger Sant for his service. She congratulated Ambassador Robert Mandell on the approval of his nomination by the Smithsonian Board of Regents and noted that members Bruce Babbitt, Jonathan Fink, and Jeremy Sabloff had been approved for third terms. Fuller had been approved for a fourth term. Fuller also noted the departure of Justice Sandra Day O'Connor and shared the news that (b) (6)

She thanked the members of the board who engaged in discussions about committee structure. The Board unanimously approved the minutes of the November meeting.

ACTING PROVOST'S REPORT

Acting Provost Richard Kurin began his report thanking the members of the board for their service. He gave an update on Secretary Skorton's recent testimony before the House Interior Appropriations Subcommittee concerning the Institution's \$920 million Fiscal 2017 budget request. He also provided an update on several projects and activities, including the success of the *Objects of Wonder* exhibit at the Renwick Gallery, the Institution's research around the Zika virus, the September 24 opening of the National Museum of African American History and Culture, the estimated \$600 million renovation of the National Air and Space Museum, and the Smithsonian's \$80 million commitment to the Giant Magellan Telescope. Kurin then spoke about the Secretary's commitment to reinvesting in the Institution's intellectual capital through the Secretary's Scholar Initiative which seeks to fund 40 new scholarly positions through (b) (4) in privately raised funds.

DIRECTOR'S REPORT

Kirk Johnson began his report by thanking the board for its continued support and gave an update on events at NMNH and the Smithsonian since the last board meeting. He spoke about the Secretary's November visit to the Museum that included both a Town Hall meeting and a tour of the *Deep Time* specimen prep space. Johnson noted the 11 NMNH positions that were approved as part of the

Secretary's Scholar Initiative. This included two positions shared with other units. He also discussed the Museum's role as a member of the Science Cluster created by the establishment of the Office of the Provost. Johnson and SAO's Charles Alcock serve as the current co-leads of the cluster.

Johnson gave a status update on meeting the goals of the recently unveiled NMNH 2016-2020 Strategic Plan. He underscored that the Museum will continue to meet its baseline goals, including serving its 7 million annual visitors and publishing over 500 peer-reviewed scientific articles, but also identified numerous priority projects for 2016. These included meeting all goals surrounding the *David H. Koch Hall of Fossils – Deep Time* and the West Court Project, as well as establishing a Science Strategy, Collections Plan and Policy, and growing the donor pool, among others.

Johnson then turned to the Museum's scientific research and spoke about two recent visits with scientists Sant Ocean Chair Nancy Knowlton and Jerry Harasewych (both IZ). He touched on recent expeditions led by Knowlton, as well as Liz Cottrell (Mineral Sciences) and Conrad Labandeira (Paleobiology). He also noted that several NMNH scientists were recently awarded the Secretary's Research Award. Among them was Carole Baldwin (VZ). She was then introduced and gave a brief presentation on a March 2016 expedition to Dominica as part of the Deep Reef Observation Project which she leads.

Johnson spoke briefly about the acquisition of a rare elabite tourmaline through the generosity of the (b) (6) and the positive resolution of an ongoing discussion with the National Park Service surrounding artifacts collected at Chaco Canyon. He then highlighted NMNH research by Nick Pyenson and Hans Sues (both Paleobiology) that received notable press coverage.

He touched on recent outreach efforts, outlining Museum programming in April and giving an update on the popular *Smithsonian Science How* broadcasts. He gave an overview on the new exhibition – *Life in One Cubic Foot* and spoke of the success of the Human Origins Initiative's travelling exhibit that is currently touring libraries in small communities throughout the country. He previewed the upcoming temporary exhibits *Narwhal – Revealing an Arctic Legend*, *Objects of Wonder*, and *Outbreak*.

Johnson provided an update on the *David H. Koch Hall of Fossils – Deep Time*, sharing new renderings of the future hall and images of the current space under renovation. He unveiled the newly mounted *T. rex* and *triceratops* which will be a centerpiece of the hall. Johnson shared this and other highlights (b) (4)

Johnson gave an update on the recent London meeting of the directors of the world's 12 largest natural history museums and noted upcoming meetings in New York and Paris, as well as an April meeting of the museums' collections managers at NMNH.

He concluded by giving an update on major construction projects at the Museum. He noted that the Southeast Quad renovations were on time and on budget. Johnson expressed the Museum's desire to see the Museum's South Steps renovated and made accessible by the opening of *Deep Time* pending availability of federal funds. Finally, he noted the support of the Institution's leadership for moving forward with the renovation of the West Court, including funds committed by Smithsonian Enterprises associated with renovating the commercial entities, most notably food services.

ADVANCEMENT REPORT

Smithsonian Assistant Secretary for Advancement Virginia Clark began her report with an update on the status of the Smithsonian Campaign. As of March 31, SI had raised (b) (4) toward the overall \$1.5 billion goal. (b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

Associate Director for Development Sandra Lovinguth began her report with an update on the Museum's progress in meeting its (b) (4) goal in the Smithsonian's Capital Campaign. To date, the Museum had raised (b) (4) or (b) (4) toward its goal with (b) (4) of the campaign elapsed. Lovinguth then compared the gifts received to date by both the Smithsonian and the Museum by source, noting that (b) (4) of the Museum's gifts have been from individuals versus the Institution's (b) (4). The remainder was divided between corporations (b) (4) and foundations (b) (4).

Lovinguth discussed the breakdown of the (b) (4) NMNH Capital Campaign balance: (b) (4). She gave an update on the Museum's enhanced digital outreach and solicitations and noted the development of a new case for support and suite of materials for the *David H. Koch Hall of Fossils – Deep Time*. She noted the development of a list of giving opportunities to provide potential donors with a menu of options to provide support. She underscored the various ways the board members can help with development. Finally, she expressed gratitude to Roger Sant for his service as Chairman of the Campaign Committee and her appreciation to Robert Mandell for succeeding Mr. Sant in this role.

MESSAGING AND GRAPHIC IDENTITY INITIATIVE

Assistant Director for Communications Sarah Goforth delivered a presentation that outlined the Museum's efforts to establish a pan-museum graphic identity and common core messages to meet the needs of NMNH staff in communications roles and establish consistency, recognition, and trust among our external audiences. She noted it will also lay the foundation for upcoming projects like the NMNH website redesign, visitor experience master planning, and fundraising campaigns.

Goforth described the process around establishing messaging and a graphic identity which included input from NMNH staff and an external consultant, Catalone Design, Inc. Through this process, the Museum's core message was determined to be "We seek to understand the natural world and our place in it, using the power of science and the depth of collections to illuminate the beauty and wonder of our planet. We explore fundamental questions, spark curiosity, and connect people everywhere to Earth's unfolding story."

Goforth then unveiled the Museum's graphic identity, including a new wordmark, and noted the many ways – signage, internal and external communications, web, etc. – that it will be deployed.

INTRODUCTION TO THE PUBLIC SPACE MASTER PLAN

Assistant Director for Exhibitions Kara Blond and Assistant Director for Education and Outreach provided an overview of the Museum's public space master planning effort which was just launched with contractor Thinkwell Group, a Los Angeles design firm. The overall goals for this project are to

ensure that NMNH remains relevant, forward-looking and exciting to visit, and to make the Museum's science and collections more visible, connected and accessible.

The project will include four key phases: (1) interviews with key staff and benchmarking; (2) visitor studies including circulation and an assessment of visitor needs; (3) visioning workshop to bring in broad thinking about the future of the museum and its public spaces; and (4) development of a public space master plan with three alternatives considered and a final plan completed by the end of the calendar year. This critical work will support planning and decision-making for a 2017-2018 revision and an update to the current NMNH facility master plan for capital improvements.

INTRODUCTION TO THE SCIENCE STRATEGY

Associate Director for Science Maureen Kearney spoke about the Museum's effort to establish a strategic plan for science to position the Museum as the leader in natural history museum research and enable our scientists to reach their personal research goals. Kearney outlined previous NMNH science planning and made the case for the timing of the current effort. She noted the rapid evolution of the field of natural history science, transitions in NMNH science leadership, and recent and future change in the makeup of curatorial staff as primary drivers. Further, she underscored the important role of natural history collections, data, and scientists in our ability to understand issues ranging from deep time to cultural, planetary, and organismal evolution to the impacts of climate change. Desired outcomes of the strategy included a visionary research plan, an agreed-upon intellectual identity for NMNH science, explicit strategic research priorities, a thoughtful alignment of resources and structure to stabilize the vision, and a plan that enables NMNH scientists to reach maximal scholarly potential.

Kearney closed by outlining the science strategy planning process, including holding a sufficient number of workshops to ensure that all science staff and interested stakeholders will have had the opportunity to provide input. She noted that one such workshop had already taken place and noted high-level concepts that had arisen out of that those three days of discussion.

LUNCH AND VIEWING OF NEW COLLECTION ACQUISITIONS

After the lunch, there was an opportunity to view many of the Museum's new collection acquisitions.

BREAKOUT GROUPS AND REPORT OUT

Following lunch, the members of the board split into two groups to further discuss and provide initial input on the Science Strategy and Public Space Master Plan.

The Science Strategy group engaged in a wide-ranging conversation that included discussions from education and outreach to conservation to evolution. The group discussed the idea of the "innovation incubator," and agreed that the themes of evolution, co-evolution of life and the planet, and bio-cultural interactions were great strengths of the NMNH scientific staff and could be explored in such a center, bringing in expertise from outside the Museum as well. The group also discussed how to attract the top young scientists to come to NMNH – using the new science strategy to frame the Museum as a viable exciting place to do research. There was an initial discussion about bioinformatics being the glue that touched all disciplines and could help bridge silos.

The Public Space Master Plan group began their discussion by focusing on the present state of the Museum, including wayfinding, crowd levels, and the initial impressions of the visitor. The conversation turned to what is working at NMNH including an increased emphasis on storytelling and improved access to what is behind the exhibits via *Q?rius*. The discussion focused on

opportunities to build upon the success of *Q?rius* and enable further engagement throughout the Museum between scientists/collections and visitors. Group members also spoke about ways to improve the opportunities to engage with visitors to establish longer term relationships with them. Finally, the group offered suggestions of other institutions to benchmark against, as well as individuals and academic centers that might be beneficial in reaching out to for input and advice.

Following the group discussions, the full board reconvened and received overviews of the two breakout sessions led by Scott Edwards (Science Strategy) and Bruce Babbitt (Public Space Master Plan), and engaged in further conversation about both topics.

EXECUTIVE SESSION

The board discussed the outcome of the conversations held earlier this year surrounding the board's committee structure.

ADJOURNMENT

The meeting adjourned at 3:20 p.m.

Board Meeting Minutes - November 2016

The fall meeting of the Advisory Board of the Smithsonian National Museum of Natural History (NMNH) was held in Washington, D.C. on Thursday, November 3, 2016. The meeting was called to order by Paula Kerger, Vice Chair of the Board, at 8:23 a.m. in the Museum's Executive Conference Room.

PRESENT

Board Members: Mr. Bruce Babbitt, Dr. Jane Buikstra, Dr. Scott Edwards, Mr. John Fahey, Ms. Gabriela Febres-Cordero, Dr. Jonathan Fink, Ms. Paula Kerger, Ambassador William Luers, Mr. Whitney MacMillan, Ambassador Robert Mandell, Mr. John Sall, Mr. Roger Sant, Dr. Jorge Soberón, Mr. Marshall Turner, Dr. Coralyn Wright Whitney. Ex-officio Board Members: Dr. Richard Kurin, Dr. Kirk Johnson. Board Members-elect: Mr. Gary Knell, Mrs. Camilla Smith. SI/NMNH Staff: Dr. Rayna Bell, Ms. Kara Blond, Ms. Carol Butler, Ms. Cynthia Brandt-Stover, Dr. Maureen Kearney, Dr. Sandra Lovinguth, Ms. Michelle Mayo, Mr. Mike McCarthy, Dr. Anna Phillips, Ms. Dawn Quill, Dr. Torben Rick, Dr. Sabrina Sholts, Mr. James R. Smith, Ms. Shari Werb, Dr. Wendy Wiswall, Mr. Jim Wood, Ms. Cathy Yoon.

ABSENT

Board Members: Ms. Kathryn Fuller, Mr. David Koch, Dr. Jane Lubchenco, Mr. Gregory Lucier, Mr. Tim Phillips, Mr. David Rubenstein, Dr. Jeremy Sabloff, Ms. Sophia Shaw.

OPENING REMARKS

Paula Kerger, Vice Chair of the NMNH Advisory Board, welcomed the members of the board, Acting Provost Kurin, and staff. Kerger expressed the board's gratitude to Roger Sant for his four terms of service which would conclude at the end of this calendar year, but noted his continued commitment to the board and the Museum. The board unanimously approved the minutes of the April meeting. Kerger recognized Nominating Committee Chair Gabriela Febres-Cordero who reported that the committee had voted to forward the nominations of Tuajuanda Jordan, Gary Knell, and Camilla Smith to join the board. A motion to approve the nominations was raised and seconded and the nominations were unanimously approved. Smith and Knell were welcomed to the meeting as observers.

ACTING PROVOST'S REPORT

Acting Provost Richard Kurin began his report by noting the successful September 24 opening of the National Museum of African American History and Culture. He then noted the Institution's entry into a period of leadership change – underscoring the ongoing and expected search for 12 new directors across the Smithsonian. He gave a brief update on the status of the Federal budget which was operating under a Continuing Resolution until December and mentioned the Institution's \$920 million Fiscal 2017 budget request and the identified need for \$676 million for the renovation of the National Air and Space Museum. He also provided an update on several projects and activities, including the Smithsonian Strategic Plan co-led by Regent Shirley Jackson and Sant Director Kirk Johnson, a Visitor Services Master Plan, the London project, the future of the Arts and Industries Building, and international efforts to preserve cultural heritage.

COMMITTEE ACTION

Following the Provost's Report, Nominating Committee Chair Febres-Cordero announced that the committee had also voted to approve the nominations of John Fahey, Gabriela Febres-Cordero, David Koch, Jane Lubchenco, and David Rubenstein to serve fourth terms on the board. A motion to approve the nominations was raised and seconded and the nominations were unanimously approved. Finally, Febres-Cordero announced that the committee had voted to forward the nomination of Paula Kerger

to succeed Kathryn Fuller as Chair of the NMNH Board. Sant Director Kirk Johnson applauded Fuller's years of service as Chair and noted his enthusiasm for Kerger's leadership. A motion to approve the nomination was raised and seconded and the nomination was unanimously approved.

Campaign Committee Chairman Bobby Mandell gave a brief report out on the previous day's committee meeting. He noted that the Museum had raised (b) (4) towards its 2017 Smithsonian Campaign Goal of (b) (4). He shared the development of (b) (4).
Mandell closed by (b) (4).

DIRECTOR'S REPORT

Sant Director Kirk Johnson began his report by thanking the board for its continued support and gave an update on events at NMNH and the Smithsonian since the last board meeting. He spoke about the Executive Team's recent visit to Florida that included a development dinner at the home of (b) (6), a visit to the Disney Institute in Orlando for an overview of their customer service model, and a tour of the Smithsonian Marine Station at Fort Pierce.

Johnson gave an update on the recent meetings of the directors and collections leaders of the world's 12 largest natural history museums in New York and Paris and shared examples of the collections data that the coalition is attempting to amass and collate across institutions.

Johnson spoke of his appointment by Secretary Skorton as co-lead of the Smithsonian Strategic Plan along with Regent Shirley Jackson. He indicated that the plan comes at a transformative time for the Smithsonian, noting the opening of the National Museum of African American History and Culture and its place in the history of the development of the National Mall. He outlined the process by which the plan would be developed and gave a report on a recent steering committee visit to the Smithsonian Astrophysics Observatory to gather staff input.

He then highlighted NMNH research by Doug Owsley (Anthropology), Mindy Zeder (Anthropology), Karen Osborn (Invertebrate Zoology), Nick Pyenson (Paleobiology), Briana Pobiner (Anthropology), and the Global Volcanism Program that received notable press coverage. Johnson also spoke of recent meetings with curators Rafael Lemaitre (Invertebrate Zoology) and Elizabeth Zimmer (Botany) to discuss their work and announced the hire of the Museum's newest curator, Logan Kistler (Anthropology).

Johnson spotlighted recent additions to the National Collection and noted that last year tallied 19,962 visitor-days to the collections. He shared recent visits by members of the Wauja from Brazil and (b) (6).

He touched on recent outreach efforts, outlining Museum programming and steady volunteer engagement, a recent *An Evening With* event featuring E.O. Wilson, and the popular *Smithsonian Science How* webcasts. He gave an overview on the upcoming new exhibition *Objects of Wonder: From the Collections of the National Museum of Natural History* and shared highlights from the media campaign leading up to the opening which spotlighted the importance of collections. He also spoke to the openings of the *National Parks at 100* and *Nature's Best Photography* exhibitions. He mentioned his hosting up the upcoming PBS program *The Great Yellowstone Thaw*.

Johnson continued with an update on recent development efforts, including noting a number of events held across the country with the active engagement of Camilla Smith, Marshall Turner, Bill Luers, Coralyn Whitney, Bobby Mandell, and Sophia Shaw. He noted that the Museum was at

approximately (b) (4) of its (b) (4) campaign goal, but announced with great pleasure that a \$3 million gift from (b) (6) to the Global Genome Initiative would put the Museum past the (b) (4) mark.

Johnson closed with a reminder that there were only 947 days until the opening of *the David H. Koch Hall of Fossils – Deep Time*. He shared images of specimens from a recent trip to Research Casting International (RCI) outside of Toronto during which he was accompanied by (b) (6). He ended by previewing the conversation about the lead-up to Deep Time opening planned for the afternoon.

SCIENCE STRATEGY DISCUSSION

Associate Director for Science Maureen Kearney gave an update on the Museum's effort to establish a strategic plan for science to position the Museum as the leader in natural history museum research and enable our scientists to reach their personal research goals. She outlined the science strategy planning process, including noting the success of several workshops that ensured that all science staff and interested stakeholders had the opportunity to provide input. She then shared the framework that had arisen as a result of these and other conversations.

Kearney shared the emerging NMNH Science Vision – “To expand the power of natural history knowledge and its potential to transform science and benefit society.” She also identified the four high-level strategic directions guiding the plan: Strengthen our Core Scientific Enterprise; Enrich our Research Environment; Transform our Natural History Collections Data into Knowledge; and Increase Scientific and Societal Use of Natural History Knowledge. Ultimately, Kearney concluded that a successful plan would enable NMNH will become the premier source from which natural history discoveries originate, and the leading destination for outstanding collections-based research.

YES! STUDENT PRESENTATIONS

Assistant Director for Education and Outreach Shari Werb gave an overview of the Museum's Youth Engagement through Science (YES!) program which seeks to connect students from backgrounds currently underrepresented in STEM fields with NMNH's community of scientists with the hope of assisting them in achieving the goal of attending college. Over seven years, the Museum has provided paid apprenticeships to 142 teens who now serve as NMNH science ambassadors. Werb introduced Dawn Quill, Youth Program Coordinator, who shared her experience working with the 24 members accepted into the program in 2016.

She introduced three of these students – (b) (6) – who delivered powerful, TED-Ed-style talks about their YES! experiences.

LUNCH AND VIEWING OF NEW COLLECTION ACQUISITIONS

After the lunch, there was an opportunity to view many of the Museum's new collection acquisitions.

LIGHTNING TALKS

Associate Director for Science Maureen Kearney introduced three of the Museum's newest curators to deliver brief talks focusing on their research: Dr. Rayna Bell (Vertebrate Zoology), Dr. Anna Phillips (Invertebrate Zoology), and Dr. Sabrina Sholts (Anthropology).

DEEP TIME - THE ROAD TO OPENING

Sant Director Kirk Johnson introduced a presentation outlining the steps the Museum was taking to transform the visitor experience in the lead-up to the June 8, 2019 opening of the *David H. Koch Hall of Fossils – Deep Time*. He provided an overview of the timeline and funding status for the four

components of this transformation: Deep Time Initiative, Website Redesign, South Entrance Upgrade, and West Court Renovation and introduced staff to present on each.

Assistant Director for Exhibitions Kara Blond gave an overview of the Deep Time Initiative. She began with an update on the status of the renovation of the exhibition hall noting that this phase was on schedule for completion by December 2017. She shared images of the renovation and a flyover view of the exhibition. She also spoke about the continued development of educational content, the ongoing field work and research supporting the initiative, and the concerted effort to drive media attention around the themes of the exhibition in advance of the opening. Blond also discussed the effort to redesign the Museum's outdated website to provide a streamlined (external and internal) experience that focuses on its core audiences. She noted the ongoing efforts to improve public Wi-Fi in all public areas of the building which were also expected to be completed prior to the opening of *Deep Time*.

Assistant Director for Facilities and Operations Chun-Hsi Wong discussed the South Entrance Upgrade project which is designed to ensure accessibility to the Museum's Mall Entrance while also allowing for needed renovations and repairs. Wong shared a number of design schemes and indicated that the proposal was currently under review by a number of historic preservation entities. He also gave an update on the status of the West Court Renovation project, announcing that project design had begun the month before.

Associate Director for Operations Mike McCarthy closed the presentation by examining the various risks associated with the projects which included uncertainty of the federal budget (South Stairs), private fundraising challenges (Deep Time Initiative/West Court), complex partnership (West Court), and an aggressive timeline. He shared a breakdown of the remaining funds needed for each project both in terms of what was critical to meeting the June 8, 2019 opening (b) (4) and the ultimate full funding amounts to carry them to completion (b) (4).

EXECUTIVE SESSION AND ADJOURNMENT

Staff exited and the board proceeded to meet in Executive Session. The meeting was adjourned at 3:15 p.m.