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Smithsonian Institution

Office of the Deputy Secretary

VIA ELECTRONIC MAIL

July 19, 2023

Re: Your Records Request Appeal (973707184)

On April 6, 2021, the Smithsonian responded to your request under Smithsonian Directive 807 (SD 807) for “a copy of the meeting minutes of the National Air and Space Museum Board” from January 1, 2006, to April 2016 by releasing 202 pages of responsive material subject to various redactions under Exemptions 4, 5, and 6 of SD 807. On April 8, 2021, the Smithsonian received your appeal questioning whether releasable information was properly separated from information exempt from disclosure.

Pursuant to SD 807, I have reviewed your appeal. After careful consideration, I am affirming your appeal in part. At times in the Smithsonian’s response, Exemption 5 could have been applied in a more narrowly tailored manner, where releasable information was reasonably segregable from information exempt from disclosure. In many instances, however, information was properly withheld as exempt, and I am affirming the withholding of that information.

As such, please find enclosed the material responsive to your request with additional information released that was previously withheld.

This concludes the Smithsonian’s review of your appeal under SD 807.

Sincerely,

DocuSigned by:

Meroe Park

EDGBEB79CD81433

Merroe S. Park

Deputy Secretary and Chief Operating Officer

National Air and Space Museum
National Board Meeting
Tuesday, February 28, 2006
Rancho Valencia Board Room
Rancho Santa Fe, CA

Board Meeting Minutes

Chairman Ron Allen convened the meeting at 8:30 a.m. He welcomed new members Randy Greene, Jim Guyette, and Randy Jayne.

Chairman Allen asked for a moment of silence in honor of Board Member [Exemption 6] who passed away on [Exemption 6]. Members are invited to join family and friends at Fort Myers' Old Chapel on March 6 at [Ex. 6] pm and at the burial in Arlington Cemetery immediately following the Chapel service. The [Exemption 6] suggests that contributions in [Ex. 6] name be sent to:

[Exemption 6]
National Air and Space Museum
P.O. Box 37012 MRC 321
Washington, DC 20013-7012

Members approved the October meeting minutes.

State of the Museum Report (Appendix A)

Museum Director Jack Dailey's presentation began with a brief review of the Smithsonian Organization (chart enclosed). Secretary Larry Small's highest priority, besides museum daily operations is the restoration of Smithsonian buildings, all of which need major rejuvenation. NASM operations produce 38.6 % of all SI retail profits. The Udvar-Hazy Center (UHC) Museum Shop continues to produce the highest return in both per visitor and per square foot revenues. However, the NASM continues to compete with other SI Bureaus for revenue and funding from the Castle. Ron Allen commented that he gave a presentation on our efforts to build Phase Two (of the UHC) to the SI National Board (SIB) in January and it was very well received. [Exemption 5]

General Dailey continued with his Phase Two update. Members commented on the lack of marketing dollars and encouraged [Exemption 5]

[Exemption 5] Ken Gazzola was recognized for his advertising help and Jim Guyette offered the assistance of his communications staff.

Associate Director Liz Scheffler commented that the cost of Phase Two will remain a range (\$45m-\$55m) until HOK provides the first rough costs most likely in the May time period. Once that is done we will have a firm fundraising goal for the construction of Phase Two. General Dailey added that revenue from Phase One of the UHC continues to pay down the construction debt, and that the Café and Museum Shop located in Phase Two will increase revenue. Moving out of the Paul Garber facility in Silver Hill, MD will also save the SI \$395k paid annually to rent storage space. General Dailey commented that we still need Larry Small's support and Regents

approval to proceed with construction of Phase Two and Ron Allen responded by calling for a resolution from the Board which was moved, seconded and passed unanimously.

Resolved:

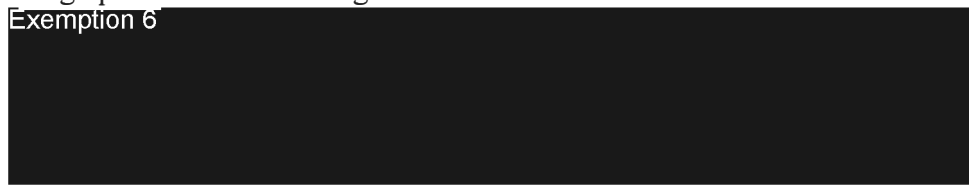
Based on the successful fundraising performance for Phase Two of the National Air and Space Museum Udvar-Hazy Center; the continuing increase in construction expenses; and, savings to the Institution of rental expenses through the reuse of the Garber Facility; the National Air and Space Museum National Board strongly recommends the Board of Regents approve the commencement of Phase Two construction and selection of a General Contractor as soon as possible.

Committee Reports

Assessment and Nomination Committee Report (Appendix B)

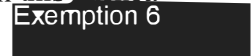
Committee Chairman Dave Hurley reported that there are currently two open member slots and six more will open in the fall. Chairman Hurley and his committee have reviewed over 25 names and the biographies of the following candidates were distributed:

Exemption 6



Also in this packet:

Exemption 6



Additional nominations are welcome. Information on Membership Criteria and Nomination forms will be provided to all members with the approved meeting minutes.

Communications Committee Report (Appendix C)

Dave Hurley presented the Communications Report for Chairman Ken Gazzola who was attending the Singapore Air Show. Chairman Gazzola's "Steven F. Udvar-Hazy Center Attendance Growth Plan" was shared with Jack Dailey and NASM's Director of Communications Claire Brown and many of these items are under review. Marketing funds are scarce, however much has been done to promote the Center. Shuttle bus riders see a 12 minute video preview of both the Mall and Dulles sites which includes a pitch for financial support. LCD screens have been added to the Mall Welcome Center and they display information on Museum galleries, programs, shops, and the UHC. Communications staff currently collect data from visitors to help shape marketing and programming strategies. Members suggested other survey questions that would help accumulate additional demographic data. Responding to questions about donation boxes, Liz Scheffler reported that locations are tested and the boxes are placed accordingly. In 2005 box donations totaled \$135k.

General Dailey announced the new parking pass program that allows the general public to pay \$65 annually for unlimited parking. National Air and Space Society members pay \$50. The NASM receives 100% of this revenue. The pass application is now available on the NASM website at <http://www.nasm.si.edu/parking/>

BREAK

Finance and Development Committee Presentation (Appendix D, E, and F)

In Committee Chairman Fred Telling's absence, Associate Director (and Acting Director of Development) Liz Scheffler gave this presentation which began with the Finance Committee Report (D). Ms. Scheffler noted we are "almost there" and thanked members for their continued support of the Museum's Campaign.

Major Gift Director Monecia Taylor continued with a report on the Exemption 5

Ms. Taylor noted that the support offered by the NASM Archives staff has been very valuable and she looks forward to working with them "to build strong, long term relationships" with new perspective donors.

Anne McAllister, Director of Corporate and Foundation Relations, reviewed the Corporate Prospect Tracking list (F - includes Corporate, Foundation, and Individual lists). A conversation regarding cultivation of these corporations followed with several members offering their help. Members of the Development staff will remain in touch with these members to discuss strategies.

Jack Dailey explained that we have minimal discretionary funds. Federal Funding goes directly to the Castle, which distributes funds among the bureaus. Employee raises and commuter benefits must be paid from the Museum allotment. Ms. Scheffler added that, although she would like to provide Members with more detailed accounting reports, the SI does not produce the equivalent of a private sector earning statement. A similar statement would have to be calculated "by hand." In response to a question about food and shop revenue, she reported that NASM receives Exemption 4. In addition, SI receives Ex. 4 Exemption 4

Upcoming Events and housekeeping remarks (Appendix G)

Events Manager Marilyn Kozak reviewed the list of upcoming events, including the June 7 Board dinner to celebrate Exemption 6 birthday and the unveiling of the P-61 "Black Widow." Members are asked to review the event list and contact Marilyn with any questions or requests for tickets. A list of all Museum activities can be found at www.nasm.si.edu

Ms. Kozak distributed their current biographies to all members and asked that corrections, additions, and updates be faxed back to her at 202.633.8174. New Board Bio books will be distributed at the June meeting.

If you have not already received a Smithsonian Security Badge (purple... with your picture), please return the enclosed form (Appendix H) to Marilyn. This badge allows you access to public and staff areas of SI museums and weekend parking in the NASM garage.

Ron Allen concluded by thanking members for their continued support. The meeting was adjourned at 12:20 pm. A buffet lunch was served in the Sunrise Room.

National Air and Space Museum National Board

Mr. Ronald W. Allen, Chairman *
Mr. James Albaugh
Mr. F. Otis Booth, Jr.
Mrs. Janet S. Burkle
Mr. Armando C. Chapelli, Jr. *
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole, Vice Chairman *
Mr. Frank A. Daniels, Jr.
Mr. Gregory R. Dillon *
Mr. Morton Funger
Mr. Kenneth E. Gazzola
Mr. Randall Greene*
Mr. James Guyette*
Mr. David R. Hinson
Mr. David C. Hurley *
Mr. Randy Jayne *
Mr. Clayton Jones
Mr. Hebert D. Kelleher
Mr. Marshall O. Larsen
Mr. Steven R. Loranger
Capt. James A. Lovell, USN (Ret.)
Mr. Robert J. Mittman

Mr. John W. Myers *
Mr. Lloyd "Fig" Newton *
Mr. Robert W. Pittman
Mr. John L. Plueger *
Jon A. Reynolds, Ph.D. *
Dr. Robert C. Seamans, Jr.
Mrs. Carroll W. Suggs
Frederick Telling, Ph.D.
Mr. Charles Thornton *

Board Members Emeritus:

Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. John T. Hazel
Mr. Robert James
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr
Mr. Allen E. Puckett
Dr. Donald B. Rice
Mr. John Safer
Ms. Patty Wagstaff
Mr. Bruce N. Whitman *

* Present at February 28, 2006

These NASM staff members were present:

General Jack Dailey
Mr. Donald Lopez
Ms. Elizabeth Scheffler
Ms. Anne McAllister
Ms. Monecia Taylor
Ms. Marilyn Kozak

**National Air and Space Museum
National Board Meeting
Thursday, June 8, 2006
Steven F. Udvar-Hazy Center**

Chairman Ron Allen convened the meeting at 8:30 a.m. He welcomed new members Javier Arango, Clay Jones and Thomas Pumpelly.

Dave Hurley reported that 30 names were under review for consideration for the board and that both the chair and vice chair positions would need to be filled. Heavy hitters are needed who can help raise money for the Museum.

Members approved the February minutes.

State of the Museum Report (Appendix A)

Museum Director Jack Dailey presented his State of the Museum Report. He noted that the Udvar-Hazy Center has seen a significant drop in attendance this year, down 27 percent compared to last year. We need to increase attendance in order to pay off the debt for Phase One at a rate of \$4 million per year. Bob Pittman suggested that analysis should be done to determine which groups have dropped off (i.e. tours, families, school groups). Jack Dailey noted that we are working with graduate students at George Mason University to develop a visitor questionnaire. Ex 5

[REDACTED]

Max Chapman suggested Exemption 5

[REDACTED]

[REDACTED] Jack Dailey reported Ex. 5

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Jack Dailey thanked the Board for its fundraising support and noted that most of the \$31 million that has been raised toward Phase Two has been thanks to Board members' leadership.

Committee Reports

Finance and Development Committee Presentation (Appendix B, C)

Fred Telling presented the Finance Committee Report. He asked members to take a look at the prospect tracking list (Appendix C) and let the staff know if you see an opportunity to assist with an ask. He noted that one of the Development staff's challenges is that they have no budget for travel funds and will therefore have no presence at Farnborough. He asked members planning to attend the event to please talk about NASM and remind people that the task of fundraising is not yet complete.

He noted that the finance committee would hold a meeting in the next six to eight weeks and would be looking for new members.

Max Chapman asked what influence the NASM Board has with the SI National Board and within SI. Other members agreed that NASM board members should be acquainted with the SI National Board members and that all new members should be educated on the complicated nature of SI operations and Board structure.

BREAK

Communications Committee Report (Appendix D)

Ken Gazzola presented the Communications Committee Report. Exemption 5

[REDACTED]

Members discussed different methods of publicizing the UHC at the National Mall building:

Exemption 5 Bob Pittman suggested

Exemption 5

Members suggested different ways of attracting visitors to the UHC. Bob James suggested Exemption 5

Dollie Cole suggested Exemption 5

Max Chapman suggested Ex. 5

Bob Pittman suggested developing a curriculum for teachers who visit the UHC with their classes. The teachers can lead students through the Center and not have to rely on the limited teaching staff. This could bring in more school groups.

Smithsonian/Showtime Discussion

Under Secretary of Science, Dave Evans, discussed SI's deal with Showtime. Exemption 4

[REDACTED]

Max Chapman asked what SI's total budget was and Dave Evans responded \$650 million, which was spread around 18 Museums. NASM receives \$16.5 million for salaries, which does not include the money the Museum receives for security, maintenance, repairs, etc. John Plueger asked why Congress was so upset and Dave Evans responded that SI could have done a better job rolling out the deal, but due to a very strict nondisclosure agreement, they were very limited in what they could say. Dave Evans estimates that SI's final appropriations will not be voted on until after the elections.

Upcoming Events and housekeeping remarks (Appendix E)

Bob James presented the idea of creating a blazer patch to identify board members at aviation and space events. He circulated some design ideas.

Ron Allen confirmed the dates for the next meeting in October. Marilyn Kozak confirms that the next board meeting will be October 4 and 5. She also noted that the Board traditionally meets during the first week of February, June and October and to let the staff know if you have a conflict with those weeks in 2007.

The meeting was adjourned at 12:45 pm. A buffet lunch was served.

National Air and Space Museum National Board

Mr. Ronald W. Allen, Chairman *
Mr. James Albaugh
Mr. F. Otis Booth, Jr.
Mrs. Janet S. Burkle
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr. *
Mrs. Dollie A. Cole, Vice Chairman *
Mr. Frank A. Daniels, Jr.
Mr. Gregory R. Dillon *
Mr. Morton Fungler *
Mr. Kenneth E. Gazzola *
Mr. Randall Greene*
Mr. James Guyette
Mr. David R. Hinson *
Mr. David C. Hurley *
Mr. Randy Jayne *
Mr. Clayton Jones *
Mr. Hebert D. Kelleher
Mr. Marshall O. Larsen *
Mr. Steven R. Loranger *
Capt. James A. Lovell, USN (Ret.)
Mr. Robert J. Mittman
Mr. John W. Myers
Mr. Lloyd "Fig" Newton *
Mr. Robert W. Pittman *
Mr. John L. Plueger *
Jon A. Reynolds, Ph.D. *
Dr. Robert C. Seamans, Jr.
Mrs. Carroll W. Suggs
Frederick Telling, Ph.D. *
Mr. Charles Thornton

Board Members Emeritus:

Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. John T. Hazel
Mr. Robert James *
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr *
Mr. Allen E. Puckett
Dr. Donald B. Rice
Mr. John Safer
Ms. Patty Wagstaff
Mr. Bruce N. Whitman *

* Present at June 8, 2006 meeting

These NASM staff members were present:

General Jack Dailey
Mr. Donald Lopez
Ms. Anne McAllister
Ms. Laura Gleason
Ms. Monecia Taylor
Ms. Marilyn Kozak
Mr. Ed Mautner
Mr. Dan Goldstein
Ms. Jessica McNally
Ms. Claire Brown

**National Air and Space Museum
National Board Meeting
Thursday, October 5, 2006
Steven F. Udvar-Hazy Center**

Chairman Ron Allen convened the meeting at 8:30 a.m. He welcomed members Herb Kelleher and Javier Arango to their first Board meeting. Members approved the June minutes.

State of the Museum Report (Appendix A)

Museum Director Jack Dailey presented his State of the Museum Report. There was discussion regarding the decrease in visitorship this year. Jack Dailey noted that a security perimeter project to install bollards in front of the Museum on the National Mall partially blocked both entrances during the summer high season. He also noted that terrorism and fuel costs were contributing factors. Max Chapman asked for the attendance numbers last year compared to this year at the Udvar-Hazy Center (UHC). Jack Dailey responded that the UHC had 1.3 million visitors last year compared to 1 million this year.

Jack Dailey discussed the 2007 budget outlook. He noted that a group of Regents and the Secretary met with the President for the first time since 1927 to discuss the finances and needs of the Smithsonian Institution (SI). He also noted that the SI's 2007 budget is currently on a continuing resolution and the 2007 appropriation will not be approved until after the election. Exemption 5

The House version of the appropriations bill will also include a pay cap on salaries, so that no Smithsonian employee can earn more than the President.

Jack Dailey discussed the current status of Phase Two. He reported that the Board's vote to start Phase Two at the February meeting was not required because there was a similar resolution already in place from 2004. He noted that the price increase for Phase Two was due to inflation and seismic accommodations that had not applied to the first phase of the UHC. Chuck Thornton asked if it was possible to just build the shell for Phase Two and add the interiors later and Jack Dailey said that was essentially what they were planning to do. He emphasized that the museum can not borrow any money for Phase Two until the debt from Phase One has been paid off.

NASM on the Road

Museum volunteer Rick Jensen gave an overview of a new program he is coordinating with UHC Associate Director Joe Anderson. NASM on the Road brings veterans to the UHC for a tour and IMAX movie followed by a meal at McDonalds. The program also brings docents to hospitals to visit with service members and share virtual tours of the Museum. Rick Jensen and Joe Anderson are raising money to continue this program and reach out not only to Iraq veterans, but also Vietnam and World War II veterans.

BREAK

Committee Reports

Finance and Development Committee Presentation (Appendix B, C, D)

Fred Telling presented the Finance Committee Report. He emphasized the importance of all Board members becoming members of the National Air and Space Society (NASS). He also mentioned the importance of participating in the Archives Challenge, established by an anonymous donor. Board members have contributed a total of \$60K so far to the challenge. Dave Hurley suggested that members ask companies and other boards to provide matching funds for their challenge gifts. NASS Director Lorili Toth presented a report on NASS and the Wall of Honor and her plans for changes and improvements.

Museum Associate Director John Benton presented newly-formatted financial statements. Fred Telling emphasized that the Smithsonian is a complicated institution due to its hybrid nature of federal and trust funding. Board members discussed the financial statements at length. Fred Telling noted that the statements were only a first pass at these critical issues and that the Finance and Development Committee would be meeting at least twice before the next Board meeting to continue to clarify the numbers. He thanked Greg Dillon, Bruce Whitman and Max Chapman for their persistence in pursuing these numbers and John Benton and Deborah Swinson for putting the documents together.

Frank Daniels noted that in the 13 years he has been involved with SI, this was the longest and most thorough discussion of financial matters in which he had ever participated. Fred Telling concluded that all members should know the key financial issues facing NASM that can be raised when speaking with influential people.

BREAK

Communications Committee Report (Appendix E)

Ken Gazzola presented the Communications Committee Report and announced that Thomas Pumpelly would succeed him as chair of the Communications Committee. He presented the design for the NASM Board blazer patch and it was approved. He proposed ideas Ex. 5

He presented several print and online advertising ideas from HSR Agency, which were well received by the members.

Tom Pumpelly presented Exemption 5

There was some discussion of how to secure funding to support advertising for the UHC. Ken Gazzola asked members to think of ways to raise money for the advertising campaign. Tom Morr suggested Exemption 5

Assessment and Nomination Committee Report (Appendix F)

Dave Hurley recognized the new members of the board and the members who have been offered emeritus status (see Appendix for lists). He reminded board members to think about potential new members to nominate who are “heavy-hitters” and could raise money and build relationships for NASM.

Members unanimously approved new Board nominees. Dollie Cole nominated John Plueger to Vice Chair and Dave Hurley to Chair and Ron Allen seconded the motion. Dave Hurley thanked the members for their support.

Housekeeping and Closing Remarks

Jack Dailey thanked Ron Allen and Dollie Cole for their service as Chair and Vice Chair, respectively, and presented them with gifts.

Marilyn Kozak announced the dates for the 2007 meetings, which will be February 1 and 2, June 5 and 6, and (tentatively) October 3 and 4. The meeting locations are to be determined and suggestions are welcome. There was a suggestion to have the October meeting in September in conjunction with the Reno Air Races. We will solicit members’ views on the site and date.

The meeting was adjourned at 12:50 pm. A buffet lunch was served.

National Air and Space Museum National Board

Mr. Ronald W. Allen, Chairman *
Mr. James Albaugh
Mr. Javier Arango*
Mrs. Janet S. Burkle
Mr. Armando C. Chapelli, Jr. *
Mr. Max C. Chapman, Jr. *
Mrs. Dollie A. Cole, Vice Chairman *
Mr. Frank A. Daniels, Jr. *
Mr. Gregory R. Dillon *
Mr. Morton Fungler *
Mr. Kenneth E. Gazzola *
Mr. Randall Greene*
Mr. James Guyette
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Mr. Randy Jayne *
Mr. Clayton Jones
Mr. Hebert D. Kelleher*
Mr. Marshall O. Larsen
Mr. Steven R. Loranger*
Capt. James A. Lovell, USN (Ret.)
Mr. Robert J. Mittman *
Mr. John W. Myers
Mr. Lloyd "Fig" Newton *
Mr. Robert W. Pittman
Mr. John L. Plueger *
Jon A. Reynolds, Ph.D. *
Dr. Robert C. Seamans, Jr. *
Mrs. Carroll W. Suggs
Frederick Telling, Ph.D. *
Mr. Charles Thornton *

Board Members Emeritus:

Mrs. Anne B. Baddour
Mr. Dan W. Burns
Mr. F. Otis Booth, Jr.
Capt. Eugene A. Cernan, USN (Ret.)
Mr. John T. Hazel
Mr. Robert James *
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr *
Mr. Allen E. Puckett
Dr. Donald B. Rice
Mr. John Safer
Ms. Patty Wagstaff
Mr. Bruce N. Whitman *

* Present at October 5, 2006 meeting

These NASM staff members were present:

General John R. Dailey
Mr. Donald Lopez
Mr. John Benton
Ms. Deborah Swinson
Ms. Anne McAllister
Ms. Laura Gleason
Ms. Monecia Taylor
Ms. Lorili Toth
Ms. Marilyn Kozak
Mr. Dan Goldstein
Ms. Jessica McNally
Ms. Claire Brown

**National Air and Space Museum
National Board Meeting
Friday, February 2, 2007
National Mall**

Chairman Dave Hurley convened the meeting at 8:45 a.m. He welcomed new members Susan Hutchison, Roger Percy, Richard Sugden and Agnes Brown (new member Taylor Glover was unable to attend). Members approved the October minutes.

State of the Museum Report (Appendix A)

Museum Director Jack Dailey presented his State of the Museum Report. He noted that the lack of funding for the planned exhibit *Out of this World*, and the exhibit's subsequent cancellation, illustrated a trend of declining corporate support for exhibits and events. He also noted that Lockheed Martin would no longer sponsor the Trophy event after this year and that they were cutting back on their sponsorship of Space Day. There was discussion of the continuing resolution and its impact on the Museum. Gen. Dailey emphasized that while many programs and initiatives were being curtailed this year, Exemption 5

He noted that the Smithsonian was keeping a detailed account of all projects that were being affected by the cut backs this year and that information would be reported to Congress.

Committee Reports

Finance and Development Committee Presentation (Appendix B)

Chairman Fred Telling presented the Finance Committee Report. Acting Director of Development Monécia Taylor reported on the progress of the Archives Challenge. She explained that Exemption 5

Lorili Toth reported on the National Air and Space Society. Max Chapman asked what the cost of the program was and the net benefit to the Museum and Gen. Dailey promised to provide that information at the next meeting. Susan Hutchison noted that she had a number of questions about the program and requested the opportunity to discuss the Society at greater length with a smaller group.

Assessment and Nomination Committee Report (Appendix C)

John Plueger reported that the Board has now filled 31 out of 32 maximum spaces. He emphasized that there was not a great need to add new members at this time in order to keep the Board to a manageable size; but that he and Committee Member Herb Kelleher had received some great recommendations for potential new members and they would meet personally with any candidates they did not know. Members are encouraged to refer to the "Class List" (Appendix C) if they have questions about their terms.

Communications Committee Report (Appendix D)

Tom Pumpelly presented the first part of the Communications Committee Report. He reported on the new initiatives of the Dulles/National Air and Space Museum Awareness Group, which is working to increase awareness of the Udvar-Hazy Center among Dulles travelers. He played video and audio promotional messages being broadcast in different areas of the airport. Randy Greene suggested Exemption 5

BREAK

Booz Allen Hamilton Report (Appendix E)

Ken Gazzola continued the Communications Committee Report. He introduced Erich Fischer and Stephen Ganote of Booz Allen Hamilton, who presented the results of an attendance survey at the Udvar-Hazy Center along with their recommendations. There was a lengthy discussion of the results. Mr. Ganote noted that visitors were looking for more interactivity and exhibit content designed for children and members of the general public who were not aviation buffs. Mr. Kelleher said that it was important to note the report's suggestion that since the majority of the Udvar-Hazy Center's visitors were local, the content should be changed frequently. There was some discussion of the parking costs

Exemption 5

Fred Telling noted that the report does not address the financial implications of delaying construction on Phase Two. Gen. Dailey pledged to staff the study with senior members of his staff and put some ideas together for the next Board meeting. Board members Agnes Brown, Jim Guyette, Max Chapman, Richard Sugden, Ken Gazzola, Fred Telling and Tom Morr volunteered to take part in a committee, chaired by Gen. Dailey, to study the recommendations more closely. Dave Hurley thanked the members of Booz Allen Hamilton for their pro bono work.

Housekeeping and Closing Remarks

Dave Hurley confirmed the remaining meeting dates for 2007. The Board will meet on June 5 and 6 (at either the Udvar-Hazy Center or the Mall) and on October 3 and 4 (location to be determined).

The meeting was adjourned at 12:45 pm. A buffet lunch was served.

National Air and Space Museum National Board

Mr. James Albaugh
Mr. Ronald W. Allen *
Mr. Javier F. Arango
Mrs. Agnes M. Brown *
Mrs. Janet S. Burkle
Mr. Max C. Chapman, Jr. *
Mr. Gregory R. Dillon *
Mr. S. Taylor Glover
Mr. Randall A. Greene*
Mr. James M. Guyette *
Mr. David R. Hinson *
Mr. David C. Hurley, Chairman *
Mrs. Susan Hutchison *
Mr. Randy Jayne *
Mr. Clayton M. Jones
Mr. Hebert D. Kelleher *
Mr. Marshall O. Larsen
Mr. Steven R. Loranger
Capt. James A. Lovell, USN (Ret.) *
Mr. Robert J. Mittman *
Mr. John W. Myers
Mr. Lloyd "Fig" Newton
Mr. John L. Plueger, Vice-Chairman *
Mr. Thomas F. Pumpelly *
Jon A. Reynolds, Ph.D. *
Dr. Robert C. Seamans, Jr.
Dr. Richard Sugden *
Mrs. Carroll W. Suggs
Frederick Telling, Ph.D. *
Mr. Charles Thornton *

Board Members Emeritus:

Mrs. Anne B. Baddour
Mr. F. Otis Booth, Jr.
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole *
Mr. Frank A. Daniels, Jr.
Mr. Morton Fungler *
Mr. Kenneth E. Gazzola *
Mr. John T. Hazel
Mr. Robert James *
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr *
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Dr. Donald B. Rice
Mr. John Safer
Ms. Patty Wagstaff
Mr. Bruce N. Whitman *

* Present at February 2, 2007 meeting

These NASM staff members were present:

General John R. Dailey
General Joseph T. Anderson
Mr. John Benton
Ms. Joanne Bast
Ms. Deborah Swinson
Ms. Claire Brown
Ms. Anne McAllister
Ms. Laura Gleason
Ms. Monecia Taylor
Ms. Lorili Toth
Ms. Sarah Papazoglakis
Ms. Marilyn Kozak
Mr. Dan Goldstein
Ms. Jessica McNally

**Smithsonian
National Air and Space Museum
National Board Meeting
June 6, 2007
Steven F. Udvar-Hazy Center**

Chairman Dave Hurley convened the meeting at 8:30 a.m. He welcomed new member S. Taylor Glover and Smithsonian Acting Secretary Christián Samper to the meeting and Dr. Samper offered brief remarks. He discussed his town hall meetings with staff throughout the Smithsonian and emphasized that morale is good and projects are on track, though we will continue to see some negative headlines in the coming weeks. Dr. Samper discussed the Independent Review Committee that the Smithsonian's Board of Regents has set up to deal with some of the issues related to management and operations. He noted that the Regents have established a search committee for the next secretary and that the nationwide search was expected to take eight to ten months.

Ken Gazzola asked Dr. Samper to comment on Smithsonian Business Ventures (SBV). Dr. Samper said that he is establishing a task force to review all SBV's practices to include revenue sharing and merchandising. He believes that the focus on profit has impacted quality.

Jon Reynolds asked if the question of charging admission would be revisited. Dr. Samper responded that

Exemption 5

John Plueger asked how the Smithsonian was handling the strained relationship with Congress and Dr. Samper noted that

Exemption 5

Members approved the February minutes. John Safer presented Mr. Glover with the pin he designed for NASM Board members.

State of the Museum Report (Appendix A)

Museum Director Jack Dailey presented his State of the Museum report and said that the Museum is presently waiting to go to contract on Phase Two until the full \$68 million has been raised. He noted that the total cost of Phase Two was actually \$68 million since the \$3 million cost of Restoration Barn construction had not been factored into the total. Mr. Plueger said that a final cost and construction date needed to be set because as the cost of construction increases it makes it hard to ever meet the goal. He said that it is difficult to retain enthusiasm to fundraise and get donors to write a check without a construction date and a firm goal. Steven Loranger asked how much had been raised each year, and Gen. Dailey responded that we had raised \$36.8 since 2004. Dr. Samper noted that NASM had a great track record for fundraising and

Exemption 5

Gen. Dailey discussed issues related to the Garber Storage Facility and ideas for building storage areas on the grounds adjacent to the Udvar-Hazy Center. Dr. Samper noted that storage throughout the Smithsonian was a big issue.

Finance and Development Committee Presentation (Appendix B)

Monecia Taylor presented the Finance and Development Committee Report. Ms. Taylor announced that at \$16.9 million NASM has raised far beyond its FY07 goal of \$11.6 million much due to the \$10 million gift from the Hilton Foundation. As of May 30, \$5.5 million has been raised for Phase Two. Although NASM has surpassed its annual goal, the development office will strive for another \$4 to \$5 million for Phase Two. Phase Two needs consistent funding (approximately \$10 million) every year to build our case for breaking ground on the project. There was some discussion of the major donor prospect list and ways Board members could assist with current proposals. Ms. Taylor emphasized that the Development Office could use Board members' help with entrees to new companies, particularly companies that are not aviation-related. Mr. Reynolds asked what type of corporations sponsored other museums and Dr. Samper noted that other museums had not had as much success with corporate sponsors as NASM and that most focused on individual donors and foundations. Ms. Taylor provided a progress report on the Archives Challenge Campaign, noting that NASM board members were responsible for over \$1 million being raised. There is \$66,000 remaining to reach the \$1.5 million goal. National Air and Space Society Director Lorili Toth gave an update on membership and the Wall of Honor. Ron Allen asked if all Board members were now NASS members and Lorili responded that they were not. Mr. Allen suggested that members get special letters annually asking them to renew their memberships.

Assessment and Nomination Committee Report (Appendix C)

John Plueger presented the Assessment and Nominations Committee Report and reviewed the biographies of prospective new members. He noted that the original Board criteria had been developed in the 1990's and did not include much detail on fundraising requirements. Subsequent updates to the member responsibilities were made by the SI in 2004. He said that their current search for new members places a heavy emphasis on members with fundraising capabilities.

Communications Committee Report (Appendix D)

Ken Gazzola presented the Communications Committee Report. He noted that they would welcome any additional members for the committee and Agnes Brown volunteered. He discussed marketing efforts at Dulles Airport **Exemption 5**

Exemption 5 There was some discussion of how special events could be used to generate revenue and increase attendance and Gen. Dailey noted that special events earn about \$1 million annually at each of the museums.

Housekeeping and Closing Remarks

After some discussion about changing the October meeting dates due to a conflict with Gen. Dailey's schedule it was decided that John Plueger will contact the new members to inquire about their availability. If their schedules permit, the new dates will be October 2 (dinner, at the **Exemption 6** home) and October 3 (morning meeting). **[On June 12, Chairman Hurley confirmed that the new dates will be October 2 and 3. Members have been notified.]**

Mr. Hurley closed the meeting by reading the following resolution, which was approved:

Resolution:

The Board of the Smithsonian National Air and Space Museum is grateful for the leadership of the Museum's Director, General John R. 'Jack' Dailey. The General's exemplary vision, executive skills, and high ethical standards are fundamental to the operations of the Museum and to the fulfillment of its mission. The Board expresses full confidence in General Dailey and expresses its continuing, unanimous respect, cooperation and confidence in General Dailey to lead our Museum."

The meeting was adjourned at 12:15 p.m. A buffet lunch was served.

National Air and Space Museum National Board

* Present at June 6, 2007 meeting

Mr. James Albaugh
Mr. Ronald W. Allen *
Mr. Javier F. Arango
Mrs. Agnes M. Brown *
Mr. Max C. Chapman, Jr.
Mr. Gregory R. Dillon *
Mr. S. Taylor Glover *
Mr. Randall A. Greene*
Mr. James M. Guyette
Mr. David R. Hinson
Mr. David C. Hurley, Chairman *
Mrs. Susan Hutchison *
Mr. Randy Jayne
Mr. Clayton M. Jones *
Mr. Hebert D. Kelleher *
Mr. Steven R. Loranger *
Capt. James A. Lovell, USN (Ret.) *
Mr. Robert J. Mittman *
Mr. John W. Myers
Mr. Lloyd "Fig" Newton
Mr. John L. Plueger, Vice-Chairman *
Mr. Thomas F. Pumpelly
Jon A. Reynolds, Ph.D. *
Dr. Robert C. Seamans, Jr.
Dr. Richard Sugden
Mrs. Carroll W. Suggs
Frederick Telling, Ph.D.
Mr. Charles Thornton

Board Members Emeritus:

Mrs. Anne B. Baddour
Mr. F. Otis Booth, Jr.
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger *
Mr. Kenneth E. Gazzola *
Mr. John T. Hazel
Mr. Robert James *
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Dr. Donald B. Rice
Mr. John Safer *
Ms. Patty Wagstaff
Mr. Bruce N. Whitman *

These NASM staff members were present:

General John R. Dailey
General Joseph T. Anderson
Mr. John Benton
Ms. Joanne Bast
Ms. Claire Brown
Ms. Anne McAllister
Ms. Laura Gleason
Ms. Monecia Taylor
Ms. Lorili Toth
Ms. Sarah Papazoglakis
Ms. Marilyn Kozak
Mr. Dan Goldstein
Ms. Jessica McNally

**National Board Meeting
October 3, 2007
National Air and Space Museum – National Mall Building**

Chairman Dave Hurley convened the meeting at 8:30 a.m. He thanked Exemption 6 for hosting dinner at their home on October 2, 2007. Mr. Hurley asked John Plueger to introduce the new Board members. Mr. Plueger thanked Board members who participated in the nomination process and introduced Wes Bush, Rod Lewis, Jack Pelton, and Matt Weisman. Museum Director Jack Dailey presented Mr. Bush, Mr. Lewis, Mr. Pelton, and Mr. Weisman with the lapel pin that John Safer designed for NASM Board members. General Dailey also explained the importance and benefits of having a Museum staff badge. Mr. Plueger explained that new Board member Edsel B. Ford, II could not attend this meeting but will attend the next meeting.

Mr. Hurley introduced Acting Secretary Cristián Samper. Dr. Samper also extended his thanks to Exemption 6 for hosting the Board dinner and welcomed the new members. Dr. Samper stated that the focus of the Smithsonian for the last few months has been strengthening transparency and trust at all levels and on improving employee morale. Dr. Samper said that this has largely been accomplished and now the Smithsonian can focus on issues such as facilities and supporting programs. Dr. Samper noted that, despite the recent negative publicity, attendance across the Smithsonian is up 9% and that fundraising across the Institution is also up and is above the goal for the fiscal year. Dr. Samper provided an update on governance at the Smithsonian. He stated that last June, the Board of Regents adopted a fairly aggressive governance reform with about 25 recommendations. Since then, the Smithsonian has fully implemented 15 of those recommendations and all but 3 will be implemented by January 2008. Dr. Samper then provided an update on the Secretarial search. He said that the Board of Regents had established a search committee and had retained the services of the Boston-based firm Isaacson, Miller to assist in the search. He also noted that the Search Committee held a public town hall meeting recently to take comments and suggestions. Dr. Samper stated that the committee was currently reviewing a list of qualified candidates and would be narrowing it down to a short list by late November 2007 and doing interviews around January 2008. Dr. Samper noted that he expected an announcement of the new Secretary by February or March 2008. Dr. Samper also discussed funding for the Smithsonian and noted that the Smithsonian has experienced substantial growth over the last several years, but that the funding has not kept pace. In addition to this, there is a \$2.5 billion challenge for facilities issues. Dr. Samper stated that the Smithsonian also needs about \$1 billion to support educational and research programs over the next ten years. Dr. Samper informed the Board that the Smithsonian had a hearing with the Senate Rules Committee on November 7, 2007 and stressed the importance of the Board of Regents having a long-term vision for the Smithsonian. Dr. Samper stated that Ex.

Exemption 5

Dr. Samper then addressed Phase Two of the Udvar-Hazy. He congratulated NASM for strong attendance and fundraising numbers and thanked the Board for their involvement in this

success. Dr. Samper stated that he understands that it is important to get Phase Two built as soon as possible. Dr. Samper said that he was willing to help and wanted to see Phase Two complete but that he would need the Board's help in two ways. Exemption 5

Susan Hutchison asked Dr. Samper to name the Smithsonian's key allies in Congress. Ex. Exemption 5

John Plueger asked if there was anything that the NASM Board could do to help link Phase Two of the Udvar-Hazy Center to the larger facilities issue. Dr. Samper answered that this was an issue that had to be worked on with the Office of Facilities, Engineering, and Operations rather than a Board issue. At the request of Mr. Plueger, General Dailey then gave a brief explanation of the Garber facility for new members and addressed the larger Smithsonian storage issue. General Dailey noted that Phase Two includes small artifact storage, but not large scale storage and discussed the impending end of the NASA Shuttle program and the undertaking of a rigorous collections evaluation for the Museum. General Dailey stated that Phase Two will not solve the Smithsonian storage problem, but will contribute to the overall solution.

Members approved the June 2007 meeting minutes.

State of the Museum Report (Appendix A)

General Dailey presented his State of the Museum report and discussed the study conducted pro bono by Booz Allen Hamilton as a result of the work of Ken Gazzola. General Dailey stated that the work force was involved in evaluating the suggestions made by Booz Allen Hamilton and used this information as a basis for the FY 2008-2012 Strategic Plan for the Museum. General Dailey noted that employees at all levels were heavily involved in the development of the Strategic Plan which has created a great deal of buy-in to the plan. The goals laid out in the plan for the next five years acknowledge storage problems and recognize

the top level research that is conducted at NASM. General Dailey stated that the Strategic Plan represents a major achievement.

General Dailey then provided a status report on Phase Two of the Udvar-Hazy Center. General Dailey noted that there are currently \$39 million of pledges on hand which covers costs through approximately April 2010, assuming a start date of January 2008. General Dailey noted that the payment schedule of pledges was an important factor due to interest paid. General Dailey pointed out the rising cost of construction means that Phase Two will cost more the longer it takes to begin construction.

Steve Loranger asked Dr. Samper to articulate Exemption 5

Dr. Samper stated that current income levels at the Udvar-Hazy Center are barely covering current payments. Exemption 5

John Plueger asked Dr. Samper to clarify Exemption 5

Dave Hurley asked the Board how they felt about Ex. 5

Matt Weisman answered Exemption 5

Roger Percy answered Exemption 5

Max Chapman commented that Ex. Exemption 5

He also noted Exemption 5

Susan Hutchison added that Exemption 5

Exemption 5 the Museum should be looking at increasing revenue as well as obtaining donations. Exemption 5

Wes Bush commented that Exemption 5

Ken Gazzola added that Exemption 5

General Dailey stated that

Exemption 5 John Plueger asked if Exemption 5

and General Dailey answered Exemption 5

Bob Seamans noted that it was key to get Phase Two started to attract additional funds from donors. Ron Allen asked General Dailey if NASM could use the increased attendance at the Udvar-Hazy Center in order to make a case for beginning Phase Two. General Dailey answered that the Museum is already using this as a part of their case, but that it is difficult to put a number on this increase.

Jon Reynolds asked Dr. Samper how much is the Smithsonian endowment, how much is restricted, and how much is set aside for Phase Two or NASM. Dr. Samper answered that the endowment is recovering after a bad year in 2004 and that it is about to cross the \$1 billion threshold with a more diversified portfolio and better returns. Dr. Samper did not have a figure at hand regarding the amount marked for NASM. He also said that it was not a large number and was not at the top of the list. Dr. Samper explained that essentially the endowment worked by each Museum getting a certain number of shares. Therefore, a risk to borrow for Phase Two affects the whole Institution. General Dailey added that there was currently about \$17 million in the endowment for NASM in restricted funds. Dr. Samper noted that unrestricted funds in the endowment are used for central Smithsonian costs. Mr. Reynolds asked if the endowment included Legacy gifts and Dr. Samper answered affirmatively and stated that the endowment is growing.

Dollie Cole observed that a major problem for NASM fundraising was a need to enlarge our donor base rather than continuing to ask the same groups for funds. Exemption 5

John Plueger asked the members if there was anyone who had serious doubts that the funds could be raised to build Phase Two and the members responded with a resounding no.

Richard Sugden proposed the idea Exemption 5

Dr. Samper summarized by stating that he agrees that it is important to begin Phase Two construction as soon as possible and that the need was to flesh out a fundraising plan and have a clear statement from the NASM Board that they were committed to raising the funds to take to the Regents, and also to tie Phase Two to the existing facilities issues.

Exemption 5

Chuck Thornton added that that there was a need for NASM to tie in with the local community and local museums. Jon Reynolds observed that this issue had been raised several times.

Dave Hurley called for a motion for resolution that the NASM Board would take on the challenge to redouble their efforts and raise \$15 million this year and members approved.

Finance and Development Committee Presentation (Appendix B)

Fred Telling presented the Finance and Development Committee Report. Dr. Telling noted that approximately \$6.1 million had been raised for Phase Two this fiscal year and that nearly \$2 million had been raised by NASM since the June 2007 Board meeting. Dr. Telling also pointed out that 40 gifts of less than \$100,000 had been received which added up to a total of \$408,000 and observed that smaller gifts often lead to larger gifts in the future. Dr. Telling called on Board members to help with any of the prospects with whom they might be acquainted. Dr. Telling reiterated the importance of doubling fundraising efforts in order to raise \$15 million as soon as possible in order to be able to move forward on Phase Two. He also provided an update on the Archives Challenge campaign and recognized Bob Seamans for giving the final gift to complete the Challenge. Marilyn Graskowiak, NASM Archives Chair, spoke to the Board to offer thanks on behalf of the Archives Division for their assistance in meeting the Challenge. Dr. Telling updated Board members on the activities of the National Air and Space Society and the Wall of Honor and noted improvements in these programs.

Exemption 5

[REDACTED] Susan Hutchison stated that it would be helpful to see a chart comparing local National Air and Space Society members with national and international members since the benefits seemed to be skewed locally and that it would be interesting to see what attracted non-local members. Dr. Telling said that this was a good observation and said that an answer would be sent out to the whole board. Note: Please see attached for a breakdown of Society members by state. General Dailey cautioned that getting other organizations' mailing lists was extremely difficult, but added that NASM would be pleased to partner with other organizations if possible. **Exemption 5**

[REDACTED] Ron Allen asked if Board members were being solicited for membership in the National Air and Space Society and General Dailey answered yes. Dr. Telling added that all Board members who participated in the Archives Challenge were given memberships in the Society and that they would be receiving renewal notices. Richard Sugden suggested doing webcasts of Museum programs for a non-local audience which would allow an opportunity to raise funds as well as reach a broader audience. Dave Hurley asked General Dailey if NASM was restricted regarding broadcasts and General Dailey answered that a few speakers did not want to be broadcast, but not many.

Communications Committee Report (Appendix C)

Tom Pumpelly presented the Communications Committee Report. Mr. Pumpelly recapped the visit of an Airbus 380 to Washington, D.C. which was photographed by Mr. Pumpelly and Eric Long as a joint venture with Airbus. Mr. Pumpelly then provided an update on marketing at Dulles Airport and showed a number of photographs of signs and advertising in place there, as well as mentioning the bus that runs from the Dulles Terminal to the Udvar-Hazy Center. General Anderson commented on efforts to raise attendance at the Udvar-Hazy Center and noted that attendance was stabilizing at around 1 million per year. He also described the Become Pilot Family Day and the inclusion of caregivers from Walter Reed Army Medical

Center at the event. General Dailey added that General Anderson had created a program for patients at Walter Reed to visit the Udvar-Hazy Center and for Docents to take 3D virtual tours to patients who cannot leave the hospital. Claire Brown provided an update on the annual Air & Scare event that takes place at the Udvar-Hazy Center. Tom Morr apprised the Board of a meeting between the Virginia Tourism Corporation, General Anderson, and himself. Mr. Morr noted that there will be a follow-up meeting with that group's top executive to discuss how they can support marketing of the Udvar-Hazy Center as per a previous Memorandum of Understanding signed by the two parties. Agnes Brown addressed the issue of how to attract visitors at the National Mall building to visit the Udvar-Hazy Center. Ms. Brown noted that Docents at the National Mall building were providing information on the Udvar-Hazy Center in their tours and at the information desk, including bus schedules to get visitors there on public transportation and driving directions. Ms. Brown further noted that Docents were speaking to outside organizations, such as the Rotary Club, in order to raise awareness. Ken Gazzola provided the information that the most recent statistics indicated that only 18% of visitors from the National Mall building also visited the Udvar-Hazy Center so it was a worthy goal to increase awareness. Susan Hutchison observed that the volume on the video kiosk at the National Mall building that advertises the Udvar-Hazy Center was an issue. Claire Brown added that some end of the fiscal year money will be used to re-do the video kiosk to better reach visitors. Mr. Pumpelly informed the Board that the Virginia Department of Transportation had committed to adding/modifying signs on the Dulles Toll Road to better direct visitors to the Udvar-Hazy Center. General Dailey added that the Booz Allen Hamilton study pointed out that many visitors did not realize that the Udvar-Hazy Center was part of the Smithsonian and that the directional signs would be modified to add Smithsonian, once use of the logo was approved. General Anderson then commented on the addition of some interactives to the Udvar-Hazy Center such as the deaccessioned Cessna 150, Wright Flyer replica, and the Shuttle simulator that were helpful for educational purposes. Mr. Pumpelly affirmed that NASM supports the extension of Metrorail to the Dulles area, Exemption 5

John Plueger provided brief comments in lieu of an Assessment and Nomination Committee Report. He presented certificates to members present at the meeting who were attaining Emeritus status including Ron Allen, Jim Lovell, Jon Reynolds, and Bob Seamans. Mr. Plueger noted that the by-laws for the Board allowed for 32 members and that there were currently 27 active members and 25 Emeritus members. He also noted that 6 current members would be invited this year to serve a second term, and 2 members would be invited to continue on as an Emeritus member. Mr. Plueger said that the board was of an adequate size and that in the next year the committee would be accepting nominations for no more than 2-4 members to replace those retiring to Emeritus status.

Housekeeping and Closing Remarks

Dave Hurley announced that during the break, a Board member anonymously donated \$1 million. Exemption 5

Ms. Cole then asked for a list of members on the Secretary Search Committee. Note: Jessamyn Lloyd provided this list to Ms. Cole via fax. Randy Jayne commented that Dr. Samper should know that the NASM Board is sensitive to the issue of timing with the selection process of the new Secretary and our request to move forward with Phase Two, and that the NASM Board was committed to meeting their end of the bargain. Chuck Thornton questioned why Exemption 5

John Plueger noted that any ideas about approaching potential donors must be coordinated through the NASM Development staff. Mr. Plueger pointed out present Development staff members. General Dailey explained that Jessamyn Lloyd was the new point of contact for the NASM Board, and that Meg Caulk would be taking over dinner responsibilities.

Dave Hurley asked members to review suggested 2008 dates, and General Dailey asked if there was any interest holding one of the 2008 meetings at Evergreen Aviation & Space Museum in McMinnville, Oregon. Note: Please fill out enclosed ballot and return to Jessamyn Lloyd.

General Dailey reminded the Board that the America by Air opening gala would be held on November 14, 2007, and informed them that there would likely be an Udvar-Hazy Center 5th anniversary celebration during the first week of December 2008. General Dailey then noted that the Pioneers of Flight gallery would be renamed to honor Barron Hilton due to a generous gift by the Conrad N. Hilton Foundation and that an event would be held to honor this gift sometime in early 2008.

Dave Hurley asked for someone to head up a subcommittee for exploring the possible membership partnering Ex. 5. Jack Pelton offered to head the membership initiative with the help of Fred Telling. Mr. Hurley asked for anyone interested in looking into a yearly special event or auction to call General Dailey or himself.

The meeting was adjourned at 11:55 a.m. and boxed lunches were served.

National Air and Space Museum National Board

*Present at October 3, 2007 meeting

Mr. James Albaugh
Mr. Javier F. Arango *
Mrs. Agnes M. Brown*
Mr. Wes Bush*
Mr. Max C. Chapman, Jr.*
Mr. Gregory R. Dillon*
Mr. Edsel B. Ford, II
Mr. S. Taylor Glover
Mr. Randall A. Greene*
Mr. James M. Guyette
Mr. David C. Hurley, Chairman*
Mrs. Susan Hutchison*
Mr. Randy Jayne*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger*
Mr. Robert J. Mittman*
Mr. Lloyd "Fig" Newton*
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger, Vice-Chairman*
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden*
Frederick Telling, Ph.D.*
Mr. Charles Thornton*
Mr. Matthew C. Weisman*

Board Members Emeritus:

Mr. Ronald W. Allen*
Mrs. Anne B. Baddour
Mr. F. Otis Booth, Jr.
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. Robert James
Capt. James A. Lovell, USN (Ret.)*
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Mori*
Mr. John W. Myers
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.*
Dr. Donald B. Rice
Mr. John Safer
Dr. Robert C. Seamans Jr.*
Mrs. Carroll W. Suggs
Mrs. Patty Wagstaff
Mr. Bruce N. Whitman*

NASM Staff members present:

General John R. Dailey
Mr. Donald S. Lopez
General Joseph T. Anderson
Ms. Joanne Bast
Mr. John Benton
Ms. Claire Brown
Ms. Meg Caulk
Ms. Laura Gleason
Mr. Dan Goldstein
Ms. Jessamyn Lloyd
Dr. Ted Maxwell
Ms. Anne McAllister
Ms. Jessica McNally
Ms. Laurino Proctor
Ms. Monecia Taylor
Ms. Lorili Toth



Smithsonian

National Air and Space Museum

National Board Meeting

February 6, 2008

Steven F. Udvar-Hazy Center – Director's Conference Room

Chairman Dave Hurley convened the meeting at 8:30 a.m. Mr. Hurley introduced Acting Secretary Cristián Samper. Mr. Hurley introduced new Board member Edsel B. Ford, II. Mr. Hurley presented Mr. Ford with the lapel pin that John Safer designed for NASM Board members.

Dr. Samper announced that the Smithsonian Board of Regents has given approval for the Office of Contracting to issue a contract to build Phase Two of the Udvar-Hazy Center. He thanked General Dailey and his team for presenting the information and emphasizing the importance of moving forward on this project. He extended thanks to Exemption 6 for their \$15 million donation. Dr. Samper reported on the Regents' search for a new Secretary of the Smithsonian. He told the Board that there is a short list of possible candidates and those final interviews will be conducted during the third week of February. Dr. Samper mentioned that the Board of Regents has fully implemented 17 of the recommendations made by the Governance Committee and that they are working on others. He explained that these changes include the creation of the position of Chairman of the Board and reconstitution of the Executive Committee. Dr. Samper noted that Roger Sant has been appointed Chairman of the Board and that Mr. Sant also serves on the Executive Committee with Alan Spoon and Patty Stonesifer, from the Bill & Melinda Gates Foundation. Dr. Samper added that there is a nomination for a new Regent which is moving through Congress right now. John McCarter, President of the Field Museum in Chicago, is the nominee. Dr. Samper said that the Board of Regents had eight meetings in 2007 and has five scheduled for 2008.

Dr. Samper presented the Smithsonian's budget for Fiscal Year 2008. He reported that the Smithsonian received a \$47 million increase over last year, including cost of living increases for staff. Exemption 5

Dr. Samper addressed the ongoing debate within the Institution about maintaining the Smithsonian Business Ventures (SBV) program. Dr. Samper appointed a task force with four members from the Advisory board as well as staff members and this task force submitted a report to him outlining their recommendations. Dr. Samper added that Exemption 5

Dr. Samper also said that a new revenue-sharing agreement would be established, from which NASM could benefit.

Susan Hutchison asked Dr. Samper what progress the Smithsonian had made on launching a nationwide Campaign plan. Dr. Samper said that the plan is in its early stages, with Ginny Clark putting together a team to do a feasibility study. He estimated that the plan would not go public for at least two years. Ms. Hutchison asked how many members the Smithsonian has. Ms. Clark answered that the Smithsonian has about 80,000 Contributing members. Dr. Samper added that there are approximately two million magazine subscribers. Robert James asked if SBV will still have one person in charge if it is divided into three parts. Dr. Samper said that there would be two individuals in charge: one to head the media side and one to head the retail. Bob James reiterated that it is important to have a head individual and that the Institution should get the proper talent. Dollie Cole suggested that Exemption 6 and Exemption 6 had once tried to update the retail section at the Institution and might be willing to help again.

Members approved the October 2007 meeting minutes.

State of the Museum Report (Appendix A)

General Dailey began his report by thanking Dr. Samper for bringing the case of Phase Two to the Regents. General Dailey reiterated for the group that Dr. Samper has been very active and has made many important decisions for the Institution. Exemption 5

[REDACTED]

[REDACTED]

General Dailey announced the opening of the America by Air gallery. He told the members that the new exhibit has received a lot of press and that it has become a popular location for Special Events. General Dailey updated the group on the restoration of the Connie. He said that the goal is to have the Connie on display at the Udvar-Hazy Center and to have it open so that visitors can walk through it. He noted that there was almost no cost because much of the parts and labor were donated. General Dailey announced other ongoing projects at the Museum, including CEPS research, book publications, the restoration of the Saturn V rocket, and website development. He also mentioned the Mutual Concerns conference that the Museum will host again this year. General Dailey noted that last year the conference brought in 170 paying attendees. He emphasized the importance of the Smithsonian providing leadership in the aerospace community and that the Mutual Concerns conference is a way for the Museum to do just that. General Dailey mentioned the Become a Pilot Family Day, which brought 17,000 visitors to the UHC, and the Air and Scare event, which brought 14,000.

General Dailey presented the Fiscal Year 2007 budget and announced that we ended the year with a balance of \$4500, a 99% obligation rate. He noted that 93% of the Museum's Federal budget goes to pay salaries. General Dailey said that last year Congress authorized a 4.49% pay raise for every employee, but only gave the Smithsonian enough to cover 3% of the raises; the Institution paid for the additional 1.49%. General Dailey added that at the end of the year, the Museum was able to purchase some additional items to improve operations, including a videoconferencing system. The videoconferencing system was demonstrated for the Board. General Dailey presented the Museum's Trust Budget for 2007 and reported that the Museum brought in more money than was expected. In particular, he noted that Special Events netted \$2.6 million. General Dailey said that the Museum will see an increase in its Fiscal Year 2008

budget, despite the \$175,000 that will be paid for employee pay raises. He said that the Trust money for 2008 is estimated to be \$2.2 million. General Dailey added that the Smithsonian as a whole will face an \$11 million cut in Fiscal Year 2009 and that this may have an impact on personnel.

General Dailey presented the results of the Museum's Strategic Plan. He said that a major goal is to coordinate exhibits, the Museum's website, and education programs into a single activity and to study how they work together. General Dailey elaborated on the Museum's Public Programs Committee and said that every activity in the Museum must go through that committee for approval. He said that the end result is that everyone is involved and staff is more aware of what's going on in the Museum. General Dailey mentioned that the new Collections Committee, with their new management plan in place, dictates that curators must decide what to do with the artifacts for which they are responsible. He added that the Museum's goal is to get the collection on display somewhere in the world; therefore, each artifact should be at the Mall Building, at Hazy, on loan, or given away. General Dailey cited one example: the Swoose, an old B-17. He said that while we do not have the time or money to restore the aircraft, the Air Force Museum does and they would like to have it. In return, they will loan us a fully restored B-17, which will cost us nothing and go directly on display. General Dailey said that this is important to our cooperative approach with other museums. Herb Kelleher asked General Dailey if we check on artifacts once they are loaned to other museums. General Dailey answered that yes, it is required by our loan agreements that the curators visit the loan sites periodically.

Bob James asked if the Museum publishes its' findings about restoration. General Dailey said that we do and that we have the foremost publication on spacesuit restoration in the world. Roger Percy asked about the Museum of Flight in Seattle's affiliation with the Smithsonian and how other museums become Affiliates. General Dailey responded that the affiliates are managed by the Smithsonian and that it is similar to a loan agreement. Dr. Samper added that there are approximately 160 affiliates across the country and that the Institution holds a conference for them every year.

Tom Morr suggested that the Museum continue to publish its efforts in restoration and research. Mr. Morr asked if we use traveling exhibits as a way of marketing the collection. General Dailey responded that the Smithsonian has a traveling exhibits office (SITES) and the most recent NASM traveling exhibit was done by Carolyn Russo.

General Dailey elaborated on the "one museum" management philosophy. He said that Museum management is utilizing project management techniques in everything that is done, which is also helping to develop future managers. General Dailey added that the Smithsonian offers many training opportunities for financial, human resources and travel systems, among others. General Dailey presented the Museum's marketing and communications strategies. He said that our advertising in the Washington Post has proven to provide the most bang for our buck, as most of our visitors get their information from that publication. Chuck Thornton asked about the ongoing confusion between the Air & Space Associate Membership and the National Air and Space Society. General Dailey agreed that it is a problem and that the Museum staff members are aware of it. He added that Lorili Toth has been working with the

magazine and that they have made some concessions to us. The board discussed the issue in more detail and several questions were raised about possible consolidation of the two programs. It was noted that the magazine has 70,000 members and that NASS has 6,600 members. General Dailey stated that the magazine is run as a business and they use business techniques. Ken Gazzola mentioned the website and asked if we had reached out to companies like Microsoft to provide services pro bono. General Dailey said that we did talk to Microsoft, but that we could not meet their demands. He added that we understand that we are going to need assistance and we are approaching smaller, newer companies. General Dailey added that the website is an area on which the Museum will focus more in the future.

General Dailey presented the matrix of fundraising priorities. He told the group that, once the Public Programs Committee approves a project, it goes on this fundraising priorities list. He noted that a lower ranking on the list does not mean a project is turned down if funding is offered. Max Chapman asked about the Booz-Allen Hamilton study that was done last year and what results came of their recommendations. General Dailey said that the results of the study and the Museum's response were discussed at the October 2007 meeting. General Dailey reported that the Booz-Allen recommendations were presented to the Board and to the Museum staff members. He said that the staff members were formed into six teams to discuss their concerns. General Dailey met with every team and went through every concern. General Dailey added that by the time we entered the Strategic Plan process, everyone agreed that we had addressed the issues. General Dailey reviewed the projects that are currently underway at the Museum. He mentioned the exhibits plan and that we are already using it to decide which exhibits to produce. In addition, he added that we are already utilizing our videoconferencing to maximize staff time, we have put in to practice our advertising plan for Phase Two, and have activated the Board Campaign Steering Committee.

General Dailey addressed the Museum's progress on Phase One. He reported that we still owe \$45 million but that \$7 million still remains on outstanding pledges. He added that we are ahead of our payment schedule and that we still need to raise \$19.5 million for Phase Two. General Dailey pointed out that the Museum will receive \$5 million in Federal money (to be included in the 2010 budget), which will be used for move-in and start up. General Dailey said that staff members will report to the new facility in 2011. He added that, of the \$15 million Ex. 6 donation, \$1 million of it is in an endowment to pay for future revitalization of the building. General Dailey noted that this addresses one of Senator Feinstein's concerns – that the Smithsonian be able to support its own building maintenance and upgrades.

Taylor Glover asked what the difference is between visitorship at the Mall Building and at the Udvar-Hazy Center. General Dailey answered that it is six or seven to one. Mr. Glover asked what percentage increase has been seen at each site. General Dailey responded that, overall, we have seen a 15% increase in visitorship, with the Udvar-Hazy Center attendance up 13%. Max Chapman asked how we can expect nationwide economic problems to affect visitor attendance. General Dailey said that we are not sure. He added that, while attendance is up, revenue is down. Museum visitors are not spending as much as they used to. Dave Hurley mentioned that Dr. Samper is working to get new software for each Smithsonian unit so that it is easier for them to generate financial reports. General Dailey added that we have seen improvement in the financial reports from SBV which used to come yearly, but now they are

generated monthly. Further discussion about the financial reports took place. Dr. Samper noted that many of the numbers involved, such as for security and custodial services, can be hard to prorate.

Finance and Development Committee Report (Appendix B)

Dr. Telling began by welcoming Edsel Ford to the Board. He announced that the Finance and Development presentation would give broad figures and that detailed reports would be available after the meeting if anyone would like them. Dr. Telling added that thanks were due to Rockwell Collins and Clay Jones for their support of the America by Air exhibit. He also thanked the members of the Board for their support of the Museum's efforts. Dr. Telling said that we have made enormous progress towards Phase Two by raising \$54 million. He added that we have a fundraising plan in place that could yield over \$55 million. Dr. Telling also thanked Randy Greene for sponsoring the NASM Trophy Night.

Dr. Telling showed the group a list of gifts the Museum has received. **Exemption 5**

Exemption 5 He asked that if any of the Board members see a prospect or an opportunity to assist, to please notify the Development staff.

Dr. Telling reported that, as a result of Lorili Toth's efforts, we have a firm National Air and Space Society (NASS) membership base and continue to grow. He pointed out that we have a high renewal rate, that we are seeing upgrades within Society level members and that the program is fully paying for itself. He addressed the unresolved magazine issues and said that we have made some headway with them. Chuck Thornton asked for clarification on the name of the Smithsonian Air & Space Magazine. Lorili Toth responded that it is called an Associate Membership in the Air and Space Museum. She said that **Exemption 5**

Exemption 5 Dr.

Telling noted that Lorili has worked very hard to clean up the Wall of Honor and that she hopes to have everything current by the next board meeting. Dr. Telling displayed two charts depicting NASS membership by level and by state. Lorili Toth mentioned that members at the \$35 level now get the Air & Space Magazine. Dr. Telling noted that nine members are at the \$10,000+ level. He also pointed out that we have a strong base of members in California that we can tap in to. Dr. Telling added that, of the NASM Board members, ten are Society members, four have pending renewals, and nine donated to the Archives Challenge. He said that if any of the Board members are unsure of their NASS membership status, they should contact Lorili for clarification. Dr. Telling encouraged the Board members to have at least a \$1000 membership in the Society. Dave Hurley added that it is possible to get matching donations from other boards on which you serve.

Dr. Telling introduced the Phase Two Campaign Plan. He told the group that, at the last board meeting, Dr. Samper asked the Board to develop a capital campaign plan that could be presented to the Regents for approval to commence with Phase Two. Dr. Telling reported that NASM staff worked with a consultant from Grenzebach, Glier & Associates to develop a solid

plan to proceed with fundraising for Phase Two. He pointed out that the \$15 million Ex. 6 gift presents a heightened opportunity for success that should be used for maximum advantage. Dr. Telling presented the three-fold objective of the campaign plan: 1) to secure the necessary funding to enable completion of the Steven F. Udvar-Hazy Center, 2) to increase philanthropic support available to NASM in the future, by identifying and building relationships with a broader base of major and planned gift prospects; and 3) to put in place the staffing and budgetary resources necessary to sustain a viable fundraising program into perpetuity for NASM. Dr. Telling reported that the Campaign Steering Committee has been formed and consists of Board members John Plueger, Dave Hurley, Javier Arango, Matt Weisman, and Fred Telling, with John Plueger serving as chairman. He said that the group will meet monthly by phone. Dr. Telling added that the NASM Development staff will be undergoing some incremental reorganization throughout the campaign: Mo Taylor will take on the role of director of the Phase Two Campaign, Jessica McNally has been promoted to Major Gifts Officer, and Dan Goldstein has been promoted to Operations Manager. He announced that hiring is underway to fill Jessica and Dan's former positions.

Dr. Telling pointed out that the campaign will be funded through a combination of existing funds currently available, increased productivity in the NASS membership program, and an assessment on philanthropic gifts to NASM to support ongoing fundraising activity. In addition, Dr. Telling said that the group would like to complete the campaign in two years, before the Smithsonian starts its campaign. Dr. Telling reiterated that NASM staff has thoroughly reviewed the current list of prospective donors for Phase Two. He reported that the results that are reflected in this gift range chart projects a total likely yield of \$54.8 million from a total of 128 prospects with a combined total capacity of \$138.7 million.

In conclusion, Dr. Telling said that this is a promising plan which will not only raise the money necessary to complete Phase Two, but it will also build our donor base, staffing, and budget to prepare us for future NASM fundraising. He stated that the Board is responsible for giving or getting over \$31.5 million for Phase Two already and that we will continue to turn to you for help. He added that they will be looking to the Board members to help identify, cultivate, and solicit the remaining \$19.5 million. Dr. Telling thanked the Board members for all that they have already done to help with Phase Two.

Dave Hurley asked the board to recognize Fred Telling for his efforts in leading the Finance and Development Committee.

General Dailey added that the promotions of Ms. McNally and Mr. Goldstein are direct results of Booz Allen Hamilton recommendations. General Dailey also introduced Melissa Wells, who works in the Director's Office and will take care of any needs you have.

Communications Committee Report (Appendix C)

Tom Pumpelly introduced the members of the Communications Committee: Agnes Brown, Tom Morr, Ken Gazzola, and Tom Pumpelly. Mr. Pumpelly began the presentation with two sound bites of Doug Limerick, the voice of ABC News and occasional substitute for Paul Harvey. The first clip was about Jim Lovell, the second about pilot Robert Elliot and his P-38

Lightening. Mr. Pumpelly added that he thought a letter of thanks from the board would be appropriate. Mr. Pumpelly updated the Board on efforts to improve signage directing visitors to the Udvar-Hazy Center. The first report was on the upgrades to the Museum signs on Route 28 in Virginia. He also announced that the signs on the Capital Beltway have been funded and are in the negotiation phase. He reported that the beltway signs will be approximately 19 feet wide and 12.5 feet tall and they will read "Smithsonian National Air and Space Museum." General Anderson said that Mr. Pumpelly was tenacious about getting additional signs at Dulles airport and that people are really responding to them. General Dailey mentioned that the signs are a direct result from the Booz-Allen Hamilton recommendations. Exemption 5

\$234,000 Exemption 5 \$30,000. Mr. Pumpelly added that the maintenance and insurance for the signs are perpetual. The group discussed the wording of the signs. Mr. Pumpelly announced that they will be out by the end of March.

Claire Brown introduced the Phase Two Communications Plan, in conjunction with the Phase Two Campaign Plan. Mrs. Brown identified the priorities of the plan: to humanize the Center, to give the plan a business tone, to make the artifacts the focus and to bring in younger visitors. Ms. Brown added that we have approached 11 agencies for proposals for print material and two videos. She said that we hope to have a contract by the end of February. General Dailey pointed out the depiction of the three buildings of Phase Two as it was shown in the presentation. Dollie Cole asked if visitors will be able to see artifacts being restored. General Dailey said that they will be able to do so. Bob James asked if the space can be converted as the artifacts grow. General Dailey said that the area north of the space hangar could be used for more space if necessary.

Tom Pumpelly then introduced the proposed filming of *Night at the Museum 2: Escape from the Smithsonian* and asked Ms. Brown to provide more details for the Board. Ms. Brown said that she had met with the producer and the director for the film, as well as with Smithsonian representatives at the Castle. She reported that about one-quarter of the film will take place at the Air and Space Museum. Ms. Brown said that she and a few others were asked to read the script and that they made a few changes to it. She said that the name recognition will be great for the Institution. She cited the Natural History Museum in New York for its role in the first movie and said that the Museum has seen quite an increase in their visitor numbers. Ms. Brown said that shooting will take place over two nights at the Museum and that we will Exemption 4 Herb Kelleher asked what category of movie it is. Susan Hutchison answered that it is a children's movie. Ms. Hutchison added that it is important for NASM to have its website updated as children and young adults operate exclusively on the web. Claire Brown added that this should increase children's attendance at the Museum. Tom Morr mentioned the Star Wars exhibit that was held at the Mall Building. Discussion followed and it was determined that we did not charge a separate fee for this exhibit, but that it did bring the highest attendance the Museum has ever had.

Mr. Pumpelly then introduced Rebecca Burnworth. Mrs. Burnworth announced the Museum's 12-month plan to advertise in the Washington Post Weekend section and the Washington Post Express. She showed the Board a copy of the advertisement that will run. Mr. Pumpelly reiterated that this advertising campaign utilizes the "One Museum, Two Locations" idea.

Mrs. Burnworth said that the first advertisement will run in the Washington Post on February 8.

Mr. Pumpelly addressed the construction of an information counter at the Udvar-Hazy Center and said that it is still in the planning stages. He noted that poster has been developed for the Mall Building, which will promote the Hazy Center. Mr. Pumpelly pointed out that, through John Benton, we made contact with Mary Margaret Whipple, who is the State Senator for our district in Virginia. He reported that Senator Whipple has introduced legislation that would provide \$50,000 for tourism advertising for the Center. Mr. Pumpelly added that, if we receive the \$50,000, that would give the Museum a \$170,000 budget for the Phase Two Communications Plan. Mr. Pumpelly reported that they are still trying to schedule a follow-up meeting with Virginia Tourism and will report on it at the next Board meeting. He commented on the effort underway to create a tourism trip which would run from Mt. Vernon to the Udvar-Hazy Center. He suggested that the Marine Corps Museum would like to be part of that trip.

Mr. Pumpelly provided a list of upcoming events and mentioned the 5th Anniversary Gala scheduled to take place at the Udvar-Hazy Center on December 3, 2008. He said that the Board members may be called on to create the guest list. Anne McAllister noted that the Northrup Grumman Corporation will sponsor February and March Family Days at the Udvar-Hazy Center. Matt Weisman asked about the Children's Book Week in May and if the Museum publishes many children's books. General Dailey responded that we have published at least two: *Animals Aloft* and Mr. Lopez's children's book. General Anderson pointed out that there are many children's books in the gift shop and that we have a book signing with each Family Day.

Housekeeping and Closing Remarks

Dave Hurley addressed any old business. He mentioned the next board meeting, which will be held at the Evergreen Aviation Museum in McMinnville. It was determined that the date written on the meeting agenda was incorrect, and that the actual date for the board meeting in June 4, with dinner to be held the evening of June 3. Bob James asked about the possibility of using the videoconferencing system for the board meetings. Discussion followed and the group determined that this arrangement would not be logistically feasible.

Dr. Samper mentioned the Smithsonian National Board's trip to Turkey, which is being planned for June 11-19.

Dave Hurley asked General Dailey to address any new business. General Dailey mentioned several events taking place at the Museum in 2008: NASM Trophy Night on April 3; UAV Exhibit opening on April 23; Barron Hilton naming event on April 29; Lindbergh Lecture featuring Herb Kelleher on May 13; Glenn lecture featuring astronauts Jim Lovell, Frank Borman and William Anders on November 13; and the 5th Anniversary Gala sponsored by Boeing December 3. General Dailey elaborated on the April 29 event by adding that Barron Hilton donated \$10 million to the Museum to create an endowment for children's education and we will rename the Pioneers of Flight gallery in his honor.

A question was raised about sponsoring parking at events. General Dailey pointed out that,

Exemption 5

A large rectangular area of the document is redacted with black ink, covering approximately four lines of text.

General Dailey addressed some logistical questions about the next Board meeting at the Evergreen Aviation Museum in McMinnville, Oregon. He said that Evergreen has offered to host us and have assured us that there is adequate lodging and transportation. He said that more information would soon follow.

General Dailey announced that lunch is served. He asked that any board members who don't have a badge to please let Melissa Wells know. Dave Hurley thanked Bob James for his work on getting the patches.

Susan Hutchison mentioned that there was a nice article about Agnes Brown in the Smithsonian Connections magazine, which was included in each Board members' packet.

Dave Hurley adjourned the meeting.

National Air and Space Museum National Board

*Present at February 6, 2008 meeting

Mr. James Albaugh
Mr. Javier F. Arango *
Mrs. Agnes M. Brown*
Mr. Wes Bush*
Mr. Max C. Chapman, Jr.*
Mr. Gregory R. Dillon*
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover*
Mr. Randall A. Greene*
Mr. James M. Guyette
Mr. David C. Hurley, Chairman*
Mrs. Susan Hutchison*
Mr. Randy Jayne*
Mr. Clayton M. Jones*
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger
Mr. Robert J. Mittman*
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. John L. Plueger, Vice-Chairman
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden
Frederick Telling, Ph.D.*
Mr. Charles Thornton*
Mr. Matthew C. Weisman*

Board Members Emeritus:

Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. F. Otis Booth, Jr.
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. Robert James*
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr*
Mr. John W. Myers
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.
Dr. Donald B. Rice
Mr. John Safer
Dr. Robert C. Seamans Jr.
Mrs. Carroll W. Suggs
Mrs. Patty Wagstaff
Mr. Bruce N. Whitman

NASM Staff members present:

General John R. Dailey
Mr. Donald S. Lopez
General Joseph T. Anderson
Ms. Joanne Bast
Mr. John Benton
Ms. Claire Brown
Ms. Laura Gleason
Mr. Dan Goldstein
Dr. Ted Maxwell
Ms. Anne McAllister
Ms. Jessica McNally
Ms. Monecia Taylor
Ms. Lorili Toth
Ms. Melissa Wells
Mr. Justin Wright



Smithsonian

National Air and Space Museum

National Board Meeting

June 4, 2008

Evergreen Aviation and Space Museum – McMinnville, OR

Chairman Dave Hurley convened the meeting at 8:13 a.m. Mr. Hurley noted the outstanding venue chosen for the meeting and commended Mr. Delford Smith for being an excellent host. Mr. Hurley extended his thanks to the board members in attendance.

The minutes from the February meeting were reviewed and approved. Mr. Hurley noted the approval of the Smithsonian Board of Regents to move forward with Phase Two. Fred Telling made note of the Board's appreciation of Dr. Samper for his efforts during his time as Acting Secretary of the Smithsonian, especially for making Phase Two possible.

State of the Museum Report (Appendix A)

Mr. Hurley gave the floor to General Dailey for the State of the Museum. General Dailey began by noting [Exemption 6] passing. Thanks to the generosity of [Exemption 6] DVDs and programs from the tribute ceremony were provided to each of the Board members. General Dailey added that additional copies will go to the Falcon Foundation, which supports the AF Academy, where they are considering the creation of a [Exemption 6] lecture or chair position.

General Dailey mentioned that Dr. Wayne Clough, current President of Georgia Tech, will join us on July 1 as the new Secretary of the Smithsonian. General Dailey added that Dr. Clough is a civil engineer by training and that he has worked at Georgia Tech for 14 years. General Dailey noted Dr. Clough's strong fundraising background. Dr. Clough will begin by reviewing each Smithsonian unit's Strategic Plan and by meeting with each Unit Director.

General Dailey reviewed the Museum's outlook for FY 2008 and FY2009. He stated that the Museum receives \$35 million in funding each year, which does not include \$6-7 million in services from the Castle. General Dailey described these services as grounds keeping, janitorial, and security. He added that the Castle recently paid for the bollard installation at NASM, which has an \$8 million estimated value.

General Dailey remarked on the NASM staff. The Museum employs 178 Federal staff members and 90 Trust. Of the 90 Trust employees, only 39 are permanent. The rest are the Explainers, whose program is paid for by Cessna. General Dailey added that the Museum will not replace [Exemption 6] Joseph Anderson will serve as Deputy Director for the entire Museum, which will strengthen the "one museum, two locations" philosophy. General Dailey also noted that Dr. Ted Maxwell will return to full-time research after having served as an Associate Director for almost twelve years. General Dailey said that an advertisement for a new Associate Director of Collections and Curatorial Affairs is currently open.

General Dailey reviewed the Museum's 2009 budget request. He noted that there is an \$11.2 million program reduction earmarked on the Smithsonian's budget, which is being reviewed by Congress. He added that this has been the case for the past few years and each year the Smithsonian has covered the deficit. If the Smithsonian covers the deficit again, the NASM will be in fine shape for 2009.

General Dailey noted that Trust employees are now receiving equal status as Federal employees in their in-grade increases. Trust employees can now earn step increases with an outstanding performance, just like their Federal counterparts. He remarked that this has made a marked difference in moral and attitude.

General Dailey pointed out the \$500,000 in discretionary funding which the Museum receives from Congress each year. He noted that the Museum maintains a list of \$750,000 worth of items we are ready to buy, so that we are prepared when these discretionary funds come through. He mentioned the videoconferencing system in use between the Mall building and the Udvar-Hazy Center, which came as a direct result of employee suggestions. He indicated other priorities on that list: upgrades to the Sea Air Gallery, including replacing two video projectors, and replacing all the carpet in the Museum, which is taking place one gallery at a time. He added that the cost of replacing the carpet in the entire Museum is \$675,000.

General Dailey remarked that the Special Events Department continues to bring in business despite the opening of several new competing venues in town. He reported that the events department brought in \$2.2 million in revenue last year. He added that the Mall building is keeping later hours during the summer, closing at 7:30 p.m. on any night that an event is not taking place.

General Dailey said that the Museum's 2010 budget request has been sent to the Castle for consideration. He added that we have requested increases **Exemption 5**

General Dailey gave an update on the NASM's revenue-sharing agreement with Smithsonian Business Ventures (SBV). He noted that the NASM now generates 45.2% of total SBV revenue. He said that, as a result of the SBV Task Force Review, SBV will change its name to "Smithsonian Enterprises." He commented on other changes taking place, including the marketing of artifacts on t-shirts, mugs, caps, and other articles.

General Dailey also noted the new revenue-sharing agreement between the NASM and SBV. He reviewed the old agreement in which the NASM received 1% of gross revenue. Under the new agreement, the NASM will receive 50% of the net gain. General Dailey reported that this new agreement will give the Museum an additional estimated \$1 million each year. He added that this will ensure that the NASM is able to make its Phase One debt payments. The new agreement is effective October 1.

General Dailey added that there is an incentive built in to the new agreement. If NASM produces revenues 5% above the three prior year average, we received 75% of the net gain, rather than the 50%.

Chuck Thornton reported that he received a mailing from the National Air and Space Society. He asked if that was from the Museum or from the Smithsonian. Mo Taylor said that it was from the Museum. Thornton asked if this we were seeing an improvement in the confusion between the two different membership programs. General Dailey said that SBV has not backed down, but that now they are offering our membership first in the Museum store.

General Dailey reported on the filming for *Night at the Museum 2*, which took place at the NASM Mall building during May. He reported that the Museum earned Ex. 4 in site fees, while the Smithsonian took in Exemption 4 for the naming rights. He noted that the production crew rebuilt a movie set in Ottawa and will do the majority of the filming there. They have agreed to give us the set after the movie is released. The movie premieres on Labor Day 2009.

General Dailey discussed another movie being filmed at the NASM. *Transformers II* was being filmed at the Udvar-Hazy Center at the time of the Board meeting. General Dailey mentioned that the Museum required the production company to buy out the parking lot for the day because the filming interfered with the visitors' ability to see the exhibits. The NASM made Ex. 4 for the filming.

General Dailey noted the IMAX film *Legends of the Sky* is significantly behind schedule and that we have no influence on the schedule. He added that no Smithsonian funding is involved in the film.

General Dailey added that all of the films are mission-related because they increase awareness about the NASM, especially to the younger audience.

General Dailey displayed the UHC Phase One Progress Report. Exemption 5 Per our agreement with the SI Treasurer, NASM needed to pay down the debt to \$48 million by September 2007, which we did. He added that we are currently ahead of our debt payment schedule.

General Dailey then discussed the UHC Phase Two Progress Report. Exemption 5

The group then reviewed the Phase Two contract schedule. Exemption 5

Exemption 5

General Dailey gave the floor to Dave Hurley. Mr. Hurley announced that both he and Fred Telling are reaching their six-year mark of service on the Board in October. Mr. Hurley said that he will retire from the Executive Committee, but that Dr. Telling has agreed to stay on the Finance and Development Committee in an advisory role.

Finance and Development Committee Report (Appendix B)

Fred Telling began the Finance and Development Committee Report by stating that General Dailey had covered all the financial issues in his report, so there is no need to reiterate. Dr. Telling told the group that there is a single-page summary of the Museum's finances available if you would like to receive a copy. Dr. Telling commented on the movie filming and seconded General Dailey's statement that the movies increase our visibility.

Dr. Telling spoke briefly about the formation of the Campaign Steering Committee (CSC), reminding the group that the committee was formed to cultivate new donors. Dr. Telling noted that, because of the slow economy and rising costs of fuel, the aerospace industry is feeling the strain and cannot be the sole support for the NASM's efforts. Dr. Telling invited John Plueger to present the CSC's report.

Mr. Plueger reported to the group that the CSC has had some productive sessions via teleconference. Mr. Plueger reiterated the goal of the CSC - to provide a resource to the NASM's Development staff in the form of contacts, advice, consultation and feedback. Mr. Plueger reported on progress that has already been made. Exemption 5

Mr. Plueger mentioned several Board members have been called upon to assist with these pursuits.

Mr. Plueger announced that the Committee wishes to arrange two cultivation events Ex. 5

Mr. Weisman told the group Exemption 5

Adrienne Mars suggested that we promote Exemption 5

John Plueger suggested that an event Exemption 5

Exemption 5

Ken Gazzola suggested Exemption 5

John Plueger described Exemption 5

John Plueger addressed the prospect screening process. He added that the Board's purpose is to raise funds and to cultivate major gift prospects. He reminded the Board members that it is their key role to identify potential donors and to honor their annual pledges to the Museum in the form of NASS memberships.

Mr. Plueger concluded his presentation. Dr. Telling resumed his Committee report and presented the Phase Two Fundraising Progress chart with an \$18.4 million remaining. Dr. Telling explained that General Dailey's quote of \$17 million remaining includes verbal commitments that have been made. Dr. Telling added that one of his goals is to see this campaign completed before he steps down as head of the Finance and Development Committee in October 2008.

Dr. Telling reminded the group that the Phase Two fundraising goal for FY08 was \$10 million. He noted several large gifts that have been received so far in FY08: Exemption 6

Dr. Telling presented the group with two pages listing proposals which are in the works, totaling \$52 million of potential Phase Two donations. He asked the group to please review the names and notify the Development officer in charge if you can help bring any of these to closure. Exemption 5

Matt Weisman provided an update on his efforts with major donor prospects. Due to health-related concerns of one of the prospects, Mr. Weisman recommended that NASM's solicitation be suspended for the time being.

Fred Telling commended the effectiveness of the NASM's Development staff. He asked that the minutes reflect recognition for the fine job they are doing.

Adrienne Mars asked if any of the individuals on the proposals list had ever made a donation. Fred Telling said that some are previous donors. Mrs. Mars suggested that, when the funding

for Phase Two nears its goal, we send another request out asking for assistance to wrap up the fundraising. The group supported this idea.

Dr. Telling reported on the National Air and Space Society. There are 6,220 current NASS members and membership renewals are up. Dr. Telling added that the NASS staff has worked very hard to clean-up the Wall of Honor. He said that every name that should be on the wall is now on and can be located. The focus now is to expand the Wall of Honor program. Dr. Telling elaborated on the NASS membership base, reporting that 90% of the members are at the \$100 level or below. Dr. Telling went on to say that now is the time to grow the higher level; donors who are willing to give \$10,000 may have the capacity and inclination to make larger gifts.

Dr. Telling displayed the NASS Members by State chart. He emphasized the plan to increase our regional strength. He commended Matt Weisman and Javier Arango for their efforts to cultivate a network in the San Francisco Bay area.

John Plueger then gave the Assessment and Nomination Report. He noted that there are 26 current Board members, not including Emeritus. Three members are reaching their six-year maximum term in October – Dillon, Hurley, and Telling. Mr. Plueger introduced a proposal for Exemption 5

The motion to accept Ex.5 as new Board member and to submit his name to the Castle for consideration was moved and seconded.

Mr. Plueger pointed out that the requirements for board membership have been scrutinized by Congress and at the Castle. Because of that, the requirements have been tightened. He added that this may mean that some Board members who have not been able to play the role we had envisioned for them may not be invited to serve a second term.

Adrienne Mars noted that the original purpose of the Board was fundraising. Exemption 5

John Plueger noted that we have twenty-four Emeritus board members who have all been valuable since their move to Emeritus status. Rich Sudgen mentioned that the West coast members would like to be more active and suggested a West coast event.

Communications Committee Report (Appendix D)

Tom Pumpelly presented the Communications report. He noted that the Udvar-Hazy Center beltway signs were supposed to be installed in May, but that some changes have been made. We have been promised that they will be installed in July.

Mr. Pumpelly told the group that a firm, Fero + Fero, has been awarded a \$70,000 contract for the Phase Two Campaign Communications Plan. They will put together a 3-minute campaign DVD and a 5-minute video for the 5th year anniversary.

Mr. Pumpelly spoke about the two movie shoots taking place at the NASM. The first, *Night at the Museum 2*, wrapped up in May. Mr. Pumpelly mentioned the attraction of younger visitors and suggested that we consider altering our marketing approach slightly to widen our visitor base. Mr. Pumpelly said that the shooting for *Transformers II* was taking place at the Udvar-Hazy Center. He suggested that we consider selling movie-specific merchandise in the Museum Shop.

Mr. Pumpelly mentioned an upcoming event at the National Mall Building – the opening of *Space: A Journey to Our Future* on June 14. He asked Anne McAllister to tell the group about the event. Anne McAllister said that this new exhibit in the Mall building is on loan from NASA. She added that it is a large, interactive exhibit that is traveling around the country.

Exemption 5

Mr. Pumpelly also noted the June 13 Become a Pilot Family Day taking place at the Udvar-Hazy Center. He said that the purpose of this annual event is to cultivate interest in aviation. Mr. Pumpelly indicated that there will be at least 68 airplanes present at the event and that there will be support from the military and private industry. General Anderson added that we have rented a bus to bring patients, caretakers and their families from Walter Reed to the event. Mr. Pumpelly remarked that \$25,000 was spent on advertising for this event.

Mr. Pumpelly mentioned the Museum's efforts to promote the UHC from the Mall Building. The Museum staff is working on installing a column next to the Welcome Desk on the first floor. He noted that the column will feature graphics and video of the UHC. General Dailey added that a model of the UHC has been put in place next to the column. The model depicts the layout of the Center and includes each plane in the building.

Mr. Pumpelly discussed the upcoming celebration of the centennial of military aviation. In 1908, the Wright Brothers brought a military aircraft to Washington D.C. for a demonstration. This aircraft landed at Fort Myer and they did provide a demonstration although the military did not purchase an aircraft until 1909. Mr. Pumpelly remarked that it is the Museum's opinion that 1909 is the year that marked the beginning of military aviation. Therefore, the NASM will recognize the centennial of military aviation in 2009, not 2008. He added that some military organizations in Washington will begin their celebrations in 2008. Mr. Pumpelly added that we currently have a Model B Wright military airplane at the Udvar-Hazy Center and Agnes Brown confirms that it is a very popular exhibit. Mr. Pumpelly told the group that the A Model has recently been completed by Ken Hyde and will be installed at the Udvar-Hazy Center after its successful flight testing. General Anderson added that it is the Museum's goal to add more hands-on displays at the UHC.

Edsel Ford asked about the Wright's plane downtown. Discussion followed regarding the originality of the Wright Flyer which is at the NASM's National Mall Building. General Dailey said that the Wright Flyer at the Mall building is the airplane that Orville Wright gave

to the Museum, although the fabric has been changed. He added that we have the original fabric.

Agnes Brown told the group that we have three Wright airplanes at the Mall building: the 1903 Flyer; the military flyer in the WWI gallery; and the Vin Fizz, which flew across the country in 1911.

Tom Pumpelly extended his thanks to the Communications Committee for their hard work. He noted that Ken Gazzola and Tom Morr are both very active Emeritus members serving on the committee. He also thanked Agnes Brown, Tom Morr, and General Anderson for traveling with him to the Virginia Tourism Commission to ask for funds from the Commission's budget to promote the Udvar-Hazy Center as a Virginia attraction.

Herb Kelleher asked if we had made any developments on connecting the Udvar-Hazy Center with some other attractions in Virginia. Mr. Pumpelly said **Exemption 5**

Adrienne Mars suggested that, to improve the Wall of Honor operations, we take photographs of a donor's name once it is on the wall and send it to the donor so that they know the name is on. Everyone agreed that this is an excellent idea.

Housekeeping and Closing Remarks

Dave Hurley asked the group to recognize the committee chairs for their service.

General Dailey mentioned the upcoming Director's Dinner at Oshkosh. He told the group that Pat and Rich Graham donated a painting to be auctioned off during the dinner. He added that the dinner has become a very popular event at Oshkosh. Fred Telling serves on the Experimental Aviation Association (EAA) board and said that EAA is delighted to have the NASM represented at Oshkosh each year. Rich Sugden asked if there was any chance for a NASM board meeting at Oshkosh. Dr. Telling added that we are welcome at any time.

General Dailey noted the dates of the next NASM Board meeting. The meeting will take place on the afternoon of Tuesday, October 14 at the Udvar-Hazy Center. The Board dinner will be that evening. On the following day, Wednesday, October 15, the Museum will host a morning "wall-breaking" event at the Udvar-Hazy Center as a way to thank Phase Two donors for their contributions.

General Dailey mentioned two other future events. The first is the John Glenn lecture, which will take place at the National Mall Building on November 13. The featured speakers are Apollo 8 astronauts Frank Borman, Jim Lovell, and Bill Anders.

The second event is the Udvar-Hazy Center 5th Anniversary gala which will be held at the Udvar-Hazy Center on December 3. All NASM Board members will receive invitations to this event.

For new business, Dave Hurley told the group that NASM Board member Bob James has suggested the creation of a bust of Don Lopez to be placed in the Mall building. Mr. Hurley suggested that the Board members might contribute funds for this effort and said that Jim Guyette has agreed to match any funds raised.

Exemption 5

It was determined that there was no additional new business and the meeting was adjourned.

National Air and Space Museum National Board

**Present at June 4, 2008 meeting*

Mr. James Albaugh
Mr. Javier F. Arango *
Mrs. Agnes M. Brown*
Mr. Wes Bush
Mr. Max C. Chapman, Jr.
Mr. Gregory R. Dillon
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover
Mr. Randall A. Greene
Mr. James M. Guyette
Mr. David C. Hurley, Chairman*
Mrs. Susan Hutchison
Mr. Randy Jayne
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis
Mr. Steven R. Loranger*
Mr. Robert J. Mittman
Mr. Lloyd "Fig" Newton*
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. John L. Plueger, Vice-Chairman*
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden*
Frederick Telling, Ph.D.*
Mr. Charles Thornton*
Mr. Matthew C. Weisman*

Board Members Emeritus:

Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan w. Burns
Capt. Eugene A. Cernan, USN (ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. Robert James
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars*
Mr. Thomas G. Morr
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.
Dr. Donald B. Rice
Mr. John Safer
Mrs. Patty Wagstaff
Mr. Bruce N. Whitman*

NASM Staff members present:

General John R. Dailey
General Joseph T. Anderson
Ms. Anne McAllister
Ms. Monecia Taylor
Ms. Melissa Wells



Smithsonian

National Air and Space Museum

**National Board Meeting
Tuesday, October 14, 2008
Director's Conference Room – Udvar-Hazy Center**

Chairman Dave Hurley convened the meeting at 2:03 p.m. Mr. Hurley asked if there were any questions regarding the June meeting minutes. There were none. The minutes from the June meeting were approved.

Mr. Hurley recognized two new board members – Allan Holt and Joe Clark. Mr. Hurley presented Mr. Holt with the NASM board pin, which was designed by John Safer. Mr. Hurley announced that Mr. Clark could not be present during the meeting, but would attend the board dinner that evening.

Mr. Hurley introduced Dr. G. Wayne Clough, Secretary of the Smithsonian. Dr. Clough thanked the members for their service on the board. Dr. Clough spoke to the group about his experience at the Smithsonian since his appointment in July. He commented on the caliber and creativity of the Smithsonian staff and said he was impressed with the quality of work they produce. He mentioned several projects undertaken by the NASM – the NASM on the Road program, CEPS research, and restoration work at Garber, to name a few. Dr. Clough told the group about his work with Congress. He has made 25 visits to Capitol Hill since July. He emphasized that Congress is interested in the Institution's educational goals, in addition to its scholarship. He added the NASM had done very well in expanding its educational activities, including taking advantage of opportunities on the web.

Dr. Clough explained the difficulties in demonstrating the type of work the Smithsonian does to those outside the Institution. He discussed the internal controls the Institution has put in place to address the public's concerns about misuse of resources. Dr. Clough noted a few major undertakings this fall – the opening of the Ocean Hall at the Natural History Museum, the re-opening of the American History Museum, and a major strategic planning effort by the Institution. He said that the strategic planning effort will create an organized way of thinking across the Institution. Dr. Clough added it will be inclusive and he hopes that everyone will have some input. He expressed the need for a cultural change in the Institution. Dr. Clough told the group that the Institution had a nine percent drop in its full-time staff over the last ten years, from 6,600 employees in 1993 to just under 6,000 today. He noted that despite the loss of staff, the Institution has opened three new museums.

Dr. Clough discussed the state of the Institution's Federal and Trust funds. He explained the trends of declining Federal allocations and increasing Trust funds. Dr. Clough added that this trend will most likely continue, but noted that other Federal agencies are dealing with the same issue. He remarked the Institution will have to become less reliant on Federal funds. Dr. Clough noted that public universities have dealt with this issue for years and have had to

become more self-reliant while fulfilling their mission. He said that the Federal government should provide the Institution some funding because of its mission to the American people. He also noted that the Institution will have to take advantage of the opportunities to transform itself. Dr. Clough mentioned an expanding web-based access to collections as a major opportunity. He reiterated that the strategic planning process will generate solutions to the institutional challenges.

State of the Museum Report (Appendix A)

Mr. Hurley gave the floor to General Dailey for the State of the Museum report. General Dailey drew the group's attention to the three-dimensional depictions of Phase Two which were on display in the conference room. He said that we can provide copies of the drawings to any board member who would like them. General Dailey also pointed out the Emmy award that the Education team won for their program which is accessed by 11 million students.

General Dailey reported the NASM achieved a 99.99% budget execution rate for FY2008. He reported that 93% of our Federal budget is spent on salaries and benefits and the other 7% is for general spending. General Dailey added when the Federal allocations flatline, and the Museum is obligated to increase salaries, the general spending fund suffers. He reported the NASM received \$66,500 in reallocated funds, which have been applied to Phase Two information technology needs. General Dailey discussed the 402 unrestricted trust funds account. He noted one-third of the NASM employees are paid by trust funds. General Dailey mentioned two big payments that also come from the trust funds - \$350,000 to the SI central trust fund and \$285,000 to the Washington Airport Authority for the Hazy Center lease.

General Dailey remarked on the Smithsonian-implemented hiring freeze for Federal employees. Because the FY09 appropriations are uncertain, the Smithsonian is prepared to face up to \$20 million in budget cuts. The Institution implemented a hiring freeze so it is not committed to more expenditures and will have reserve funds should the budget be cut. Exceptions to the hiring freeze will be rare.

General Dailey reviewed the Museum's outlook for FY2009. Because the FY09 appropriations have not been awarded, the NASM will operate at the FY08 appropriation level, which was \$17,054,000. He reported there will be no new starts or initiatives. Dr. Clough noted that Congress has approved a 5% cost of living increase for each employee, but will only fund 3-4% of it. He said the Institution will be responsible for the rest. General Dailey noted that this will not affect the progress of Phase Two.

General Dailey discussed the new revenue-sharing agreement with Smithsonian Enterprises (SE, formerly Smithsonian Business Ventures). He explained, under the new agreement, the NASM will receive 50% of the net gain of SE revenue. General Dailey anticipates this will bring the NASM an additional \$1 million in revenue each year. He added that the Special Events department anticipates \$2 million in income in FY09, which is \$900,000 less than in FY08. General Dailey said the opening of the American History Museum would provide competition for events hosting. He reported the Special Events department has performed in a

spectacular manner. General Dailey reminded the group that profits from the Hazy Center – parking, concessions and events – are committed to paying down the Phase One debt.

General Dailey discussed the NASM's FY09 Tactical Plan Commitments. He mentioned several gallery openings, closings and renovations, including a \$300,000 – 500,000 upgrade to the *How Things Fly* gallery, which is sponsored by Boeing. General Dailey remarked on the *Barron Hilton Pioneers of Flight Gallery*, noting the gallery upgrade will be paid for with interest from the Hilton endowment. He added that the NASM was able to hire two early childhood educators with the same funds.

General Dailey discussed the two feature films which were filmed at the NASM – *Night at the Museum II* and *Transformers 2* – and the *Legends of Aviation* IMAX film. He said discussions are taking place about holding the two feature film movie premieres at the Museum. General Dailey added we made Ex. 4 in site fees on the two films and will also sell related products in the store.

General Dailey announced the wallbreaking will begin a 9:30 a.m. tomorrow morning, with breakfast beginning at 8:30 a.m. He mentioned the 5th Anniversary Gala coming up in December and the NASM Trophy Award Ceremony, which is currently unfunded. He also noted events the NASM will hold to commemorate the 40th anniversary of Apollo 11.

On the topic of the National Air and Space Society, General Dailey informed the group that Exemption 6 has left the Museum's employ for family reasons. He commended Ex. 6 efforts to get the NASS programs back on track. General Dailey commented on two events at Hazy – the *Become a Pilot Family Day* and *Air and Scare*. General Dailey reported more than 70 airplanes participate in the *Family Day* each year and more have to be turned away. General Dailey mentioned *Air and Scare*, the Museum's successful Halloween event. He noted that the Mars Company donates the candy for this event each year. General Dailey mentioned the General Electric Aviation Lecture Series and GE's long sponsorship of this series.

General Dailey discussed the Museum's research commitments for FY09, including papers, articles and books that will be published. He explained that there are 12 researchers in CEPS, 13 researchers in Aeronautics and 13 researchers in Space History. General Dailey noted that the Information Technology department is working to add wireless internet access in all the NASM conference rooms and streamline the docent database system.

General Dailey announced the Special Events department will complete 140 events in FY09. He added that we anticipate more competition in the upcoming year from new event venues. General Dailey reported on the Archives Department's preparations to move to Phase Two. He said they are conducting a comprehensive review of every document in the collection. This will allow Archives staff to determine how much space and what kind of storage requirements are needed in the new facility.

General Dailey spoke about the Collections Management Department's preparations to close Building 2 at Garber so that the Smithsonian Motor Pool can utilize the building. He added that they will also prepare many of the artifacts to move to Phase Two.

General Dailey reported the Development staff reached 208% of their fundraising goal this year and committed to a \$10 million goal for FY09. He noted the Development staff has done an excellent job working with curators and other staff to fund museum projects. He added that most of the donations the NASM receives are a direct result of the Board's involvement.

General Dailey displayed the Phase One Progress Report. He reported \$43 million is owed on Phase One, \$7 million of which are existing pledges that have not yet been paid. He noted the original amount owed was \$84 million. General Dailey then presented the Phase Two Progress Report. He reported the total amount needed for Phase Two as \$79 million, \$56.6 million of which we have raised. He announced the remaining fundraising balance of \$17.4 million. General Dailey mentioned that the NASM will receive \$5 million in Federal funds to be used for start-up costs for Phase Two.

General Dailey was pleased to report that we are on contract for Phase Two.

Nominating Committee Report (Appendix B)

David Hurley asked John Plueger to recuse himself from the Nominating Committee Report and took the floor to present the report. Mr. Hurley thanked the outgoing chairs of the committees. He presented the group with the 2009 Proposed Slate. The slate was approved.

John Plueger then took the floor. He noted the Nominating Committee wants the board to focus on fundraising. Mr. Plueger reported that he asked all board members to familiarize themselves with the expectations of serving on the board. He said a second goal of the Committee is to reduce the size of the board. Mr. Plueger was pleased to report that the board membership has expanded to industries beyond aviation and aerospace. He noted that the board exercises transparency in its fundraising and utilize best practices.

Mr. Plueger reviewed the new leadership team. Jim Guyette will serve as Vice-Chairman and Chair of the Nominating Committee. Jack Pelton will take over as Finance and Development Committee Chair. Mr. Plueger commended Fred Telling for his excellent work as Chair of the Finance and Development Committee. Tom Pumpelly will continue as Communications Committee Chair. Mr. Plueger remarked that Mr. Pumpelly has made tremendous strides in the exposure of the Hazy Center.

Mr. Hurley requested a motion to approve the slate. The approval was moved, seconded, and unanimously passed.

Finance and Development Committee Report (Appendix C)

Fred Telling began the Finance and Development Committee Report by reviewing the Phase Two Fundraising Progress. He noted there is \$17.4 million left to raise. Dr. Telling acknowledged substantial gifts received in FY08 from the Exemption 6

Dr. Telling drew the group's attention to the "Leave a Legacy to America" brochure inside the board packets for

more information on planned giving. He noted the Engen solicitation letter has brought in an additional \$17,000 in funds for Phase Two.

Dr. Telling reported the fundraising goal for FY08 was \$10 million, but that \$21 million was actually raised. Dr. Telling thanked Randy Greene for again sponsoring the NASM Trophy Award event. He reminded the group that ongoing funding is still lacking for the NASM Trophy Award event. He encouraged those who are interested in sponsorship to contact Monecia Taylor in the Development Office.

Dr. Telling gave the floor to John Plueger to report on the activities of the Campaign Steering Committee (CSC). Mr. Plueger reminded the board the CSC was formed to provide the NASM Development staff with comments, assistance, direction and support on all fundraising activities. The CSC met four times in 2008. Mr. Plueger discussed the CSC's FY08 accomplishments. He noted they completed a \$100,000+ campaign package to showcase Phase Two to donors. Mo Taylor passed these packages out to each member. Mr. Plueger encouraged the members to share the information with any associates who may be interested in donating to the Museum.

Mr. Plueger reported that the October 28 San Francisco cultivation event is being organized by Matt Weisman and the NASM staff. The event will target potential donors in the Bay area and is sponsored by Exemption 6. Mr. Plueger said a similar event is being planned for the Seattle area. He thanked Roger Percy for working to coordinate those activities. Mr. Plueger added that a New York event is in the works and will most likely be hosted by Exemption 6 and Exemption 6.

Mr. Plueger thanked the board for their work in cultivating new donors. He remarked on concerns of the current economic situation and encouraged the members to redouble their efforts. He expressed his belief that the results the Museum gets are independent of the current situation. He yielded the floor to Dr. Telling.

Dr. Telling reviewed the current prospects being sought by the NASM Development office, which represent over \$52 million in proposals in the works. He asked if any of the board members have any leads in these areas that they contact the NASM Development office.

Dr. Telling remarked on the progress of the National Air and Space Society (NASS) membership. He added that while we regret losing Exemption 6 her work has left the Society in excellent shape. Dr. Telling said the Society is cultivating new members and maintaining the current membership levels. He reported the Society has grown by 11% since last year.

Chuck Thornton asked about the ongoing confusion between the Society and the Air & Space Magazine. Exemption 5

[REDACTED]

Exemption 5

Bob James asked if

Monecia Taylor explained

Jack Pelton asked

Discussion followed. Dr. Telling suggested

Randy Greene pointed out

Dr. Telling spoke about the improvement of the Wall of Honor. He reported on an extensive audit which was conducted to ensure that everyone who is supposed to be on the WOH is there and that all records are accurate. Dr. Telling reviewed the Board's participation in the NASS, noting that 24 out of 29 board members are also Society members. He noted that all large gifts made to the Museum have come as a direct result of Board participation. Dr. Telling said nothing that has been done in the NASM could have been done without the Board's support.

Dr. Telling expressed his thanks to the Board for their support during his tenure as Finance and Development Committee Chair. He noted that there is \$17 million left to raise for Phase Two

He commended the Board for its excellent progress increasing the transparency of the cash flow and application of funds.

Communications Committee Report (Appendix D)

Tom Pumpelly began the Communications Committee report by recognizing the members of the Committee – Agnes Brown, Ken Gazzola and Tom Morr. Mr. Pumpelly reported that the signs along 495 were being installed this morning. He announced that funds are still being raised for the signs along 66 and 28. He described the signs on 66 as needing improvement and said the state may replace them at no cost to the Museum.

Mr. Pumpelly spoke about work on the Phase Two Communications Plan. He reported that the NASM Communications department is working hard to develop print materials and video for Phase Two. General Dailey said the video would be shown at the wallbreaking the following morning. Mr. Pumpelly mentioned that *Night at the Museum 2: Battle of the Smithsonian* is expected to open on Memorial Day 2009. He added that the production company may donate props from the movie to be displayed at the Museum. Additionally, Smithsonian Enterprises is involved in licensing products and merchandise to be sold in the Museum Shop.

Mr. Pumpelly reported that *Transformers 2: Revenge of the Fallen* will open in June 2009. Discussion continues with the production company regarding a possible premiere at the Udvar-Hazy Center.

Mr. Pumpelly presented the Udvar-Hazy Center attendance figures. He reviewed the Booz-Allen Hamilton study which anticipated the UHC would receive 800,000 visitors this year. He reported the Center has received closer to 1,125,000 visitors so far this year, which is the biggest year for the UHC since its opening year. He commended everyone who was involved in increasing the visitor numbers and thanked the Airport Authority for their work in promoting the UHC.

Mr. Pumpelly mentioned the upcoming *Air & Scare* event taking place on October 25. He reported that the Museum conducted a broad advertising campaign to attract visitors and that a large turnout is expected. Claire Brown reported the largest turnout for this event was around 20,000 visitors. Mr. Pumpelly thanked the Mars Company for its donation of candy for this event each year.

Mr. Pumpelly said he met with the principles of the Virginia Tourism Corporation. The Corporation gives four matching grants of up to \$25,000 each year for Virginia tourism. **Ex.6**

Mr. Pumpelly reported that the kiosk at the Mall Building advertising the UHC has been installed. He expressed the desire to have good identification for the UHC downtown. He noted that the kiosk includes a video of the UHC and information for visitors.

Discussion of Old Business

David Hurley opened the floor for old business. Mr. Hurley summarized past discussion of a Don Lopez bust for the benefit of new members. **Exemption 5**

Discussion followed. **Exemption 5**

The group reviewed the future board meeting dates. Mr. Hurley asked if anyone knew of any conflicts with the dates. Seattle was suggested as a location for the February 2009 meeting. General Dailey noted that it might be possible to combine the Seattle cultivation event with the Board meeting. Discussion followed. Oshkosh was suggested as a location for the June 2009 meeting. Discussion followed. The consensus was that only one out of town meeting per year

is appropriate. The group agreed that the Executive Committee should decide the meeting locations and report them to the group.

A question was raised regarding the Evergreen Aviation Museum's request for a space shuttle. General Dailey responded that Congress has required NASA to write a shuttle disposition plan and that the plan has not yet been completed. He added that the NASM has received five or six requests for our shuttle from other museums. Susan Hutchison said the current geopolitical situation with Russia has NASA rethinking its space programs. Discussion followed.

The group discussed several upcoming events. David Hurley mentioned the San Francisco cultivation event taking place on October 28. He reported Peter Jakab and Jim Lovell will make presentations at the event.

General Dailey remarked on the upcoming NASS Flight Jacket Night on November 1. David Hurley mentioned the Glenn Lecture on November 13. General Dailey added that the speakers are the Apollo 8 astronauts – Lovell, Borman, and Anders. He said it will be a fun evening. General Dailey explained invitations are forthcoming for the Hazy 5th Anniversary event.

Two cultivation events, in New York and Seattle, are being planned. John Plueger asked if the Board's presence in Seattle would be helpful or hurtful. Mo Taylor said it could help, but the plan is to keep the attendance small. She reiterated the goal of the event to keep it small and engaging.

David Hurley encouraged everyone to review the list of upcoming events.

New Business

General Dailey acknowledged the four Board members who have switched to Emeritus status: Greg Dillon, Fred Telling, David Hurley, and Jim Albaugh (not present at the meeting). Each of the present members was presented a certificate of appreciation for their service. General Dailey thanked each member individually for their exceptional service to the Board.

David Hurley presented John Plueger with a control stick mounted on a wooden base. On the base are the names of each past NASM Board Chairman.

The motion was made to adjourn the meeting.

National Air and Space Museum National Board

*Present at October 14, 2008 meeting

Board Members:

Mr. James Albaugh
Mr. Javier F. Arango *
Mrs. Agnes M. Brown*
Mr. Wes Bush*
Mr. Max C. Chapman, Jr.*
Mr. Joe Clark
Mr. Gregory R. Dillon*
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover
Mr. Randall A. Greene*
Mr. James M. Guyette*
Mr. Allan Holt*
Mr. David C. Hurley, Chairman*
Mrs. Susan Hutchison*
Mr. Randy Jayne*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger
Mr. Robert J. Mittman*
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger, Vice-Chairman*
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden*
Frederick Telling, Ph.D.*
Mr. Charles Thornton*
Mr. Matthew C. Weisman*

Board Members Emeritus:

Mr. Ronald W. Allen*
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. Robert James*
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.*
Dr. Donald B. Rice
Mr. John Safer
Ms. Patty Wagstaff
Mr. Bruce Whitman*

NASM Staff members present:

General John R. Dailey
General Joseph T. Anderson
Ms. Claire Brown
Dr. Peter Jakab
Ms. Anne McAllister
Ms. Laurino Proctor
Ms. Monecia Taylor
Ms. Melissa Wells
Mr. Justin Wright

Smithsonian Staff present:

Dr. G. Wayne Clough



Smithsonian

National Air and Space Museum

**National Board Meeting
Wednesday, February 4, 2009
Director's Conference Room – Udvar-Hazy Center**

Chairman John Plueger convened the meeting at 8:14 a.m. He welcomed two new board members attending their first meeting – Joe Clark and Allan McArtor. He recognized Allan McArtor for orchestrating Airbus' Ex 6 donation to the Udvar-Hazy Center. The minutes from the October meeting were reviewed and approved.

State of the Museum Report (Appendix A)

Mr. Plueger gave the floor to General Dailey for the State of the Museum report. General Dailey welcomed the group. He began the presentation by reporting the NASM's FY2009 year to date highlights. General Dailey noted that NASM curator David DeVorkin received the Secretary's Distinguished Lecturer Award, the Institution's highest honor for research. He commended the work of NASM volunteer Pedro Turina, who was invited to the Chilean National Air and Space Museum to give a presentation on Ibero-American Air and Space Museums.

General Dailey reported that the NASM's Collections Plan is being utilized to deaccession some artifacts that the museum does not have room for. He said two B-17s, the Swoose and the Memphis Belle, have been deaccessioned and given to other museums. The NASM will receive a display-ready B-17, the Shoo Shoo Shoo Baby.

General Dailey mentioned the success of the NASM's annual Air & Scare event. More than 18,000 visitors attended in 2008, despite the \$10 per car charge for entry. The event was a great success. Ken Gazzola asked if the event is covered by local television stations. General Dailey reported that while it is not covered by local TV, mailers are sent to Fairfax County residents and the event is covered by the *Washington Post*.

General Dailey noted the achievements of the Center for Earth and Planetary Studies. This department has been heavily involved in analyzing images of Mercury, selecting a landing site for NASA's Mars Science Laboratory Rover Mission, and in other Mars research. General Dailey reported the success of the 2008 John Glenn Lecture, featuring Apollo 8 astronauts Bill Anders, Jim Lovell, and Frank Borman. He added that the 2009 lecture occurs during the 40th anniversary of the Apollo 11 flight. The NASM hopes to have all three Apollo 11 astronauts give the 2009 Glenn lecture but the details have not been confirmed.

General Dailey discussed the NASM's FY 2009 Tactical Plan Commitments. He reported that the NASM has a completed Collections Plan in effect, which requires the Museum to define

what it will collect and how the artifacts will be displayed. This plan allows us deaccession artifacts that we no longer need. This guidance will aid in the Museum-wide effort to develop a long-term Exhibition Plan. General Dailey noted that two new exhibits will open in FY09: *Spectacular Saturn: Images from the Cassini-Huygens* and *Painted Apollo: The Art of Alan Bean*. There are also two exhibit upgrades during FY09: the *How Things Fly* gallery, which will reopen in March 2009, and the *Mars Revealed – Exploring the Planets* gallery. General Dailey reported that two galleries are in the planning stage: an upgrade to the *Barron Hilton Pioneers of Flight* gallery and the *Moving Beyond Earth* gallery. He added that the Pioneers gallery was originally intended to focus on 1930s-era aircraft. We hope to refocus the gallery to its original inspiration by removing some more modern artifacts.

General Dailey discussed the upcoming film premieres for *Night at the Museum II*, *Transformers 2*, and *Legends of Aviation*. He reported that *NATM II* will premiere at the National Mall Building in May. The *Transformers* premiere location is yet to be determined, but the Hazy Center will feature a toy line which will sell in the Museum Shop.

General Dailey mentioned many programs the NASM will host in FY09. These are listed on page four of General Dailey's presentation. He noted that the Museum is still seeking a sponsor for the NASM Trophy Awards Program and Dinner. General Dailey reported that Dr. David DeVorkin is organizing activities for the International Year of Astronomy. Dr. DeVorkin hopes to borrow one of Galileo's telescopes for display at the NASM Mall Building this summer. Funding for this program is provided by the National Science Foundation.

General Dailey remarked on the upcoming Mutual Concerns event in Ottawa. He explained that Mutual Concerns is an international gathering of museum professionals which the NASM coordinates each year. He noted that it is an excellent example of the Smithsonian serving as a source of information for other museums.

General Dailey noted that the Museum will once again host the Become a Pilot family day (also called the "Fly-in") in June. He reported that the event has become very popular and we have to turn away participants. General Dailey also mentioned several annual lectures hosted by the NASM. He noted that this year's Lindbergh lecture series will focus on Vietnam-era aviation.

Next, General Dailey reported on the Institution's goal to create a new Strategic Plan. He reported that the planning process will include 70 employees from across the Institution. He commended the leadership and experience of Secretary Clough, who served as President of Georgia Tech University for 14 years. Part of the Plan, General Dailey reported, is to strengthen research across the Institution. He highlighted the NASM's research goals for FY09, which include numerous book and scholarly paper publications. General Dailey emphasized the importance of the Information Technology Division. He said that Dr. Clough has brought in IT experts to move the Institution's web capabilities in to the future.

General Dailey then addressed the Management Excellence goal. He was pleased to report that the NASM's Special Events department earned \$2.98 million in revenue for the Museum. Wes Bush asked if the Museum had experienced any drop-off in events business in the current

economic climate. General Dailey responded that they hadn't yet, but that we expect to see some decline.

General Dailey reported that the Archives staff will conduct a comprehensive shelf reading of the Ramsey room, which means they will validate that every document is in its proper location. He noted that, once the Archives collection is moved to Phase Two, everything will be stored in one place. Bob James asked if the NASM had considered putting its digital collections on a DVD format that might be sold. General Dailey responded that any video productions had to be vetted by Smithsonian Enterprises.

General Dailey addressed the NASM's development goals for FY09, which is \$10 million. He reported that \$10.9 million is left to meet the goal for Phase Two. General Dailey noted Airbus' recent gift **Ex 6**. In addition to Development's fundraising goals, General Dailey said that Special Events will bring in \$2.1 million in revenue in FY09.

General Dailey reported on the success of the Inauguration weekend. The NASM earned \$375,000 through special events. During Inauguration Day, the Mall building had to be closed twice because we were over capacity. Visitorship on that day was the 2nd highest in the Museum's history.

General Dailey described the NASM's FY09 budget outlook. Because Congress has not approved the FY09 budget, the Institution is operating under a Continuing Resolution and is allowed to spend at the FY08 level. To that end, the Institution has implemented a hiring freeze. General Dailey reported the NASM's budget request for FY09 - \$17,565,000 – and added that a Congressional decision is expected by mid-March.

Bob James asked if the NASM's relationship with Smithsonian Enterprises had improved.

General Dailey announced that a new agreement with SE will provide NASM with an extra \$1 million in income per year. He noted that this is unrestricted trust money, which means that NASM can allocate it as it sees fit. General Dailey affirmed that, while the FY09 economic picture is dismal, the NASM will not lay off any employee. General Dailey reviewed NASM's total operating costs.

Exemption 5

The group discussed the UHC Phase Two Progress Report. General Dailey told the group that the contractor has received the 100% drawings for the project. He discussed lessons that were learned during Phase One construction and the improvements being implemented during the current construction. General Dailey reiterated that, once Phase Two is paid in full, the NASM will build a maintenance fund for future needs of the facility. Once completed, the facility will be part of the Federal system.

Wes Bush asked if the Museum had submitted its FY2010 federal budget request. General Dailey responded that, yes, the request is in and the move-in and start-up costs for Phase Two are included. He mentioned that the Institution is committing a lot of money to collections storage.

Jim Guyette asked if the NASM will have reserve funds for Phase Two in the form of an endowment. If so, he asked, could it be taken away for reallocation? General Dailey responded that there is always a possibility of having funds taken away. However, he added, endowments are a high priority to Dr. Clough.

General Dailey informed the group that contractors have been working for two months on Phase Two. The total contract is for 24 months, but Exemption 5

Jim Guyette asked what kind of fundraising the NASM will conduct after Phase Two is completed. He expressed the desire for the NASM to prove that it can raise and retain funds. General Dailey said that donations to Phase Two are restricted and future endowments can also be restricted. In this way, the NASM can protect donations.

John Plueger asked General Dailey to comment on Dr. Clough's time at the Smithsonian. General Dailey replied that Dr. Clough is focused on his goals for the Institution and places a high priority on communication. He reported that Dr. Clough has held several Town Hall meetings and puts frequent updates on the web for employees to access.

Roger Percy asked if there were any updates on the Institution's maintenance issues. General Dailey responded that Exemption 5

Ken Gazzola asked what is the biggest financial problem facing the Institution. General Dailey described a possible \$25 million cut to the Institution's budget by Congress. However, he added, Dr. Clough is positive that the result will be in our favor.

Mr. Plueger asked each of the NASM staff members present to introduce themselves to the group. They were:

Laurino Proctor, Office Manager, NASM Development Office

Finance and Development Committee Report (Appendix B)

John Plueger commended Allan McArtor for spearheading the Ex 6 Airbus donation to the NASM. Mr. Plueger yielded the floor to Jack Pelton.

Mr. Pelton reviewed the NASM's Phase Two Fundraising Progress. He recognized Ken Gazzola and Bob James for their work on the Lopez bust. Mr. Pelton commended the

additional NASS solicitation of its members, noting that 700 members responded with additional monies for the Society.

Mr. Pelton discussed the FY09 accomplishments. He reported the NASM's other priorities for FY09: gallery and exhibit updates, funding for the Wright Brothers simulators, and Family Day programming.

Mr. Pelton noted the upcoming event in Paso Robles, California, hosted by Javier Arango. He said this will serve as a follow-up to the San Francisco event. Mr. Pelton discussed the May 8th event in Seattle, which will feature Jim Lovell as a presenter. Susan Hutchison remarked that Charles Simonyi is pleased to participate in this event as he is soon to make his second trip to space. Roger Percy added that the event is meant to be a more intimate gathering for high-level guests.

Mr. Pelton reported on progress made by the National Air and Space Society. He remarked that proceeds have been great from parking, the Wall of Honor, and the member solicitation. Mr. Pelton discussed the Society's staff transition. Lorili Toth moved to California and, since then, Justin Wright has filled in to run the Society. He mentioned Elizabeth Wilson will join NASS as the new Director and Rachael Young has been hired as the new assistant.

Mr. Pelton reviewed the NASM Prospect Pipeline list. He asked for any board members who have contacts at the listed companies to please let the Development office know. John Plueger noted that the purpose of the Campaign Steering Committee is to assist the Development staff in identifying and pursuing specific donors. Mr. Plueger asked that anyone interested in joining the CSC to please contact him.

Anne McAllister offered more information on the Time and Navigation exhibit. She stated the purpose of the exhibit: to describe navigation methods from the chronograph to modern GPS. The NASM hopes to have \$3.5 million committed for this project by March 31, 2009.

Mr. Pelton announced that 25 of the 29 board members are current members of the National Air and Space Society. He asked that any members who are not certain of their membership status please contact the Development office.

Mr. Pelton noted that the NASM is still seeking a sponsor for the NASM Trophy Awards Ceremony. Several board members asked that their names be added to the prospect list.

Nominating Committee Report (Appendix C)

Jim Guyette began his report by thanking the members of the nominating committee – Herb Kelleher and Steve Loranger. He reported that, in recent years, the goal had been to reduce the size of the Board. Mr. Guyette noted the Board currently has 26 members, with one rolling off in October 2009. He said the Committee will maintain an active pool of potential members for consideration. He reviewed the qualities of potential members: an interest in aviation, personal capacity to donate and access to a network of potential donors. Mr. Guyette asked that if any

board members to submit names for consideration to Mo. He said the Committee will report on their progress at the next meeting.

Communications Committee Report (Appendix D)

Tom Pumpelly reported that the signs on 495 were installed successfully. He reported on the progress of the Phase Two communications plan, with communications roll-out beginning in 2010.

Mr. Pumpelly mentioned the release of *Night at the Museum II: Battle of the Smithsonian* on May 22, 2009. The movie premiere and press junket will be held at the NASM May 14-16. Several promotions at the NASM will coincide with the movie's opening, including a chance to win a sleepover at the NASM. Mr. Pumpelly praised Claire Brown for her excellent work on the film and promotions.

Mr. Pumpelly reported the release date for *Transformer 2: Revenge of the Fallen* on June 26, 2009. He said the level of NASM involvement is not yet clear, but that we hope to have a screening at the Udvar-Hazy Center. Promotional toys will be sold in the Museum shop and the NASM is exempt from paying royalty fees.

General Dailey reiterated the difficulty in working with the production companies to be able to use "Smithsonian" in conjunction with these films. There was resistance on all sides, but Claire worked tirelessly to get the job done. He emphasized the importance of branding the Smithsonian name.

Mr. Pumpelly reported the visitor statistics for both the Mall Building and the Udvar-Hazy Center. Both buildings experienced an increase over 2007.

Mr. Pumpelly mentioned several marketing plans in place at the NASM surrounding the Early Learning Initiative, the 40th Anniversary of Apollo 11, the International Year of the Telescope, the Anniversary of Military Aviation, Become a Pilot Day, and Air and Scare. Peter Jakab commented on the anniversary of military aviation, noting that the NASM owns the 1909 Wright Military Flyer, which flew at Ft. Myer in 1909. He added the NASM is planning year-long events including two Family Days, a public symposium and at least one black tie event. Dr. Jakab emphasized the importance of the flight in 1909 in turning aviation from an invention to a viable technology.

Discussion of Old Business

Mr. Plueger opened the floor to old business. He thanked the anonymous board member for their support of the NASM Trophy event.

The group watched the movie trailer for *Night at the Museum II*. Afterwards, David Hurley said he saw the movie set during a visit to Vancouver. Claire Brown has identified several pieces of memorabilia that we would like to have for the NASM's collection.

The group viewed photographs of the progress made on the Don Lopez bust. Everyone agreed that it was excellent work and they were pleased with the progress. Bob James thanked everyone who donated and reported that the bust and stand are fully funded.

The future meeting dates were discussed and agreed upon. The June meeting will be held at the Udvar-Hazy Center.

New Business

The motion was made to adjourn the meeting.

National Air and Space Museum National Board

**Present at February 4, 2009 meeting*

Board Members:

Mr. Javier F. Arango *
Mrs. Agnes M. Brown*
Mr. Wes Bush*
Mr. Max C. Chapman, Jr.
Mr. Joe Clark*
Mr. Gregory R. Dillon
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover
Mr. Randall A. Greene*
Mr. James M. Guyette, Vice-Chair*
Mr. Allan Holt*
Mrs. Susan Hutchison*
Mr. Randy Jayne
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger
Mr. Allan McArtor*
Mr. Robert J. Mittman*
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger, Chairman*
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden
Mr. Charles Thornton
Mr. Matthew C. Weisman

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Fungar
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley*
Mr. Robert James*
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.*
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Ms. Patty Wagstaff
Mr. Bruce Whitman*

NASM Staff members present:

General John R. Dailey
General Joseph T. Anderson
Ms. Joanne Bast
Mr. John Benton
Ms. Claire Brown
Ms. Laura Gleason
Dr. Peter Jakab
Ms. Anne McAllister
Ms. Laurino Proctor
Ms. Monecia Taylor
Ms. Melissa Wells
Mr. Justin Wright



Smithsonian

National Air and Space Museum

National Board Meeting

Wednesday, June 3, 2009

Director's Conference Room – Steven F. Udvar-Hazy Center

Chairman John Plueger convened the meeting at 8:21 a.m. The minutes from the October meeting were reviewed and approved.

Nominating Committee Report (Appendix A)

John Plueger thanked the members of the nominating committee. [Exemption 5] the nominating committee recommended that [Exemption 5] be invited to join the board. Mr. Plueger noted that a brief bio was provided for board members in their packets and reviewed [Exemption 5]. Mr. Plueger added that [Exemption 5]. Mr. Plueger opened the floor for questions and comments. Mr. Plueger explained that there are 27 current board members and the bylaws provide for a total of 32. He also noted that we will have one member retire in October. Mr. Plueger informed the board that [Exemption 5] candidacy would be presented to the Smithsonian Regents for formal approval in September and [Exemption 5] should be able to officially attend his first NASM board meeting in October. The board voted unanimously to nominate [Ex. 5] to the NASM board.

State of the Museum Report (Appendix B)

Mr. Plueger gave the floor to General Dailey for the State of the Museum report. General Dailey welcomed the group and began the presentation by reporting NASM's FY2009 year to date highlights.

General Dailey commented on the spectacular success of the art exhibit by Wang Ming. Mr. Ming combined calligraphy with his art well before the Hubble and was able to envision things that are only now being seen and reported back from space. General Dailey noted that Barbara Brennan was instrumental in bringing this exhibit to NASM after meeting Mr. Ming in Shanghai. General Dailey added that through this exhibit NASM is becoming a center for art in its own right.

Continuing with recent events, General Dailey described the March 18, 2009 reopening celebration of the *How Things Fly* gallery, which was recently redesigned and refurbished though a gift from Boeing. He noted that this was completed without having to close the gallery. He added that NASA and Cessna provided funds to support the gallery to 2014.

General Dailey reported that NASM won two "Telly" Awards this year. *Flight School: From Above* won the educational program category and *Flight School: Blast off* won for the use of

special effects. These programs are part of a four part series on Aviation that were created in partnership with Fairfax County Public Schools and were funded by the AFCEA of NOVA. The films can be found on the Fairfax County Public Schools website.

General Dailey then discussed the 2009 NASM Trophy Awards. There are two awards given to distinguished recipients in two categories: life time achievement and current achievement. This year nominees were of such high caliber that it was decided to give two life time achievement awards. John R. Casani was recognized for his achievements in robotic space and C. Gordon Fullerton was recognized for his accomplishments as an Air Force test pilot, research pilot, and astronaut. General Dailey commented that it was a great evening sponsored by board member Randy Greene for the second year in a row.

General Dailey noted that this year is the 100th anniversary of Military Aviation in addition to the 400th Anniversary of Astronomy, and the 40th anniversary of the lunar landing. NASM held celebrations to mark each of these events. The Centennial of Military Aviation Family Day was held on April 25, 2009 at the Udvar-Hazy Center. Space Day, which was held on May 2, is a popular Lockheed Martin sponsored event that has been in existence for at least ten years. This year's Lindbergh Memorial Lecture featured Major General Joe Engle, USAF (Ret.) who turned airline aerodynamics into an understandable subject. General Dailey added that the Exploring Space Lecture was held on May 27, 2009 featuring Dr. Sara Seager who holds a professorship in planetary science at MIT and spoke on the recent discovery of an exo-planet reminiscent of earth.

General Dailey discussed the tremendous recognition received by Dr. Tom Watters, a noted curator with NASM's Center for Earth and Planetary Studies, by appearing on the cover of Science magazine, which is one of the highest of science recognition. NASM had two past articles in this magazine. The Society for History in Federal Government presented their first annual Roger R. Trask Award and Dr. Roger Launius, Senior Curator with the Space History Division, received that honor for his service at NASA and NASM.

Several NASM staff members have recently completed book projects. General Dailey noted that Amanda Young, Museum Specialist with the Space History Division, published her book on spacesuits before announcing her retirement. Dr. Young is acknowledged as one of the most knowledgeable individuals on this subject in the world and she will be sorely missed at the Museum. *The Smithsonian Atlas of Space Exploration* by Roger Launius and Andrew Johnston and *Lighter Than Air: An Illustrated History of Balloons and Airships* by Tom Crouch are also among our newest publications.

General Dailey began his report on strategic planning by discussing Exemption 5

[REDACTED]

[REDACTED] He added that in planning for the future, the Smithsonian initiated a national fundraising campaign to increase funds raised or

earned. The national campaign will advance our mission by encouraging and producing outstanding research, exhibits, and educational programs.

Emeritus board member, Mr. Ken Gazzola, inquired about the origin of NASM ideas for the strategic planning and when they may be published in regards to revenue production. Ms. Joanne Bast explained that NASM will be making its presentation to the Secretary at the end of June. Two museum groups were formed and are meeting each month. Ms. Bast added that the groups are made up of internal staff from every NASM department, and these groups are generating ideas that will be presented to the Secretary. A decision will then be made on which ideas will be pursued further. General Dailey indicated that this process has been very educational to the institution as a whole, and it will implement operational, administrative, and governance practices to help build relationships and promote institution-wide diversity.

General Dailey announced that the NASM moved into the movie business: *Night at the Museum 2* held its world premiere at the National Mall Building and *Transformers 2* is playing to large crowds at the Udvar-Hazy Center. He noted that business hours were extended to accommodate showing these films. The Smithsonian received \$1 million for the filming of *Night at the Museum 2*. If the movie makes \$150 million dollars the Smithsonian will receive another \$250,000; if the movie reaches \$250 million, SI will receive an additional \$125,000. The first version of this movie made \$526 million. NASM's Mall museum was the highest grossing theater in the world for the opening weekend of *Night at the Museum 2* and the museum is getting good publicity from all these movies. General Dailey commented that it is an excellent outreach opportunity and the movie is getting the word out that museums are fun places to visit.

General Dailey provided information on the status of the Barron Hilton Pioneers of Flight Gallery which is being restored to its original intent as a 1940's gallery. The process of getting all the aircraft back into proper condition is an 18-month project and the staff is doing a great job. The gallery will also be a center for early learning. General Dailey reported that board member emeritus Patti Wagstaff's airplane will be featured and hung in the 2nd floor mezzanine. The reopening of this gallery is scheduled for May 2010.

General Dailey announced that PNC Bank provided a **Ex6** two-year grant to improve science education for Pre-K students in D.C. public Schools. This partnership with NASM was announced April 21, 2009 at the museum with Elmo in attendance. General Dailey added that this program is extremely successful so far.

General Dailey elaborated on more upcoming events that will be held this year. *Become a Pilot Day* will be held this June at the Udvar-Hazy Center. The 40th Anniversary of Apollo 11 will be celebrated at the National Mall Building on July 19, 2009 with the annual John Glenn Lecture. Dr. Chris Kraft will be in attendance as well as all three of the Apollo 11 astronauts. There will be a NASA event on July 20th which will also include the opening of the *Painted Apollo: the Art of Alan Bean* Exhibition. Dr. Peter Jacob, Associate Director for Collections & Curatorial Affairs, will lead the activities that are being planned for the 2009 Centennial of Military Aviation. In October NASM will hold the annual *Air and Scare* event at the Udvar-

Hazy Center, which is funded by Mars SnackFoods. General Dailey commented that it is the staff and the curators that make this event so successful.

General Dailey updated the board concerning asbestos air sampling. He reported that the results showed numbers below the permissible exposure limit standards set by OSHA. Certified asbestos inspectors are conducting and monitoring inspections and the test conducted December 9 and 11, 2008 resulted in no airborne asbestos hazards found in 25 ambient air samples. General Dailey added that Smithsonian's hazardous materials program is fully compliant with OSHA and the EPA. During a congressional hearing held in April, Secretary Clough outlined additional steps to ensure safety of SI visitors, staff, and volunteers, which included a complete review of asbestos safety policies and procedures. NASM conducts independent expert reviews of SI's annual environmental safety assessment and NASM employees had presentations by independent health experts in addition to free medical screenings for current and former employees. NASM exhibits production staff was fully trained in 2008 and re-certified on handling asbestos containing materials in 2009. NASM also has certified asbestos contracting material project managers on site to approve all work.

General Dailey described NASM's FY09 budget outlook. He reported that NASM's budget request for FY09 was \$17,565,000. He reviewed NASM's total operating costs and reiterated that once Phase Two of the Steven F. Udvar-Hazy Center is paid in full, NASM will build a maintenance fund for the future needs of the facility. Once completed, the facility will be part of the federal system. General Dailey noted that, in salaries, expenses, and capital budget, NASM needs approximately \$13.1 million in federal funds for Phase Two move-in and start-up costs.

General Dailey reviewed the trust fund accounts. NASM typically has a carryover of approximately \$4 million which is helpful when the museum endures 6 months without a budget. Smithsonian Enterprises forecasts \$2,250,000 for NASM and \$2 million is projected from our Special Events efforts for this year. General Dailey also reported that the Museum is currently running extended summer hours with the National Mall Building open until 7:30 and Udvar-Hazy Center is now open until 6:30 on nights that events are not scheduled.

Board members reviewed the UHC Phase One progress chart. **Exemption 5**

Exemption 5 The board discussed the UHC Phase Two progress report. General Dailey remarked on the Phase Two construction that is underway with Hensel Phelps Construction Company. Partial occupancy is expected by October 2010 with full completion by March 2011.

The Public Observatory Project – Something New on the National Mall

General Dailey introduced Dr. David DeVorkin, Senior Curator with the NASM's Space History Division. Dr. DeVorkin reviewed slides and images with the board of the journey that the telescope made from its home at Harvard to the new location at NASM. He responded to several questions concerning the public observatory.

Dr. DeVorkin described how NASM is celebrating the 400th anniversary of Galileo observing the sky. The centerpiece of the Public Observatory Project is the 16-inch Boller & Chivens telescope. The telescope was originally part of Harvard-Smithsonian's Oak Ridge Observatory in Harvard, Massachusetts. It was used for astronomical research until recent years, and is now on loan to NASM for the Public Observatory Project.

When the weather is clear, visitors (safely guided by a staff of astronomy educators) will be able to look through the eyepiece of the 16-inch telescope to see the moon, planets, and sun. Visitors can participate in hands-on interactive activities to learn more about astronomy and telescopes at the Museum's Discovery Station. Public programming at the Observatory will be primarily during the daytime. An assortment of portable telescopes will also be used to show different views of the sun and moon. During overcast or rainy weather, there will not be any observing through the telescope.

General Dailey suggested that it the board break for their group picture. A photograph of the board members present for the June meeting was taken on the overlook area of the Udvar-Hazy Center.

Before starting on the Communications Committee report John Plueger made a quick comment that the NASM has a great staff

Exemption 6

Mr. Plueger then turned the meeting over to Mr. Pumpelly and Communications.

Communications Committee Report (Appendix D)

Mr. Pumpelly thanked Mr. Plueger and began the communications report stating that NASM has a good friend in Doug Limerick, a national radio personality. Mr. Limerick is a news correspondent for ABC Radio Networks and was chosen as the successor to Paul Harvey. Mr. Pumpelly presented a clip from Doug Limerick's program – *Spitfire*. The clip features Mr. Limerick talking about the Udvar-Hazy Center and its collection of planes on display. The board expressed their enthusiasm for the exposure on a national radio program.

Mr. Pumpelly reported that attendance for the Udvar-Hazy Center is up approximately 10% over last year. He stated that this can be attributed to the new beltway signs. He echoed that NASM is the most visited museum in the world and the extended hours are having a positive effect on visitorship. Keeping the National Mall Building open until 7:30 p.m. has been positively received.

Mr. Pumpelly also reiterated General Dailey's report regarding upcoming events. Mr. Pumpelly reported on the movies that have been filmed at both the National Mall Building and the Udvar-Hazy Center. He provided a brief clip of the *Night at the Museum 2* that features the National Mall Building. *Night at the Museum 2* is more successful than *Terminator 3* which had a cameo from Arnold Schwarzenegger in it. *Night at the Museum 2* has done very well in the 5-13 year-old market. Mr. Pumpelly also discussed *Transformers 2 - Revenge of the Fallen*

in which the Udvar-Hazy Center is featured and the SR-71 has a starring role. He shared several Transformer toys that were developed as a result of the movie.

Mr. Pumpelly concluded his presentation by adding that the U.S Army bought the 1909 Ken Hyde replica of the Wright Flyer and are going to display it in the Army Museum; however, the museum will not be complete for the next three or four years. For at least two years the model will be available to replace the B model. Mr. Pumpelly noted that the 1908 A model was on display here earlier this year and that it will be returning for exhibit at the *Become a Pilot Day*.

Mr. Plueger congratulated committee chairs Jim Guyette, Jack Pelton, and Tom Pumpelly for doing a superior job with their committees. Exemption 5

Those on the Campaign Steering Committee will now be serving on the Finance and Development Committee. Mr. Plueger asked General Dailey to make the Finance and Development report in the absence of Jack Pelton.

Finance and Development Committee Report (Appendix C)

General Dailey began by reviewing the Phase Two fundraising progress. He reported that at this point the NASM has raised over \$6.7 million for Phase Two for the fiscal year. That leaves \$10.5 million remaining, with a total of over \$63.5 million raised for the project. The goal for the current fiscal year is to raise \$12.3 million. So far \$8.2 million was raised. \$1.5 million has been raised for other priorities such as: Northrop Grumman's donation of Ex 6 to the Heritage Family Day Series; PNC Foundation's Ex 6 grant to support teacher training in early childhood education; the Boeing Company's Ex 6 gift to support the John Glenn lecture for three years; Lockheed Martin's Ex 6 gift for the Solar Science Since Skylab exhibit, upgrade; and Mars SnackFood's three-year commitment to support "Air & Scare" with Ex 6. General Dailey extended a special thanks to these corporations and foundations. He also recognized board members Randy Greene for SafeFlight Instrument Corporation's support of the Trophy Awards Dinner and Roger and Penny Percy for hosting the Seattle cultivation dinner. The Museum is also grateful for Tom Pumpelly's gift of the Wright B Simulator and his support of the Centennial of Military Aviation that was held at the Udvar-Hazy Center in April.

General Dailey introduced the new development staff and provided a brief summary of what roles they play in the museum. He introduced Elizabeth Wilson (who started in March) as the new Director of the National Air and Space Society and Rachael Young who came on board as the Development Associate for the program in February.

General Dailey cited how the National Air and Space Society serves as a foundation for our fundraising program that continues to grow both in membership and revenue. General Dailey referred to the membership slide when pointing out the current status of the Society for this fiscal year when compared to previous years. He commented that despite the current economic conditions, the Museum continues to maintain a strong membership this year. He added that he

hoped all members of NASM board recognized the importance of their personal commitments to the National Air and Space Society. He extended special thanks to the board members who made commitments this year and added that many are coming up for renewal and will receive a letter from Jack Pelton this month.

General Dailey referred to a slide chart which showed the total revenue of the Society's for the last four fiscal years. He emphasized that the Society experienced impressive membership growth despite the economy and this year the trend is continuing. He reported that in addition to gifts from the membership program, revenue also included proceeds from the Udvar-Hazy parking pass program, Wall of Honor, and a Phase Two appeal. He added that this year's revenue (from October through April) is up 7% compared to the same period last year. He noted that a membership acquisition piece was mailed in early May and another is planned for later in the summer to capitalize on the positive exposure that the NASM will be getting from the *Night at the Museum 2* and *Transformers 2* movies as well as the 40th anniversary of Apollo 11. He added that a mailing to encourage Wall of Honor donations is planned as well.

General Dailey reviewed the next two slides which reflect several prospect listings that include the name of the development officer and board member working with each donor. He said that, as always, the Museum depends upon board members to help identify ways to engage potential donors with the museum. General Dailey asked the board to take a close look at the list, and added that if they have any suggestions or could provide any contacts for these companies or individuals to please let the staff know.

General Dailey asked Anne McAllister to provide more details on the *Time and Navigation* exhibit fundraising efforts. Ms. McAllister stated that the purpose of the exhibit was to describe and display navigation methods from the chronograph to modern GPS. She updated the board on the status of donations for *Time and Navigation*. The board members discussed several ideas for contacts for NASM to reach its fundraising goal for *Time and Navigation*.

General Dailey noted that the success of the fundraising campaign hinges on leadership that starts with the board. He reiterated that an important element to our fundraising efforts is our Society membership and emphasized that it is important for our board to participate fully in the Museum's membership program. He reported that the board is close to 100% participation and that 21 out of 26 board members currently donate to the National Air and Space Society. NASM is fortunate to have a board that supports its fundraising efforts – not only with personal gifts, but also by soliciting commitments from others. General Dailey conveyed that since 2003, NASM board members have either made gifts of their own or obtained gifts and pledges totaling over \$66 million. Of that \$66 million, over \$38 million is designated to Phase Two. He thanked the board members for all they have done through their personal giving, solicitation of gifts from others, and the example they have set for others to follow.

Old Business

Mr. Plueger reported that the items on the agenda scheduled for review were covered in other aspects of the meeting.

Mr. Plueger asked if there was any other old business that needed to be discussed and no one brought up any items. The October meeting will be held at the Udvar-Hazy Center.

New Business

Since the board photograph was taken during the break, Mr. Plueger asked if board members had any new business to put before the board. Joe Clark inquired if board members who are not present for this meeting will receive a board packet. General Dailey responded that packets are always sent to members who cannot attend.

The motion was made to adjourn the meeting.

National Air and Space Museum National Board

*Present at June 3, 2009 meeting

Board Members:

Mr. Javier F. Arango
Mrs. Agnes M. Brown *
Mr. Wes Bush
Mr. Max C. Chapman, Jr.
Mr. Joe Clark *
Mr. Edsel B. Ford, II *
Mr. S. Taylor Glover
Mr. Randall A. Green *
Mr. James M. Guyette, Vice-Chair
Mr. Allan Holt *
Mrs. Susan Hutchison *

Mr. Randy Jayne *
Mr. Clayton M. Jones *
Mr. Herbert D. Kelleher *
Mr. Rodney R. Lewis *
Mr. Steven R. Loranger
Mr. Allan McArtor *
Mr. Robert J. Mittman
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy *
Mr. John L. Plueger, Chairman *
Mr. Thomas F. Pumpelly *
Dr. Richard Sugden
Mr. Charles Thornton *
Mr. Matthew C. Weisman *

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole *
Mr. Frank A. Daniels, Jr.
Mr. Morton Fungler *
Mr. Kenneth E. Gazzola *
Mr. John T. Hazel

Mr. David R. Hinson
Mr. David C. Hurley *
Mr. Robert James
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D. *
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D. *
Ms. Patty Wagstaff
Mr. Bruce Whitman

NASM Staff members present:

Ms. Joanne Bast *
Mr. John Benton *
Ms. Claire Brown *
General John R. Dailey *
Mrs. Laura Gleason *
Mr. Dan Goldstein *
Mrs. Amy Hennessey *
Dr. Peter Jakab *
Mrs. Anne McAllister *
Ms. Jessica McNally *
Mrs. Laurino Proctor *
Mrs. Elizabeth Wilson *

**National Board Meeting
Director's Conference Room
Steven F. Udvar-Hazy Center**

Wednesday, October 7, 2009

Meeting Called to Order

Chairman John Plueger convened the meeting at 8:15 a.m. The minutes from the June meeting were reviewed and approved.

Nominations Committee Report

In the absence of Committee Chair, Jim Guyette, John Plueger provided the Nominations Committee Report.

- Jamie McLunkin was welcomed to the Board
- Randy Jayne's term expired this year, and he was presented a certificate of appreciation by John Plueger

General Dailey introduced Dr. Scott Miller who joined the board meeting in his capacity as the Smithsonian's Acting Undersecretary for Science.

State of the Smithsonian

Dr. Wayne Clough was asked to share the "State of the Smithsonian" with the board members. Dr. Clough began his presentation by announcing that Smithsonian Enterprises aggressively marketed the Smithsonian brand this year, and profits climbed to more than \$2 million. Also, SI Grants and contracts increased this year. Grants pay for projects that the Federal Government will not cover such as the Chandra X-Ray Telescope. Contract proposals increased 22 percent with more than 42 percent awarded.

- **Budget**

In planning for the next several years' budget allocations, it is important that Congress understands that the Smithsonian provides a valuable service to the country by remaining open to the public every day of the year except December 25.

- The SI FY09 budget increased by seven percent with a four percent salary increase.
- FY10 budget planning is in progress and SI is working with Congressional representatives who will help with the budget allocation. The Arts and Industry Building is being renovated and will be the SI centerpiece for innovation. The Legacy Fund, which previously contained too restrictive language for practical use, was changed so that SI has more flexibility to use the funds. SI received a six percent budget increase and the President mandated a two percent increase in salaries. **Exemption 5**

- FY11 budget is still under discussion, **Exemption 5**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- **Strategic Plan**

The Strategic Plan is an inclusive, grassroots process that is focused on scenario-based planning. Its goal is to provide SI with one voice so that all museums are working in tandem.

Four major themes drive the Strategic Plan:

- Unlocking the Mysteries of the Universe
- Understanding and Sustaining a Biodiverse Planet
- Valuing World Cultures
- Understanding the American Experience

NASM falls into all four categories of the plan because NASM has a dedicated space department studying and participating in exploration beyond Earth. Through the study of space, visitors learn more about the fragility of the planet. NASM promotes the study of science, and flying and space exploration are a defining characteristic of the American experience.

Another goal is to take advantage of mission overlaps across the museums through broadening access. This new strategy will push SI to grow further. The Smithsonian's strengths lie in its diversity and vast experience to teach and inspire students. New technology can facilitate cooperation between museums and bring public participation to the forefront.

The recent climate change webinar was a good example of how technology can connect SI with the world. Seven museums and over 4,000 people from 87 countries participated in the webinar. Students ranging from college to K-12 took an active part in the discussion. All participants could blog during and after the webinar.

The strategic plan is exciting and attractive to donors and will be a centerpiece for the new fund-raising campaign. The Smithsonian is in the midst of planning for the campaign and setting the preliminary fundraising goals.

A question regarding the status of funding for furnishing and equipping Phase Two buildings was posed. General Dailey indicated that Exemption 5

[REDACTED]

State of the Museum (Appendix A)

General Dailey was asked to provide his presentation. General Dailey welcomed the group and began the report by presenting NASM's year-to-date highlights which covered the numerous events and activities held at the National Mall Building and the Udvar-Hazy Center since the last board meeting.

General Dailey updated the board on NASM's extensive efforts to address employee concerns regarding asbestos. Free medical screenings are available by an outside medical expert for all current and former NASM employees who believe they may have been exposed to asbestos in the performance of their work. Dr. Anthony Casolaro spoke to employees at NASM on May 29, 2009 and the presentation remains on the SI intranet for employee viewing. When the medical screenings and evaluations have been concluded, an "after-action" report will be distributed. NASM Exhibits Production Staff was fully trained in 2008 and re-certified in 2009 for work with Class III Asbestos Containing Materials. NASM has a certified ACM Project Manager who approves all work.

General Dailey detailed the Museum's financial outlook – both the Federal and Trust budgets – for the current fiscal year through FY11. Hensel Phelps Construction Co. is underway with construction of Phase Two of the Udvar-Hazy Center. Beneficial Occupancy is expected on August 1, 2010 with full completion in October 2010 (FY 2011).

For further details of General Dailey's presentation please see Appendix A or refer to the State of the Museum PowerPoint presentation provided in each board packet.

Finance and Development Committee Report (Appendix B)

Chairman John Plueger encouraged all board members to continue to support the Museum in its efforts to close out the Phase Two Campaign. Committee chair Jack Pelton presented the Finance and Development Committee Report.

Mr. Pelton reviewed funds that have been raised for Phase Two and other Museum priorities. So far, NASM has raised close to \$64.2 million for Phase Two; approximately \$9.8 million away from reaching the \$74 million goal. \$1.7 million has been raised for other priorities. There are additional commitments for \$3.85 million (Time and Navigation exhibit) not reflected as we await documentation to be completed.

Mr. Pelton reviewed recent NASM events hosted at the Museum that support fundraising activities and events. He also confirmed that the Society has realized a nice overall membership growth (revenue is up 7% this year) with a total of over \$831,000 for this year. Special thanks are extended to the board members who responded to the NASS solicitation this summer. Gifts from current and Emeritus Board members during FY09 total \$81,800.

For further details of Mr. Pelton's presentation please see Appendix B or refer to the Development Committee PowerPoint presentation provided in each board packet.

Communications Report (Appendix C)

Chairman John Plueger introduced Tom Pumpelly to provide the Communications Report.

- **UHC Video**

Mr. Pumpelly reported that members of the Communications Committee made a trip to Richmond, VA to record over 80 minutes of dialogue from Tom Morr and Leo Scheffer about the creation of the Udvar-Hazy Center. An edited version of the video, which highlighted the acquisition of the shuttle and procuring funding for the UHC, was shown to the board.

- **Committee Name**

Mr. Plueger proposed renaming the Communications Committee to the Special Projects Committee. The Communications Committee was established to address communications needs of the Udvar-Hazy Center when it was built. The Special Projects Committee will continue to deal with but not be limited to communications issues and concerns. Several Board members proposed combining the name to Communications and Special Projects Committee. The Chairman will take this under advisement and review with the Executive Committee.

- **Bus Service to UHC**

Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

Exemption 5

Smithsonian Campaign Update

Mr. Plueger introduced the Smithsonian's Director of External Affairs, Virginia Clark, to make a presentation on the Smithsonian Campaign.

Ms. Clark indicated that the Smithsonian is 160 years old and the campaign is an opportunity to move SI forward. This effort is vital to SI and therefore important for the entire country. The plan will bring each museum's goal into a wider SI wide campaign. NASM and other large museums will drive the campaign.

- 1st Phase – Planning
 - Determine what resources and procedures are needed to fulfill the plan
 - Involvement of employees, curators, society members and educators
 - This phase will last through April 2010
- 2nd Phase -Nucleus Fund Phase
 - Build capacity through staffing and hiring and taking advantage of technology
 - This phase will last two to three years
- 3rd Phase – Public
 - National public programming launched
 - Enhanced stewardship activities and remaining 50% of campaign goal will be raised
 - Campaign successfully closes
 - The timing of the SI National Campaign and the completion of Phase Two (UHC) is perfect. The NASM goal will still be focused on getting Phase Two fully funded, but donors can contribute to whichever project they wish.

Old Business

Mr. Plueger reviewed Old Business for the board.

- Meeting Dates

Mr. Plueger confirmed that the following board meeting dates were approved by the Executive Committee for FY10:

Dinner	Meeting	Venue
February 9, 2010	February 10, 2010	Udvar Hazy
June 22, 2010	June 23, 2010	Off-Site or Mall
October 5, 2010	October 6, 2010	Udvar Hazy

- Upcoming Events

Mr. Plueger reminded board members of the upcoming special events and activities.

- October 23 – Air & Scare. After a great turnout last year the times are extended from 2 PM to 8 PM and the parking price was increased to \$15. John and Adrienne Mars make this event possible.
- November 13 – Flight Jacket Night with Alan Bean.

New Business

Mr. Plueger asked if there was any new business to discuss. Emeritus Board member, Bob James suggested that

Exemption 5

Special Guest

General Dailey introduced Mr. Elon Musk, CEO and CTO of Space Exploration Technologies (SpaceX). Mr. Musk began his presentation by describing his company as a seven-year-old company with 800 employees. The average employee age is 31 and all are in the top 1-2% of the industry. All prospective staff members are personally interviewed by Mr. Musk.

The goal of SpaceX is to establish human life beyond Earth. The rocket Falcon 1 was built from the ground up. 80% of the rocket was built at SpaceX. A passing grade for a rocket that is put into orbit is 100% and Falcon 1 has a highest mass fraction ratio of 95% which is the best in the world.

The most difficult part of putting the rocket into orbit is the guidance system. There is a significant difference between launching into space and launching into orbit. Space requires a speed of Mach 3, while orbit requires Mach 25 and a heat shield. The first successful launch of Falcon 1 was done in the Marshall Islands on the equator. Falcon 1 was a test rocket with no satellite on board. The goal was to achieve a 400 mile orbit. The cost totaled \$9 million. Like all SpaceX rockets, the Falcon 1 was constructed in a former Boeing 747 factory in Southern California.

SpaceX strategy is divided between space station flights and satellite missions to Mars and Saturn. In order to make extending life beyond Earth feasible, some rockets will be reusable. There is a great amount of cooperation with NASA. NASA is a source of advice and cooperation since none of the technology is breakthrough or revolutionary. The Falcon 9 has been recognized by NASA as an important project.

Mr. Musk entertained questions and thanked the board for the opportunity to speak.

Meeting Adjourned

The NASM board meeting adjourned at Noon.

National Air and Space Museum National Board

*Present at October 7, 2009 meeting

Board Members:

Mr. James Albaugh
Mr. Javier F. Arango *
Mrs. Agnes M. Brown*
Mr. Wes Bush*
Mr. Max C. Chapman, Jr.
Mr. Joe Clark*
Mr. Edsel B. Ford, II
Mr. S. Taylor Glover*
Mr. Randall A. Greene*
Mr. James M. Guyette
Mr. Allan Holt*
Mrs. Susan Hutchison
Mr. Randy Jayne*
Mr. Clayton M. Jones*
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger
Mr. T. Allan McArtor
Mr. Jameson McJunkin*
Mr. Robert J. Mittman*
Mr. Lloyd "Fig" Newton*
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger*, Chairman
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden
Mr. Charles Thornton*
Mr. Matthew C. Weisman*

Board Members Emeritus:

Mr. Ronald W. Allen*
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley*
Mr. Robert James*
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Ms. Patty Wagstaff.
Mr. Bruce Whitman*

NASM Staff:

General John R. Dailey
Mr. John Benton
Ms. Claire Brown
Mr. Chris McClary
Mr. Brian Frank
Ms. Laura Gleason
Mr. Dan Goldstein
Dr. Peter Jakab
Ms. Anne McAllister
Ms. Jessica McNally
Ms. Laurino Proctor
Ms. Monecia Taylor
Ms. Elizabeth Wilson

Smithsonian Staff:

Dr. G. Wayne Clough
Ms. Virginia Clark
Dr. Scott Miller
Ms. Jenine Rabin

Special Guest

Mr. Elon Musk

Message from Jack Dailey: NASM Board Meeting Cancelled

Taylor, Monecia

From: Monday, February 08, 2010 10:57 AM

To: Adrienne Mars [Ex 6]; Agnes Brown [Ex 6]; Alan Holt [Ex 6]; Alia Carbone [Ex 6]; Alice Penaloza (Morty Fungler) [Ex 6]; Allan McArtor [Ex 6]; Allen Puckett [Ex 6]; Anne Baddour [Ex 6]; Armando Chapelli [Ex 6]; Bette (Chuck Thornton) [Ex 6]; Betty (Clay Jones) [Ex 6]; Bob James [Ex 6]; Bob Mittman [Ex 6]; Bob [Ex 6]; Bruce Whitman [Ex 6]; Carol Schwarz (Jack Pelton) [Ex 6]; Chuck Thornton [Ex 6]; Clay Jones [Ex 6]; Courtney (Susan Hutchison) [Ex 6]; CValdes (Bob Mittman) [Ex 6]; Cynthia (Herb Kelleher) [Ex 6]; Dave Hurley [Ex 6]; David Hinson [Ex 6]; Edimaya (Edsel Ford) [Ex 6]; Debbie (Jim Guyette) [Ex 6]; Dollie Cole [Ex 6]; Donald Rice [Ex 6]; Dory Vasquez (Rod Lewis) [Ex 6]; Edsel Ford [Ex 6]; Fig Newton [Ex 6]; Frank Daniels [Ex 6]; Fred Telling [Ex 6]; Gene Cernan [Ex 6]; Gerri Bonura [Ex 6]; Heidi Hyun (John Plueger) [Ex 6]; Jack Pelton [Ex 6]; Jamie McJunkin [Ex 6]; Jamie Pumpelly (Tom Pumpelly) [Ex 6]; Javier Arango [Ex 6]; Jdevita (Randy Greene) [Ex 6]; Jim Albaugh [Ex 6]; Jim Guyette [Ex 6]; Jim Lovell [Ex 6]; Joe Clark [Ex 6]; John Plueger [Ex 6]; John Safer [Ex 6]; Jon Reynolds [Ex 6]; Judy Galfano (Joe Clark) [Ex 6]; Julie Wood (Frank Daniels) [Ex 6]; WENTZ, Karen (Allan McArtor) [Ex 6]; Katy (Wes Bush) [Ex 6]; Kbyrne (Bob Pittman) [Ex 6]; Ken Gazzola [Ex 6]; Lesley Rawlings (Javier Arango) [Ex 6]; Linda (Bruce Whitman) [Ex 6]; Matthew Weisman [Ex 6]; Max Chapman [Ex 6]; Morty Fungler [Ex 6]; Patty Wagstaff [Ex 6]; Randy Greene [Ex 6]; Rich Sugden [Ex 6]; Rod Lewis [Ex 6]; Roger Percy [Ex 6]; Ron Allen [Ex 6]; Steve Loranger [Ex 6]; Susan Hutchison [Ex 6]; Taylor Glover [Ex 6]; Til Hazel [Ex 6]; Tom Morr [Ex 6]; Tom Pumpelly [Ex 6]; Vickie Shuler (Herb Kelleher) [Ex 6]; Wes Bush [Ex 6]

Cc: Benton, John; Brown, Claire; Frank, Brian; Gleason, Laura; McAllister, Anne; McNally, Jessica; Goldstein, Dan; Proctor, Laurino; O'Connell, Scotty; Caulk, Meg; Hicks, Linda; Jakab, Peter; Dailey, John

Importance: High

Attachments: [Ex 5] Board Bio.doc (21 KB); [Ex 5] Board Bio.doc (21 KB)

Good morning members of the NASM Board,

I write on behalf of Board Chair, John Plueger. The NASM Board dinner and meeting for 9-10 February 2010 have been cancelled.

Hilton reservations can be cancelled by calling: 1-800-422-0873. The Hilton has a 24-hour cancellation policy so there should be no charges if you cancel by 6 p.m. today.

As you are probably aware, the Washington DC area has been hit with a historic snowstorm and we are still digging out. The entire DC Metro region has been blanketed with between 1 - 2 feet of snow -- the Dulles area was hit particularly hard and reported a snow accumulation total of over 30". Our crew has done an outstanding job of readying the Hazy Center for business but it is the forecast for Tuesday that has prompted this action. The National Weather Service forecasts another winter storm with snowfall of 4-6 inches heading our way and should arrive by Tuesday afternoon, so it is your ability to get out of here that is our concern. National has been closed since Friday and Dulles had limited ops yesterday.

Discussions are underway to determine if the meeting can be rescheduled and we will keep you informed as the decisions are made. However, there is one urgent item of business we need to cover. The NASM Board Nominations Committee has recommended that the following individuals be nominated to the NASM board:

[Ex 5]

A brief bio of each is attached. With the approval of the board, we will contact these nominees. If they accept the invitation to join the board, their names will be forwarded to the Regents for approval.

[Ex 6]

2/8/2010

Please reply to this email with your vote on these nominees.

The Federal Government and Smithsonian are closed today, but Mo Taylor is monitoring her emails and can be reached by cell: Ex 6 [REDACTED] if you need to contact her. Stay safe and if you find yourself heading to this area in the immediate future, please bring a shovel.

Warm regards,

Jack

**Smithsonian National Air and Space Museum Board Meeting
Claude Moore Education Center
Steven F. Udvar-Hazy Center**

Wednesday, June 23, 2010

Meeting Called to Order

Chairman John Plueger convened the meeting at 8:15 a.m. The minutes from the October 2009 meeting were reviewed and approved. The February 2010 meeting was cancelled due to inclement weather conditions.

Nominations Committee Report

In the absence of Committee Chair, Jim Guyette, John Plueger provided the Nominations Committee Report.

- Jim Cargill was welcomed to the board
- The NASM board voted unanimously to nominate Exemption 5 [REDACTED] to the board. His nomination will be presented to the SI Regents at their September meeting.
- Exemption 5 [REDACTED]

State of the Museum Report - General Dailey (Appendix A)

General Dailey provided his State of the Museum Report which highlighted Phase Two progress, major Museum exhibitions, publications and research projects, special events and programming and other important activities.

NASM is preparing for the completion of and move to UHC Phase Two. The Smithsonian's Under Secretary for Science, Dr. Eva Pell, has been instrumental in helping find funds from SI to assist in the project.

- NASM has \$1.2 million in federal funding of the \$13.1 million multi-year requirement for the equipment, move-in and start-up costs.

- Exemption 5 [REDACTED]

- Exemption 5 [REDACTED]

The *Time and Navigation* exhibit was funded through the help of the board and the efforts of Anne McAllister. NASM board members Steve Loranger and Clay Jones played a significant role in making this exhibit a reality.

Due to the record-breaking snow storm in February the Smithsonian -- for the first time in history -- closed for four days. NASM was open for two of those days and approximately 1,400 people visited.

Building 21 at the Garber Facility collapsed from the weight of the snow. Fortunately no one was hurt. Building 21 was NASM's staging facility that contained over 2,000 works of art and artifacts in addition to staff offices. The Smithsonian made available \$2.6 million to cover the costs associated with the damage as well as storage space at another facility. The collapse underscored the quality and lack of storage space and importance of moving forward with completing Phase Two.

This year \$18 million federal dollars were appropriated for NASM and the 2011 budget will maintain a "Current Services Level" funding which will result in a 10% funding cut. Although more federal dollars are being appropriated, they will not cover the mandatory pay raises to employees. The NASM workforce is shrinking because as people retire their positions have remained vacant due to funding limitations. However, of the 30 federal vacancies, NASM is preparing to hire 12 new employees. NASM has 279 full-time employees, 51 part-time, 23 temps and 660 volunteers.

Exemption 5

A major source of revenue reducing this debt is parking fees. Other sources of revenue include special events, theater ticket sales, and the Wall of Honor. After an article and ads in the Air & Space Magazine, participation in the program increased dramatically. Due to the efforts of Elizabeth Wilson, manager of the membership and Wall of Honor programs, and Linda Shiner, magazine editor, cooperation between the museum and magazine has increased significantly.

At the conclusion of General Dailey's report, John Plueger noted that the fundraising plan for Phase Two was close to completion with \$7 million remaining to be funded. Mr. Plueger noted that the main function of the Board was to complete this campaign and encouraged all board members to commit to reaching the campaign goal of \$74 million.

For further details of General Dailey's presentation please see Appendix A or refer to the State of the Museum PowerPoint presentation provided in each board packet.

Finance and Development Committee Report – Jack Pelton (Appendix B)

Mr. Pelton reported that the development committee met by conference call on June 15. NASM is stepping up efforts to meet the \$74 million Phase Two fundraising goal by the end of this fiscal year. There are still several attractive naming opportunities available for potential donors. A campaign prospectus along with a list of these naming opportunities was included in board packets for reference and information. Mr. Pelton encouraged members to talk with him, John Plueger, Jack Dailey, Mo Taylor or any of the development staff if anyone would like to make a commitment of their own or are aware of anyone who might help in these efforts.

Over \$5 million has been raised so far this fiscal year, with \$2.2 million designated to Phase Two and \$2.7 million for the Museum's other priorities.

The National Air and Space Society is reflecting strong gains this year, with a 13% increase over FY09. The Wall of Honor program is also breaking records with a 900% increase in the number of gifts this year. NASM hopes to reach \$1 million in revenue with the two programs this year.

The board members reviewed and discussed a list of individuals and corporations and made suggestions of ways to engage potential donors with the Museum. Mr. Pelton concluded his report by thanking the board for supporting NASM fundraising efforts not only with their personal gifts, but also by soliciting commitments from others. During this fiscal year, board members have generously supported the museum, with nearly \$643,000.

For further details of Mr. Pelton's presentation please see Appendix B or refer to the Development Committee PowerPoint presentation provided in each board packet.

Campaign Update

After the break, Mr. Plueger announced that board member Ken Gazzola agreed to donate Ex 6 and Alan Holt pledged Ex 6 to Phase Two. Alan McArtor proposed a success-based commitment of a Ex 6 donation for every plane delivered from companies such as Airbus or Boeing. John Plueger agreed to explore this suggestion further with Mr. McArtor.

Special Projects – Tom Pumpelly

Tom Pumpelly spoke on the shuttle bus service for the Udvar-Hazy Center. He presented a brief history of previous efforts to create a shuttle service. Exemption 5

Mr. Pumpelly presented Exemption 5

Old Business

Mr. Plueger reviewed Old Business for the board.

- The following meeting dates have been set for 2011:

Dinner	Meeting	Venue
October 5, 2010	October 6, 2010	Udvar Hazy Center
February 14, 2011	February 15, 2011	TBD
June 14, 2011	June 15, 2011	TBD

New Business

No new business.

Barron Hilton Pioneers of Flight Gallery

Barbara Brennan, Exhibits Design Chair, and Diane Kidd, Barron Hilton Chair for Early Learning, reported on the redesign and development of the *Pioneers of Flight* exhibit which will open in two phases on August 30 and November 19.

The exhibit will include many interactive stations for visitors highlighting the pioneering advancements in aviation from the 1920s through the 1930s. Diane Kidd demonstrated various objects, books and toys that will be used to teach children about aviation and encourage the development of a lifelong interest in aerospace.

Meeting Adjourned

The NASM board meeting adjourned at Noon and lunch was served.

National Air and Space Museum National Board

***Present at June 23, 2010 meeting**

Board Members:

Mr. James Albaugh
Mr. Javier F. Arango*
Mrs. Agnes M. Brown*
Mr. Wes Bush
Mr. James Cargill III*
Mr. Max C. Chapman, Jr.
Mr. Joe Clark*
Mr. Edsel B. Ford, II
Mr. S. Taylor Glover*
Mr. Randall A. Greene*
Mr. James M. Guyette
Mr. Allan Holt*
Mr. David C. Hurley*
Mrs. Susan Hutchison*
Mr. Clayton M. Jones*
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger
Mr. Alan McArtor*
Mr. James McJunkin*
Mr. Robert J. Mittman*
Mr. Lloyd "Fig" Newton*
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger,
Chairman*

Board Members Emeritus:

Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. Robert James*
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr*
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.*
Dr. Donald B. Rice
Mr. John Safer
Ms. Patty Wagstaff
Mr. Bruce Whitman*

NASM Staff members present:

General John R. Dailey
Dr. Peter Jakab
Ms. Claire Brown
Ms. Anne McAllister
Ms. Laurino Proctor
Ms. Monecia Taylor
Mr. Brian Frank
Ms. Elizabeth Wilson
Ms. Barbara Brennan
Ms. Diane Kidd
Ms. Laura Gleason
Mr. Dan Goldstein
Ms. Jessica McNally
Ms. Deborah Swinson

Mr. Thomas F. Pumpelly*

Mr. Jon Reynolds*

Dr. Richard Sugden*

Frederick Telling, Ph.D.

Mr. Charles Thornton*

Mr. Matthew C. Weisman*

Smithsonian National Air and Space Museum Board Meeting
Steven F. Udvar-Hazy Center
Susan M. Cargill Classroom
Wednesday, October 6, 2010

Meeting Called to Order

NASM Board Chairman John Plueger called the meeting to order at 8:15am and thanked Smithsonian Secretary Wayne Clough and Director of Advancement, Virginia Clark for attending. The June meeting minutes were unanimously approved. Mr. Plueger welcomed Ralph Heath and Bruce McCaw to the board and presented them each with the NASM Board lapel pins.

State of the Smithsonian – Dr. G. Wayne Clough

Interest in the Smithsonian Institution (SI) from the public is at an all time high. NASM had an amazing attendance record this year with over nine million visitors. The Smithsonian was ranked 4th among all government agencies for the best place to work. We are continuing to move forward with the strategic plan initiatives with a goal to digitize 75% of all our collections.

FY2010 was a good budget year. Exemption 5

\$155 million was raised this year from donations, exceeding our \$142 million goal, which was up from \$126 million the previous year.

SI made significant contributions to the science communities, especially through NASM geologist Dr. Tom Watter's discovery of the shrinking moon. The Susan M. Cargill Classroom at the Udvar-Hazy Center now reaches out to over 11 million students and teachers. NASM trained over 1,500 teachers on science instruction in this classroom last year.

State of the Museum Report - General Dailey (Appendix A)

The \$74 million Phase Two Campaign goal has officially been reached. The Board has raised \$6,594,000 since June for Phase Two. Since the campaign was launched, Board members raised or committed over \$44.5 million. This is in addition to Federal funds from the Smithsonian to equip Phase Two. We received \$3.2 million in federal funds to purchase archives storage and the art racks for the artifacts that were displaced after the collapse of Building 21 at Garber.

The Federal Government is now on a continuing budget resolution which will allow spending to continue at the FY2010 level. 96% of our federal budget is dedicated to salaries, which leaves \$600,000 to spend on other museum activities. Exemption 5

\$5.2 million was carried over from Smithsonian Enterprise's profits.

Exemption 5

The year had a number of highlights, including:

- A new book, *National Air and Space Museum: An Autobiography*, which was written by NASM Space History Aeronautics curators and published by National Geographic.

- The new public observatory at the National Mall Building had over 50,000 visitors this year.
- NASM hosted several lectures throughout the year, and we are looking forward to the October 7 GE lecture featuring the recovery team of the *Glacier Girl*.
- The Barron Hilton *Pioneers of Flight* gallery is opening in two parts in August and November.
- NASM will take beneficial occupancy of Phase Two on November 15.

General Dailey extended his thanks to the entire Board for all their help in completing the Phase Two Campaign. For further details of General Dailey's presentation, please see Appendix A or refer to the Director's "State of the Museum Report" provided in each board packet.

Nominations Committee Report – John Plueger

A motion was passed to nominate the following slate of officers for the upcoming term:

- Jim Guyette as Chairman of the Board;
- Randy Greene as Vice-Chairman and Nominations Committee Chair;
- Jack Pelton as the Finance and Development Committee Chair;

The new slate of officers was passed by a unanimous vote. Mr. Plueger expressed special thanks to Tom Pumpelly for his two consecutive terms as chair of the Communications and Special Projects Committees. The Board is tremendously grateful for Tom's leadership and commitment to the Museum.

A motion was made to nominate **Exemption 5** to the Board and was voted unanimously. The Nominating Committee is reviewing several candidates, but is always looking for more, so Mr. Plueger reminded Board members to send their suggestions for new candidates to Randy Greene as the new vice chair.

Finance and Development Committee Report – Jack Pelton (Appendix B)

Mr. Pelton reported that NASM has raised the \$74 million needed for Phase Two. This year, we have raised over \$8.8 million for Phase Two which includes generous commitments from many board members stepping up to the plate. For fiscal year 2010, we raised a total of \$11.7 million with \$8.8 million designated for Phase Two. In addition to Phase Two, \$2.9 million has been raised for the Museum's other priorities.

The National Air and Space Society saw a 903% increase in the number of gifts year-to-date in FY10 compared to FY09. Wall of Honor revenue is up for the same period by 255%.

For further details of Mr. Pelton's presentation please see Appendix B or refer to the "Development Committee Report" provided in each board packet.

Special Projects – Tom Pumpelly

The effort to procure a bus to the Udvar-Hazy Center has been delayed in order to weigh the impact of the Dulles rail and the focus on Phase Two fundraising. **Exemption 5**

[REDACTED]

[REDACTED]

[REDACTED]

Break

The Board adjourned for a break and group photo at the SR-71.

“The Phase Two Visitor Experience” - Peter Jakab

Associate Director Peter Jakab thanked the Board on behalf of the curators and NASM staff for the work the Board did to make Phase Two happen. Dr. Jakab presented his vision for the visitor experience once Phase Two is opened to the public.

A number of proposals will be going to General Dailey for consideration including;

- Exemption 5

-
-
-

Old Business – John Plueger

Mr. Plueger reviewed Old Business for the board.

The following meeting dates have been set for 2011:

Dinner	Meeting	Venue
February 14, 2011	February 15, 2011	Steven F. Udvar-Hazy Center
June 14, 2011	June 15, 2011	TBD
October 4, 2011	October 5, 2011	TBD

New Business

Susan Hutchinson, Matt Weisman, Steve Loranger, Fig Newton and Chuck Thornton were presented a certificate in recognition for their service to the Board.

The gavel was officially passed to Jim Guyette. John Plueger, in recognition of his service to the NASM board and his dedication to campaign fundraising goals, was presented a replica of *The Ascent* sculpture designed by John Safer.

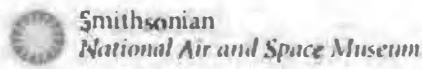
Meeting Adjourned

The NASM board meeting adjourned at 10:46 AM and lunch was served.

National Air and Space Museum National Board

*Present at October 6, 2010 meeting

Board Members	Board Members Emeritus:	NASM Staff members present:
Mr. Javier F. Arango*	Mr. James Albaugh	General John R. Dailey
Mrs. Agnes M. Brown*	Mr. Ronald W. Allen*	Dr. Peter Jakab
Mr. Wes Bush*	Mrs. Anne B. Baddour	Mr. John Benton
Mr. James Cargill III*	Mr. Dan W. Burns	Ms. Claire Brown
Mr. Max C. Chapman, Jr.	Capt. Eugene A. Cernan, USN (Ret.)	Mrs. Anne McAllister
Mr. Joe Clark*	Mr. Armando C. Chapelli, Jr.	Mrs. Laurino Proctor
Mr. Edsel B. Ford, II*	Mrs. Dollie A. Cole*	Mrs. Monecia Taylor
Mr. S. Taylor Glover*	Mr. Frank A. Daniels, Jr.	Mr. Brian Frank
Mr. Randall A. Greene*	Mr. Morton Fungler	Mrs. Laura Gleason
Mr. James M. Guyette*	Mr. Kenneth E. Gazzola*	Mr. Dan Goldstein
Mr. Ralph Heath*	Mr. John T. Hazel	Ms. Jessica McNally
Mr. Allan Holt*	Mr. David R. Hinson	
Mr. David C. Hurley*	Mr. Robert James*	Castle – Senior Staff
Mrs. Susan Hutchison*	Capt. James A. Lovell, USN (Ret.)	Mr. Wayne Clough
Mr. Clayton M. Jones	Mrs. Adrienne Bevis Mars	Dr. Eva Pell
Mr. Herbert D. Kelleher*	Mr. Thomas G. Morr*	Ms. Virginia Clark
Mr. Rodney R. Lewis*	Mr. Robert W. Pittman*	
Mr. Steven R. Loranger*	Mr. Allen E. Puckett	
Mr. Alan McArtor*	Jon A. Reynolds, Ph.D.*	
Mr. Bruce McCaw*	Dr. Donald B. Rice	
Mr. James McJunkin*	Mr. John Safer	
Mr. Robert J. Mittman*	Ms. Parry Wagstaff	
Mr. Lloyd “Fig” Newton	Mr. Bruce Whitman*	
Mr. Jack J. Pelton*		
Mr. Roger D. Percy*		
Mr. John L. Plueger*		
Mr. Thomas F. Pumpelly*		
Dr. Richard Sugden		
Frederick Telling, Ph.D.		
Mr. Charles Thornton*		
Mr. Matthew C. Weisman		



**Smithsonian National Air and Space Museum Board Meeting
NASM Executive Board Room – Steven F. Udvar-Hazy Center**

Tuesday, February 15, 2011

Meeting Called to Order – Jim Guyette

Board Chairman Jim Guyette called the meeting to order at 8:15AM and outlined four priorities for 2011: fund raising, education, a vibrant Board, and management succession within the Board. The October meeting minutes were approved. Mr. Guyette welcomed David Joyce and presented him with the NASM Board lapel pin and congratulated **Exemption 6** for his induction into the Advertising Hall of Fame.

State of the Museum Report – Jack Dailey (Appendix A)

General Dailey reported that the construction of Phase Two was completed in November 2010 but the move-in will take several years. A celebratory dinner is scheduled for March 16 to commemorate the completion of the Udvar-Hazy Center. We are five years ahead of the debt payment schedule with \$33 million remaining to be paid. Revenue from NASM gift shops and the UHC parking lot makes a substantial contribution to these payments. There was some discussion as to why the Smithsonian does not charge an entrance fee. **Exemption 5**

Exemption 5 Attendance has steadily increased with eight million visitors at the National Mall building and 1.1 million at the Udvar-Hazy Center, making NASM the most visited museum in the world.

The Museum is currently operating under a Continuing Resolution at the FY2010 level until March 4. **Exemption 5**

Exemption 5 Since October 1, \$6.7 million has been raised and a special thank you was extended to Board members Allan Holt, Allan McArtor of Airbus, and Wes Bush of Northrop Grumman for their generous gifts. Revenue is up 19% compared to last year for the National Air and Space Society, and Wall of Honor.

General Dailey thanked the Board again for their generosity and commitment to the Museum. Since 2000, almost \$90 million was raised by Board members. Mr. Guyette thanked General Dailey on behalf of the Board for his leadership. He noted that Steve Case, Senator Jack Reed (RI) and Congressman Steve LaTourette (14-OH) were appointed to the SI Board of Regents.

Smithsonian Campaign Report – Virginia Clark (Appendix B)

Virginia Clark, the Smithsonian's Director of Advancement and Philanthropic Giving, reported that the Smithsonian is reorganizing the top leadership. Alison McNally will move from her position as Undersecretary of Finance and Administration to special adviser to the Secretary focusing on funding the National Campaign. The responsibilities of the CFO and Undersecretary for Finance and Administration will be combined into one position. Directors Advisory Groups have been set up for museum directors to act as counsel to the Secretary.

The Smithsonian is implementing a National Campaign to support the priorities identified in the Institution's Strategic Plan. Currently, Federal support accounts for two-thirds (\$767 million) of the total

Smithsonian budget, which keeps lights on and salaries paid. Private donations breathe the life into the institution, supporting new exhibits, education and outreach programming, and capital projects.

There will be three phases to the National Campaign: planning, testing, and implementation in FY14 for five years. The current phase includes increasing development officers (NASM will hire two more positions), setting consistency SI wide for development practices and setting goals.

Ms. Clark stated that the test goal for the campaign is \$1.5 billion with \$637 million going to support the endowment and the balance to capital projects, the biggest of which is the construction of the new Museum of African American History and Culture. NASM's portion of the campaign goal is \$120 million, with 60% earmarked for endowments. This figure is based on programs and projects that are priorities for the Museum. All gifts raised by Museum staff will directly support NASM, not other units. There was some discussion of the Smithsonian's endowment investment policy, and Ms. Clark explained that the current endowment payout is 5%. The Smithsonian has an investment committee with advisers from the Board of Regents.

The National Campaign is a major undertaking for the Smithsonian and Ms. Clark thanked the board for its support. Mr. Guyette invited Ms. Clark to return to the board at a future meeting to discuss the Institution's endowment. He also asked Mo Taylor to provide a report at the Board's next meeting regarding NASM's strategy for the Campaign and the programs and projects needing funding that make up the Museum's \$120 million goal.

Nominations Committee Report – Randy Greene

NASM board vice-chairman, Randy Greene reported that the Nominations Committee met on January 28 and is made up of Randy Greene, Wes Bush, Herb Kelleher, Steve Loranger, and Jim Guyette. According to the NASM charter, 32 Board members are authorized, and there are currently 24 members serving three-year terms. Two member terms will expire in October and two Board members are eligible for reappointment. NASM Board members need to consider individuals who would contribute to the fundraising effort and nominations can be made at any time.

Break

The Board adjourned for a break.

NASM Education Report – Maureen Kerr (Appendix C)

Maureen Kerr, NASM Education Division Chair, gave an overview of the Museum's education and outreach programs, with a special focus on new technologies like satellite broadcasts, which have increased our ability to reach new audiences. Ms. Kerr shared a clip from the Museum's Emmy-award winning program, *Flight School: Higher, Faster, Farther!* which featured interviews and demonstrations with museum curators and the pilots of aircraft on display in the museum. The Museum conducts regular interactive video conferences that focus on NASM artifacts and connects museum docents with students in classrooms in the US and across the world. These programs are limited to the technology the classrooms possess. We continue to digitize our collection and use online social media and sites such as YouTube and Twitter to distribute our educational materials. Mr. Guyette noted that education is a key priority of the Board and he would like to see future presentations at Board meeting that focus on NASM's education programs.

Marketing and Communications Report – Claire Brown (Appendix D)

Claire Brown, Director of Communications at NASM, provided the Board with an update of the Museum's marketing and communications strategy. Activities in the Office of Communications cover many areas: media relations, advertising, marketing, publications, filming, and photographic services.

NASM received tremendous press coverage from research stories such as Tom Watters theory that the moon is shrinking. The fate of the shuttle *Discovery* has also piqued public interest. In addition to traditional media, NASM also uses social media to reach out to the public. Social networking like Twitter and Facebook have served as excellent resources for engaging the public and other media outlets. With no budget for advertising, funding comes from sponsored programs. Free ad placements and help from Board member Ken Gazzola greatly aided our advertising ability.

NASM employs a Public Affairs specialist that works specifically with tourism. Additional approaches (free) such as handmade shirts promoting *Mars Day!* are routinely used. Tom Pumpelly's work to fund the Loudon County shuttle brought 22,000 visitors to the Udvar-Hazy Center and he is responsible for promotion efforts at Dulles airport. Ken Gazzola and Tom Pumpelly met with the President of Dulles Airport to discuss transportation from the airport to Hazy. Exemption 5

[REDACTED]

[REDACTED]

NASM is striving to be paperless with publications, which has reduced costs. The NASM e-newsletter has exceeded its subscriber limit. We coordinate filming for documentaries and were involved in major Hollywood films such as *Transformers: Revenge of the Fallen* and *Night at the Museum: Battle of the Smithsonian*. Smithsonian Channel/Networks signed an agreement with Comcast and will reach 19 million more viewers. NASM also has 3 photographers who participated in books featuring the museum as well as the Smithsonian.

Old Business – Jim Guyette

The minutes from the October meeting were approved.

The following meeting dates have been set for 2011:

Dinner	Meeting	Venue
June 14, 2011	June 15, 2011	Udvar- Hazy Center
October 4, 2011	October 5, 2011	Udvar -Hazy Center

Upcoming events:

Udvar-Hazy Center Donor Celebration, March 16

NASM Trophy – Mall Building, April 27

Lindberg Lecture by Admiral Whitey Feightner – Mall Building, May 24

Glenn Lecture by John Glenn and Scott Carpenter – Mall Building, June 23

NASM Director's Dinner – Oshkosh, July 29

New Business

The Board unanimously approved a resolution of support for SI Secretary Wayne Clough's leadership.

Meeting Adjourned

The NASM board meeting adjourned at 11:25AM and lunch was served.

National Air and Space Museum Board

*Present at February 15, 2011 meeting

Board Members:

Mr. Javier F. Arango*
Mrs. Agnes M. Brown*
Mr. Wes Bush
Mr. James Cargill II*
Mr. Joe Clark*
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover
Mr. Randall A. Greene*
Mr. James M. Guyette, Chairman*
Mr. Ralph D. Heath*
Mr. Allan Holt*
Mr. Clayton M. Jones*
Mr. David L. Joyce*
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Alan McArtor
Mr. Bruce R. McCaw
Mr. James McJunkin*
Mr. Robert J. Mittman
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. John L. Plueger
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Steven R. Loranger
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr*
Mr. Lloyd "Fig" Newton
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Jon A. Reynolds, Ph.D.
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

NASM Staff members:

General John R. Dailey*
Mr. David Adcock*
Ms. Joanne Bast*
Ms. Claire Brown*
Mrs. Meg Caulk*
Mr. Brian Frank*
Mr. Dan Goldstein*
Mrs. Maureen Kerr*
Mrs. Anne McAllister*
Mr. Chris McClary*
Ms. Jessica McNally*
Mrs. Laurino Proctor*
Ms. Monecia Taylor*
Mrs. Elizabeth Wilson*

**Smithsonian National Air and Space Museum Board Meeting
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Wednesday, June 15, 2011

Meeting Called to Order – Jim Guyette

NASM Board Chairman Jim Guyette called the meeting to order at 8:13 AM and noted that the resolution to support Smithsonian Secretary Wayne Clough was well received and successful. The February meeting minutes were unanimously approved. Mr. Guyette reiterated the four priorities for 2011; fund raising, education, a vibrant Board, and management succession within the Board and announced that General Dailey received the AIAA Educator of the Year Award.

State of the Smithsonian Report – Dr. Eva Pell

Smithsonian Undersecretary for Science Dr. Eva Pell thanked the Board for their support. The Smithsonian Institution (SI) saw only a minor reduction in the FY11 budget Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

The Smithsonian strategic plan is focused on pan-institutional cooperation in four categories: the American Experience, Unlocking the Mysteries of the Universe, Understanding and Sustaining a Biodiverse Planet, and Valuing World Cultures. Grants are awarded to curators who work together on projects that highlight the inter-connectivity between Smithsonian units. NASM was awarded a number of grants for projects relating to black holes, sand dunes on Mars, cosmic rays, and how different cultures view the cosmos.

In response to anticipated reductions in Federal funding, the Smithsonian looks to diversify its workforce by establishing endowed positions. New facility construction and maintenance will be funded through donations and endowments.

Mr. Guyette thanked Dr. Pell and added she can expect the full support of the NASM Board.

State of the Museum Report – Jack Dailey (Appendix A)

General Dailey reported that NASM has beneficial occupancy of the Udvar-Hazy Center (UHC) and the move from Garber and the Mall building has begun. Once the move is complete, one-third of the NASM workforce will be stationed at UHC. Support from the Castle has been excellent and the \$13.1 million for the move is being allocated. There are approximately \$400,000 in construction deficiencies that need to be corrected.

Due to continued resources received from NASM's revenue generating activities, the Museum is now 7 years ahead of the payment schedule on the Phase One debt. NASM's fundraising efforts will now be focused on the national campaign with a goal of raising \$120 million over 7

years. This money will be used to fund important priorities such as staffing, research, exhibitions, education and the collection.

On April 12, 2011 NASM and SI celebrated the historic announcement that NASM will receive the Space Shuttle Discovery into its collection. The Discovery is due to arrive in April 2012 and will replace the Enterprise in the McDonnell Space Hangar. The Enterprise will be moved to the Intrepid Museum in New York.

NASM faculty members Dr. John Anderson, Russ Lee, Roger Launius and Bruce Campbell and received awards and published a number of notable books and manuscripts. Outreach has been particularly successful through the use of Twitter and a number of events including the Glenn, GE and Lindbergh Lectures, Family Days and the National Air and Space Society's (NASS) lecture featuring Gene Cernan and Dr. John Logsdon.

Nominations Committee Report – Randy Greene

Mr. Greene reviewed the current member status and reported that the NASM Board has 24 current members **Exemption 6** set to retire in October. The charter allows 32 members and the nominations committee met on June 19 for consideration of nominees. The nominations of **Exemption 5** were presented to the board for approval and were unanimously passed pending approval of the Smithsonian Regents.

Exemption 5

Break

The Board adjourned for a break.

Finance and Development Committee Report – Jack Pelton (Appendix B)

Mr. Pelton reported that NASM has surpassed its FY11 goal with \$7.7 million in gifts and pledges raised so far. With the successful conclusion of the Hazy Center campaign, NASM will now turn its attention to the \$120 million goal of the campaign over the next several years. Counting for the campaign began in 2009, and NASM has raised over \$5 million towards its goal so far. These much needed commitments will be sure to meet Museum priorities such as furthering education programs; developing of strong and compelling exhibitions; attracting and retaining the highest quality staff, curators, researchers and fellows; and maintaining and caring for our unique collections. Mr. Pelton reminded the board that their guidance and assistance will be needed on many levels throughout this process. NASM will need their help in development a compelling case for support as well as identifying, cultivating and engaging potential support for the Museum.

NASS and the Wall of Honor programs have continued their strong growth through the year. In addition to generating a good source of unrestricted revenue for the museum, events such as the recent “To the Moon” lecture featuring former Apollo astronaut, Capt. Gene Cernan, and scholar Dr. John Logsdon, was a great example of how to attract more members and encourage existing members to increase their giving.

NASM Education Report – Maureen Kerr (Appendix C)

Education Chair Maureen Kerr presented updates on NASM education. Louden County public schools is now connected to NASM. Educational programs can be broadcast directly to Louden and Fairfax Counties public school classrooms. Become a Pilot Day, Heritage Family Day, African American Pioneers, Explore the Universe, Hispanic Heritage and Women's History Days all contribute to generating awareness, broadening the audience and facilitate learning. The goal of NASM education is to inspire the next generation to pursue science and engineering careers. Jim Guyette reiterated his interest in having regular education updates provided to the board.

NASM's Spacesuit Collection Update – Lisa Young and Samantha Snell (Appendix D)

Lisa Young and Samantha Snell presented their project to preserve, pack and move NASM's spacesuit collection from Garber to UHC. Their work established internationally recognized methods for storage, preservation and display of spacesuits. Innovative and cost-saving methods of transportation have saved the museum thousands of dollars.

Old Business – Jim Guyette

The following meeting dates have been set for 2011:

Dinner	Meeting	Venue
Tuesday, October 04, 2011	Wednesday, October 05, 2011	UHC
Tuesday, February 21, 2012	Wednesday, February 22, 2012	TBD
Tuesday, June 19, 2012	Wednesday, June 20, 2012	TBD

Upcoming events – Jim Guyette

Mr. Guyette reminded members that there are many upcoming events that will be hosted at the Museum in the coming months and encouraged their attendance. Some of the more recent events and activities include:

- “Become a Pilot” Fly-in – Udvar-Hazy Center, June 18
- Glenn Lecture by John Glenn and Scott Carpenter – Mall Building, June 23
- Detroit Cultivation Event hosted by Edsel Ford II, June 29
- NASM Director's Dinner – Oshkosh, July 29

New Business – Jim Guyette

There was no new business.

Meeting Adjourned

The NASM board meeting adjourned at 11:12 AM and lunch was served.

National Air and Space Museum National Board

*Present at June 15, 2011 meeting

Board Members:	Board Members Emeritus:	NASM Staff Members:
Mr. James M. Guyette* Chairman	Mr. James Albaugh	General John R. Dailey*
Mr. Javier F. Arango	Mr. Ronald W. Allen	John Benton*
Mrs. Agnes M. Brown*	Mrs. Anne B. Baddour	Mr. Brian Frank*
Mr. Wes Bush	Mr. Dan W. Burns	Dr. Peter Jakab*
Mr. James Cargill III*	Capt. Eugene A. Cernan, USN (Ret.)	Ms. Maureen Kerr*
Mr. Joe Clark*	Mr. Armando C. Chapelli, Jr.	Ms. Anne McAllister*
Mr. Edsel B. Ford, II	Mr. Max C. Chapman, Jr.	Ms. Jessica McNally*
Mr. S. Taylor Glover	Mrs. Dollie A. Cole	Samantha Snell*
Mr. Randall A. Greene*	Mr. Frank A. Daniels, Jr.	Ms. Monecia Taylor*
Mr. Allan Holt*	Mr. Morton Fungler	Lisa Young*
Mr. Clayton M. Jones	Mr. Kenneth E. Gazzola	
Mr. David L. Joyce	Mr. John T. Hazel	
Mr. Herbert D. Kelleher*	Mr. David R. Hinson	
Mr. Rodney R. Lewis	Mr. David C. Hurley*	
Mr. Alan McArtor*	Mr. Robert James	
Mr. James McJunkin	Mr. Steven R. Loranger	
Mr. Robert J. Mittman*	Capt. James A. Lovell, USN (Ret.)	

Mr. Jack J. Pelton*	Mrs. Adrienne Bevis Mars
Mr. Roger D. Percy*	Mr. Thomas G. Morr
Mr. John L. Plueger*	Mr. Lloyd "Fig" Newton
Mr. Thomas F. Pumpelly*	Mr. Robert W. Pittman
Dr. Richard Sugden	Mr. Allen E. Puckett
	Jon A. Reynolds, Ph.D.
	Dr. Donald B. Rice
	Mr. John Safer
	Frederick Telling, Ph.D.
	Mr. Charles Thornton
	Ms. Patty Wagstaff
	Mr. Bruce Whitman



Smithsonian
National Air and Space Museum

Smithsonian National Air and Space Museum Board Meeting
NASM Executive Board Room
Steven F. Udvar-Hazy Center

Wednesday, October 5, 2011

Meeting Called to Order – Jim Guyette

NASM Board Chairman Jim Guyette called the meeting to order at 8:11 AM and welcomed Alan Spoon, Vice Chair of the Smithsonian Board of the Regents, Virginia Clark, Smithsonian Director of Development and the new NASM Board members David Bronczek and Robert Milton. The June meeting minutes were approved.

State of the Museum Report – Jack Dailey (Appendix A)

NASM Director, Jack Dailey, announced that NASM reached a milestone with the first shipment of artifacts from Garber arriving at their new home at the Udvar-Hazy Center. Moving to Garber presented NASM the opportunity to document the collection extensively and assisted in the digitization of the objects to share on the web. NASM staff are showing great enthusiasm in the move and finding unique ways to keep the costs down.

The Museum remains fiscally sound as we are 7 years ahead of paying down the remaining \$29 million in debt. A sizable portion of the money used to reduce the debt comes from the \$15 parking fee. The gift shops are performing well with 44% of all Smithsonian Institution (SI) store revenue coming from NASM.

Although the hurricane and earthquake did minor damage to the museums, the Castle was significantly impacted by the earthquake. Exemption 5

Luckily, no one was hurt and employees are now being trained to deal with earthquakes. NASM's safety record earned a gold rating, which is a first in the history of the Smithsonian. Ex. 5

NASM hosted a number of significant events that brought two new aircraft to our collection, renowned speakers like John Glenn and Scott Carpenter to the Museum and educational programs and outreach that impacted students across the country. We are preparing to celebrate the 100th anniversary of Marine Corps Aviation and the arrival of the shuttle *Discovery* which will be a significant opportunity to bring large numbers of visitors and media coverage on a national scale.

State of the Smithsonian – Alan Spoon and Virginia Clark

Alan Spoon began the presentation warning that although SI commands great respect from the Office of Management and Budget for its fiscal responsibility, Exemption 5

SI welcomed Al Horvath as the new Undersecretary for Finance and Management and we are interviewing candidates for the Director of the National Museum of American History and the Director of Art Archives.

Viginia Clark stated that the Smithsonian met its \$175 million fund raising goal for FY11 and is looking forward to meeting our \$200 million goal for the 2012 fiscal year. Over 100 new exhibitions will be produced this year. SI was also preparing to roll out our rebranding campaign which strives to connect our already outstanding reputation and recognition with what is actually done at the Smithsonian. This will aid the Institution to reach out to a wider donor base and attract more attention from potential visitors.

On behalf of the Board, Jim Guyette expressed their support of the direction and leadership of the Smithsonian.

Smithsonian Endowment Overview – Alan Spoon (Appendix B)

SI Vice Regent Alan Spoon shared the Smithsonian goals for the future which include expanding our role as educators, reaching new audiences beyond the Mall, continuing to strengthen our collections through infrastructure and technology and building our financial strength.

The National Campaign will prepare the Smithsonian for the future. Of the \$1.5 billion goal, over 85% of the earnings are directed to the individual museums. Support for education takes a primary place in this effort. Through our outreach, we hope to inspire lifelong learning and spark discovery to create a new connection with younger visitors.

There are 480 separate endowments in the Smithsonian. NASM has 18 endowments totaling \$24 million with 15 restricted and 3 unrestricted. Endowments are incredibly important as they support key staff positions and operations that are not supported by Federal dollars. The new and fresh ideas are supported by endowments, which allow us the flexibility to move forward and give us a degree of financial predictability.

Traditionally, the endowments were invested in Exemption 5

The Smithsonian has great support on Capitol Hill and we believe we will continue to maintain our current level of Federal support while increasing the amount of donations. The government is happy to work with a smart and well-respected partner.

Finance and Development Committee Report – Jim Guyette

In the absence of Finance and Development Committee Chairman Jack Pelton, Jim Guyette gave the committee report. The report focused on NASM's current working draft of the insider's case statement that will assist us in preparing for our \$120M campaign.

Exemption 5

The Development Committee met by conference call throughout the summer to create and draft this document. Working with the communications firm, Steege Thompson, the committee and the NASM staff have made many changes to the piece. Mr. Guyette asked Mo Taylor (Director of Development) to facilitate a discussion and encourage the Board's feedback and reaction to the draft.

The case statement will be edited to include the feedback from the Board and presented to the development committee for further work.

Nominations Committee Report – Jim Guyette

In the absence of Vice Chair and Nominations Committee Chairman Randy Greene, Jim Guyette provided the committee report. Joe Clark and Alan Holt were reappointed to serve another three-year term on the Board. John Plueger and Bob Mittman were voted to emeritus status. The Board currently consists of 24 members and eight people are being reviewed for possible Board membership.

NASM Education Report – Maureen Kerr (Appendix C)

Maureen Kerr, Chair of NASM's Education Department, provided an update on "Education Trends." She noted the FY11 accomplishments that include facilitation of more than 640,000 learning experiences for visitors and the addition of "Super Science Saturdays" to the UHC schedule. She added that the use of technology improved learning techniques and reached a broader audience. The use of Loudon County Public Schools and Alabama Public Television has assisted in this effort. She emphasized that the Education Division has promoted leadership in education with *Science in Pre-K*, a teacher training program for early childhood educators, and with participation in the first annual *Student Spaceflight National Conference*.

Through web outreach, NASM is able to interact directly with students and educators through broadcasts from the Museum and online conferences. Podcasts and other classroom resources are also available for students and teachers online.

Maureen also touched on the importance of Science, Technology, Engineering and Mathematics (STEM) education. The art work, Fluid Dynamics by Tina York, depicting its principles is on display at NASM (Mall) from May 28 to October 9, 2011 as part of the NASA/Art: 50 Years of Exploration exhibit.

The importance of early childhood education and continued development of various educational programming, exhibits and styles were also discussed as an ongoing part of the NASM's efforts to evolve with the modern classroom.

Old Business – Jim Guyette

The following meeting dates have been set for 2012:

February 21-22, 2012

June 19-20, 2012

October 2-3, 2012

Upcoming events

- Northrop Grumman Hispanic Heritage Month Family Day, October 15, 2011
- GE Aviation Lecture, October 27, 2011
 "The Fight to Fly at Sea" A Historical Perspective on Women in Naval Aviation
- Air & Scare sponsored by Mars Chocolate North America, LLC, October 29
- NASS Flight Jacket Night, November 3, 2011
 Featuring Captain Dale "Snort" Snodgrass USN (Ret)

New Business – Jim Guyette

John Plueger was thanked for his exemplary service to the Board.

Meeting Adjourned

The NASM Board meeting adjourned at 11:33 AM and lunch was served.

National Air and Space Museum National Board

*Present at October 5, 2011 meeting

Board Members:

Mr. James M. Guyette*
Chairman
Mr. Javier F. Arango*
Mr. David Bronczek*
Mrs. Agnes M. Brown*
Mr. Wesley G. Bush*
Mr. James Cargill II*
Mr. Joe Clark
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover
Mr. Randall A. Greene
Mr. Ralph D. Heath*
Mr. Allan Holt*
Mr. Clayton M. Jones
Mr. David L. Joyce*
Mr. Herbert D. Kelleher*
Mr. Rodney R. Lewis*
Mr. Alan McArtor*
Mr. Bruce R. McCaw
Mr. James McJunkin
Mr. Robert Milton*
Mr. Robert J. Mittman
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. John L. Plueger*
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Fungler
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Steven R. Loranger
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr*
Mr. Lloyd "Fig" Newton*
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Jon A. Reynolds, Ph.D.
Dr. Donald B. Rice
Mr. John Safer
Mr. Frederick Telling
Mr. Charles Thornton, Jr.
Ms. Patty Wagstaff
Mr. Bruce Whitman*

SI Staff Members:

General John R. Dailey*
Mr. John Benton*
Ms. Amy Chen*
Ms. Virginia Clark*
Mr. Brian Frank*
Dr. Peter Jakab*
Ms. Maureen Kerr*
Ms. Anne McAllister*
Mr. Alan G. Spoon*
Ms. Monecia Taylor*
Ms. Elizabeth Wilson*

**Smithsonian National Air and Space Museum Board Meeting
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Wednesday, February 22, 2012

Meeting Called to Order – Jim Guyette

NASM Board Chairman Jim Guyette called the meeting to order at 8:12 AM and noted several developments in the Smithsonian Institution (SI). The ground for the Museum of African Art, History and Culture was broken and will be the 19th museum in the SI family. Dr. France Cordova was named the new chair of the SI Regents and Cristián Samper accepted the position of President and CEO of the Wildlife Conservation Society in New York. The Smithsonian ranked the fourth best place to work out of all large federal agencies. Business travel for Smithsonian staff and the Secretary's travel came under the scrutiny of Sen. Grassley, reacting to a recent article published on Junketsleuth.com. General Dailey clarified that all staff travel is heavily scrutinized internally and we are confident that when presented with the facts, the issue will be resolved positively. The October meeting minutes were approved.

State of the Museum Report – Jack Dailey (Appendix A)

There is a lot happening at the National Air and Space Museum (NASM) this year with two books already published and a lineup of distinguished speakers marking the 100th anniversary of Marine Corps aviation including Senator John Glenn and NASA Administrator Charles Bolden.

The FY2012 budget is one of the best starts for the Museum, and the Castle is very supportive of our move to Udvar-Hazy with \$6.8 million of the \$13.1 million promised already delivered. The Udvar-Hazy Center is filling up with the Archives Division completely moved in and many pieces of the collection, including all of the spacesuits, settled in their new home. Exemption 5

[REDACTED]

[REDACTED]

Our health and safety program has become the standard which the rest of the Institution strives to attain. Ashlee Prevette, NASM Health and Safety Coordinator, took innovative steps to earn NASM the first gold standard ever awarded within SI. While the staff is seeing less time away due to injuries, the building itself is receiving some attention as well. When implemented in 2015, the Master Plan will be a \$100 million renovation including new insulation, an education center and staff cafeteria.

The biggest news circulating the Institution is the arrival of *Discovery* on April 17 with activities planned through April 22. The Boeing Company and Lockheed Martin Corporation will sponsor the welcome ceremony with an additional \$100,000 promised by the Castle. Smithsonian Enterprises is preparing for a huge revenue-generating event with memorabilia and dedicated air time on the Institution's cable program. Several board members asked questions and offered suggestions for the Exemption 5

[REDACTED]

[REDACTED]

Nominations Committee Report – Randy Greene

The NASM Board is authorized to have 32 members, but the number is kept to 24 in order to keep the Board at a manageable size. Exemption 5

were presented for nomination to the Board and the motion was passed. Jim Guyette and Jack Pelton agreed to stay on board as officers for another term and David Joyce was voted as the new vice chairman. As always, the Board remains the primary source for new membership recruitment.

Development Committee Report – Jack Pelton (Appendix B)

NASM plans to raise \$120 million over the next seven years as part of the Smithsonian's National Campaign, and we are developing a Campaign Steering Committee to assist with the effort. For FY2012 we have raised \$3.8 million of our \$8 million goal. Special thanks go out to Agnes Brown and Randy Greene, as well as Javier Arango and Tom Pumpelly for their generosity this year. National Air and Space Society (NASS) and Wall of Honor giving is up 18% this year and we have a 10% increase in online giving. NASS is changing the *Enterprise* level of giving to *Discovery* to recognize the new shuttle. We also conducted a survey which shows that 88% of our members are male, 30% have been members for over 10 years and 24% have never visited the UHC.

Planned gifts will be a significant element in NASM's campaign. Jack Pelton invited Joe Macedo, the Smithsonian's Planned Giving Director, to provide the board with a report on the role that planned giving will play in the campaign.

Planned Giving – Joe Macedo (Appendix C)

Planned giving is becoming a central focus of SI development strategies and is proving popular with individual donors. Joe presented the changes in stewardship policies that have recently been adopted by the Smithsonian Institution.

The principal change has been the way pledges by bequest are being stewarded at the Smithsonian. In April of 2011 the Smithsonian Institution adopted new stewardship practices such that gift intentions of bequests and similar instruments will be counted toward the campaign at full face value, as with any other pledge, if the donor(s) will be 70 years of age or older when the campaign ends on September 30, 2017.

In the first six months since the policy change, over \$11.2 million from 17 donors had been uncovered pan institutionally, mostly by documenting existing bequests to the Smithsonian. Given the demographics of the NASM constituency, NASM has a measurable window of time during which planned giving shows great promise to contribute to our campaign goals and beyond. Exemption 5

Joe outlined the beginnings of the work he, Mo Taylor and the NASM development team are doing to bring this potential to fruition. They are contacting those donors for whom we have documentation of a bequest, but no amount. These gifts will be booked toward campaign where appropriate. The board will be apprised of the progress.

Special thanks were given to Agnes Brown for her leadership as a planned giving donor at NASM. She has made major current and planned gifts and as such serves as an example to the NASM community of support and leadership in the accomplishment of our mission.

Post Break Discussion – A number of ideas for giving opportunities were discussed. Exemption 5

[REDACTED]

[REDACTED]

NASM Education Report – Maureen Kerr and Michael Hulslander (Appendix C)

In addition to an update on NASM's education programs, the board saw a demonstration of the new website created for the *How Things Fly* gallery which is focused on promoting STEM learning for middle and high school students and a resource for teachers. It is a collaborative project with expertise from both the donors and NASM curators. Varied media tools such as instructional videos, paper airplanes and games show students the fundamentals of aerodynamics. The goal of the NASM education division is to nurture a childhood interest in flight that will develop into an aerospace career in adulthood. Discussion of the website expanded to include more participation in the Explainers program, which gives college students work experience in the Museum through teaching visitors about the aerospace principles.

Old Business – Jim Guyette

The following meeting dates have been set for 2012:

June 19-20, 2012

October 2-3, 2012

Wrap up – Jack Dailey

NASM is proud to wrap up the fundraising portion of the Udvar-Hazy Center and focus now on restoration, education and exhibits. The new development strategy from the Castle gives support to the Museum while not relinquishing control.

Meeting Adjourned

The NASM board meeting adjourned at 11:23 AM and lunch was served.

National Air and Space Museum National Board

*Present at February 22, 2012 meeting

Board Members:

Mr. James M. Guyette* - Chairman
Mr. Javier F. Arango
Mr. David Bronczek*
Mrs. Agnes M. Brown*
Mr. Wes Bush
Mr. James Cargill III
Mr. Joe Clark
Mr. Edsel B. Ford, II*
Mr. S. Taylor Glover
Mr. Randall A. Greene*
Mr. Ralph D. Heath
Mr. Allan Holt
Mr. Clayton M. Jones*
Mr. David L. Joyce
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis*
Mr. Alan McArtor*
Mr. Bruce R. McCaw*
Mr. James McJunkin*
Mr. Robert J. Mittman
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger*
Mr. Thomas F. Pumpelly*
Dr. Richard Sugden*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mrs. Anne B. Baddour
Mr. Dan W. Burns
Capt. Eugene A. Cernan, USN (Ret.)
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole*
Mr. Frank A. Daniels, Jr.
Mr. Morton Funger
Mr. Kenneth E. Gazzola*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley*
Mr. Robert James*
Mr. Steven R. Loranger
Capt. James A. Lovell, USN (Ret.)
Mrs. Adrienne Bevis Mars
Mr. Thomas G. Morr*
Mr. Lloyd "Fig" Newton
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

NASM Staff members present:

General John R. Dailey*
Mr. John Benton*
Dr. Peter Jakab*
Ms. Monecia Taylor*
Mr. Brian Frank*
Mr. Michael Hulslander*
Ms. Maureen Kerr*
Mr. Joe Macedo*
Ms. Anne McAllister*
Mr. Christopher McClary*
Ms. Jessica McNally*
Ms. Elizabeth Wilson*



Smithsonian
National Air and Space Museum

**Smithsonian National Air and Space Museum Board Meeting
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Wednesday, June 20, 2012

Meeting Called to Order – Jim Guyette

The meeting was convened at 8:15 AM and a video of the Welcome *Discovery* events was played to the Board. New Board Member Stuart Fred was presented with the Board pin. Linda Hudson will receive her pin at the next meeting. Dawn Hatton was welcomed to the NASM Advancement staff and the new Advancement officer in the Under Secretary's office, Jennifer McMillen was introduced. The February Board minutes were approved. Bruce Whitman announced that General Dailey will be the Lifetime Achievement Award recipient from the Wings Club at their October meeting.

Under Secretary's Update – Eva J. Pell

Dr. Pell thanked the Board for their great work and noted that NASM's Board acts as a model to other Smithsonian Boards. She also thanked General Dailey for his determination in getting the *Discovery* to NASM and the spectacular viewing of the transit of Venus from the *Moving Beyond Earth* gallery. Cristián Samper will leave the National Museum of Natural History in July and candidates are now being interviewed to fill his position. There is greater emphasis on international cooperation and accordingly the Office of International Relations is hiring new employees.

The Smithsonian Campaign has raised \$513 million of the \$1.5 billion goal. There has been a mixture of high, middle and low level gifts and additional large donations are expected in the future. The official launch of the campaign is expected in 2014 and will end in 2017. There are preliminary reports that SI will receive a 3% reduction in Federal funding although the final number has many reviews before it is final.

State of the Museum Report – Jack Dailey (Appendix A)

The arrival of *Discovery* had a major impact on the Museum. There was significant revenue from the event and visitorship (71%) and store sales (76%) increased dramatically. Tom Pumpelly was thanked for the fantastic photos taken from his helicopter. Become A Pilot Day was held last weekend and the event is garnering more interest nationwide. This year, military and aviation recruiters set up booths where there is more interaction with youngsters eager to learn.

Exemption 5

The Hilton Endowment is funding education and exhibits support and the Castle has given **Exemption 6** of the \$13.1 million for the move to UHC. We are creating our 2013-2017 Strategic Plan which will complement the SI Strategic Plan and are working on the Master Plan that will identify funding requirements for renovations to the buildings through the next 15 years. The Strategic Plan focuses on

excellent research, broadening access, revitalizing education and crossing boundaries. The Master Plan will address much needed renovations to the Mall Museum and the need to add additional storage at UHC which will be used SI-wide.

Communications Report – Claire Brown (Appendix B)

The Welcome *Discovery* celebration was a great success in bringing awareness to the Museum and was the first test launch of the Smithsonian slogan “Seriously Amazing”. Communications concentrated efforts on media exposure and increased public awareness of the event. The arrival was seen by 350.5 million viewers through news broadcasts on all networks throughout the day and generated 104 page one articles in printed media reaching 18.1 million readers. Most of the exposure was through the internet, which saw 4.8 billion unique views to web articles and was one of the top twitter subjects with 8.7 million impressions. Of the \$46,630 of NASM funds spent on marketing and media, the publicity value equaled \$31.2 million. *Discovery* will continue to be advertised to people through hotel key cards and tourism websites and publications.

Discussion following the presentation renewed interest in NASM producing mobile applications for smart phones and tablets that would increase outreach. Exemption 5

[REDACTED]

[REDACTED]

Nominations Committee Report – Randy Greene

Randy Greene thanked all the Board members for their suggestions for additions to the Board. Two new members were approved for election to the Board. Steve VanRoekel , White House CIO and Don Kirlin, Founder and President of Air USA, will begin their terms at the October meeting. Jamie McJunkin and Allan Holt were approved for a second three year term. John Plueger and Morty Fungler's nomination to change status from Emeritus to current Board member was approved. The Nominating Committee met last week and nominated Javier Arango, Randy Greene, Clay Jones, Herb Kelleher and Tom Pumpelly to Emeritus status which will become effective at the next meeting in October.

Advancement Committee Report – Jack Pelton

As we move into the Campaign, the Development Committee was changed to the Advancement Committee to fall in line with NASM's Advancement Office. The current members are, Javier Arango, Bruce McCaw, Jim Cargill, Roger Percy, John Plueger, Jim Guyette and Chairman Jack Pelton. The Committee focused on the insider case to align with the larger Smithsonian campaign. We have raised over half (\$4.8 million) of our FY\$8 million goal. Board members have brought a number of major company's support and also personal donations that deserve due recognition. The National Air and Space Society has seen an increase in membership mainly attributed to *Discovery* which not only brought new members but also contributed to current members increasing their giving level. Online giving increased 23% which is another area of focus to which we will direct our efforts. Exemption 5

[REDACTED]

[REDACTED]

Ex 5 The Insiders Case booklet was passed out and the Smithsonian's Campaign video was shown. Discussion included requests for electronic versions to share with potential donors.

The Committee will meet again following the Board meeting.

Break - 1000-1015

NASM Education Report – Maureen Kerr and Erin Wissler (Appendix C)

Maureen Kerr highlighted Become A Pilot Day and the four days of *Discovery* arrival educational events. Programming included rocket demonstrations, local and outside school groups, some sponsored by Lockheed Martin, to attend the arrival. NASA sent their educators and outreach specialists to help support the 50 activities throughout the event. Erin Wissler, NASM's Aerospace Educator in Residence presented the Board with an example used in the Museum to stimulate interest in space flight and STEM learning. Students use simple toys to estimate how their use in space would differ from Earth.

Jim Guyette asked Dr. Pell if Claudine Brown would be interested in presenting with Maureen Kerr at a meeting in the future.

Old Business – Jim Guyette

Upcoming Board Dinners and Meetings:

October 2-3, 2012

February 5-6, 2013

June 25-26, 2013

October 8-9, 2013

Upcoming events:

“Super Science Saturday” - held on the second Saturday of every month, UHC

June 27 – Glenn Lecture featuring Charles Bolden, Mall Building

July 27 – Director's Dinner – Oshkosh

September 15 – A Century of Women in Aerospace, Mall Building

September 27 – GE Lecture featuring General Peterson, Mall Building

Meeting Adjourned

The NASM board meeting adjourned at 10:57 AM and lunch was served.

National Air and Space Museum National Board

*Present at June 20, 2012 meeting

Board Members:	Board Members Emeritus:	NASM Staff members
Mr. James M. Guyette* - Chairman	Mr. James Albaugh	General John R. Dailey*
Mr. Javier F. Arango*	Mr. Ronald W. Allen	Dr. Eva J. Pell*
Mr. David Bronczek	Mrs. Anne B. Baddour	Mr. John Benton*
Mrs. Agnes M. Brown	Capt. Eugene A. Cernan, USN (Ret.)	Dr. Peter Jakab*
Mr. Wes Bush	Mr. Armando C. Chapelli, Jr.	Ms. Monecia Taylor*
Mr. James Cargill II	Mr. Max C. Chapman, Jr.	Ms. Claire Brown*
Mr. Joe Clark*	Mrs. Dollie A. Cole	Mr. Brian Frank*
Mr. Edsel B. Ford, II*	Mr. Frank A. Daniels, Jr.	Ms. Dawn Hatton*
Mr. Stuart L. Fred*	Mr. Morton Fungler	Ms. Maureen Kerr*
Mr. S. Taylor Glover*	Mr. Kenneth E. Gazzola*	Mr. Erin Wissler*
Mr. Randall A. Greene* - Vice Chair	Mr. John T. Hazel	Ms. Anne McAllister*
Mr. Ralph D. Heath	Mr. David R. Hinson	Mr. Christopher McClary*
Mr. Allan M. Holt*	Mr. David C. Hurley*	Ms. Jessica McNally*
Ms. Linda P. Hudson	Mr. Robert James*	Ms. Elizabeth Wilson*
Mr. Clayton M. Jones	Mr. Steven R. Loranger	
Mr. David L. Joyce	Capt. James A. Lovell, USN (Ret.)	
Mr. Herbert D. Kelleher*	Mrs. Adrienne Bevis Mars	
Mr. Rodney R. Lewis*	Mr. Robert J. Mittman	
Mr. T. Alan McArtor*	Mr. Thomas G. Morr	
Mr. Bruce R. McCaw*	Mr. Lloyd "Fig" Newton	
Mr. James J. McCjunkin*	Mr. Robert W. Pittman	
Mr. Robert A. Milton	Mr. John L. Plueger*	
Mr. Jack J. Pelton* - Advancement Committee Chairman	Mr. Allen E. Puckett	
Mr. Roger D. Percy	Dr. Jon A. Reynolds	
Mr. Thomas F. Pumpelly*	Dr. Donald B. Rice	
Dr. Richard Sugden	Mr. John Safer	
	Frederick Telling, Ph.D.	
	Mr. Charles Thornton	
	Ms. Patty Wagstaff	
	Mr. Bruce Whitman*	

Smithsonian National Air and Space Museum Board Meeting

**Wednesday, October 3, 2012
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - Jim Guyette

The meeting was convened at 8:15 AM and Jim Guyette reiterated the focus of the Board is to increase our education outreach, fund raising and promote an engaged and renewed Board. The June 2012 minutes were approved and he welcomed Dr. Pell and Ginny Clark. New Board members Don Kirlin and Steve VanRoekel were welcomed and presented Safer lapel pins. Mr. Guyette announced Randy Greene would be moving to Emeritus status and David Joyce is the new Vice Chair and head of the Nominating Committee with the goal of strengthening a succession plan. John Plueger and Morty Funger returned to the Board and new NASM Major Gifts Officers Stella Braudy and Carolyn Stewart were introduced.

State of the Museum Report - Jack Dailey

NASM continues to celebrate 100 years of Marine Corps Aviation with the annual John Glenn lecture by Administrator Bolden and upcoming lectures from General Peterson and General Dailey. Other notable events at the museum were Smithsonian Congressional Night, the anniversary of the Telstar Satellite Anniversary which was the first global transmission of a television satellite and Super Science Saturdays Helicopter Edition. The Director's Dinner at EAA AirVenture in Oshkosh raised over \$250,000. NASM scientists continued their outstanding work in their close support of the Mars *Curiosity* Rover. Staff members John Anderson, Tom Crouch, David Devorkin and Peter Jakab received awards for their scholarship and James Zimbelman and Stephen Scheidt were published. NASM won an honorable mention 2012 MUSE Award for the *How Things Fly* Online Exhibition.

The theft of over \$400,000 from the parking lot was uncovered thanks to the FBI and Smithsonian Inspector General. Insurance will cover the losses and NASM and the Smithsonian have taken steps including installing cameras to prevent this in the future.

Since Jack Pelton couldn't attend the meeting, General Dailey presented the fundraising progress for the 2012 fiscal year. (**Appendix A**) NASM raised \$20.6 million with \$16 million designated to unrestricted funding which allows the museum more financial flexibility. The National Air and Space Society (NASS) saw a renewal rate of 88% and for the first time raised over \$1 million. General Dailey recognized Elizabeth Wilson and Kelly Bloom for their exceptional efforts. NASM Special Events raised over \$2.5 million, including \$1 million for the first time from events at the Hazy Center alone. The Executive Board Room saw an increase from 6 events in FY11 to 19 events in FY12. An additional 55,000 visitors came to the museum through Special Events. General Dailey shared the status of federal funding, the Continuing Resolution and Hazy Phase One debt.

The space shuttle *Discovery* continues to bring in visitors, raise awareness and positively impact the budget. He then shared information on the SI National Campaign. As part of the Campaign, NASM has committed to raise \$120 million by 2017. Thus far, NASM has raised over \$29M toward the campaign. Exemption 5

The renovation of the Apollo to the Moon gallery, a \$10 million giving opportunity, was highlighted. It's important to note that NASM was completing fundraising for the Udvar-Hazy Center when the campaign started in 2010. FY12 is the first full year of campaign fundraising so the Museum is challenged to move quickly to reach its \$120M goal by September 30, 2017.

General Dailey shared some initial concepts for the master plan and indicated they will be presented in more detail at a later meeting. He presented the results of the employee survey in which the vast majority of the responses tracked consistently or beat the favorable ratings for NASM over SI. NASM continues to improve over prior surveys.

State of the Smithsonian - Wayne Clough

SI has developed a new model to take the Institution into the future consisting of the Strategic Plan, the National Campaign, technology upgrades and rebranding. The Strategic Plan is the first of its kind in SI history and the goal is to have a consistent message across all museums. The National Campaign is underway and 38 new advancement officers were hired to help with the effort. The rebranding effort, "Seriously Amazing" is primarily aimed to engage audiences labeled as "Millennials" (also known as the Generation Y demographic cohort) and "Aware Moms". The new website can be found at www.seriouslyamazing.com.

The NASM team that planned and executed Welcome *Discovery* won the Smithsonian's Spirit of Collaboration Award along with the team that brought over 300,000 Girl Scouts to the National Mall to mark that group's 100th anniversary. In the education field, SI has partnered with the Khan Academy and ePals, a safe social learning network that serves 800,000 educators and millions of teachers across the world.

There are four possible budget scenarios for the Institution in FY13. Exemption 5

Break - 0940-1000

Nominations Committee Report - David Joyce

David Joyce thanked John Plueger and Morty Fungler for returning to the NASM Board for a three year term. He recognized and acknowledged the work of his predecessor, Randy Greene. In 2013, eight members will be completing their second term so it is important that the board look for strong candidates. It was announced that Wes Bush regretfully submitted his resignation from the Board due to his heavy work commitments. Mr. Joyce reported that the Nominating Committee submitted the names of [Exemption 5]

[REDACTED]
for consideration. They were unanimously supported by the board and their names will be placed into consideration for SI Regent approval. Javier Arango, Randy Greene, Clay Jones, Herb Kelleher and Tom Pumpelly moved to Emeritus status. Jamie McJunkin and Allan McArtor will remain on the board for second terms.

SI Mobile Strategy & Initiatives - Nancy Proctor and Vicki Portway

Dr. Pell introduced Nancy Proctor, Head of Smithsonian Mobile Strategy and Initiatives and Vicki Portway, Chair of NASM Web and New Media Division. Dr. Proctor introduced the Board to a number of projects Institution-wide. One project uses “crowdsourcing” to get the public involved in broadening access to our artifacts. The app invites visitors and staff to record their audio descriptions of objects on display in English or Spanish. All visitors, including those who are blind or have low vision, can then better “see” our collections through the eyes of others, and contributors become collaborators of the Smithsonian, personally invested in our mission and success.

In the mobile realm, SI has over 30 apps and mobile websites with 1 million users. **(Appendix B1)** The goal is to achieve economies of scale by expanding and developing a common central mobile platform instead of reinventing the wheel at all different units. \$700,000 has been spent to date creating the apps, which has included no money for marketing so our mobile products don’t have the visibility and use they could achieve. The major challenge mobile at the Smithsonian faces is a lack of staff and money to invest in infrastructure. For example, at present, SI does not have public Wi-Fi which severely limits guests to access apps and mobile websites. The estimated cost to implement Wi-Fi across the Institution is over \$1.5 million. **(Appendix B2)**

Bob James noted that the work of SI Mobile will bring the Museum into a new era and that the technology makes the artifacts come to life for future visitors. He stated that their work is critical to the success of the Smithsonian. [Exemption 5]

[REDACTED]
[REDACTED] Nancy Proctor and Vicki Portway were invited to present their progress at the next meeting in February.

Curiosity Mars Landing - Dr. Ross Irwin

Ross Irwin, Geologist at NASM's Center for Earth and Planetary Studies (CEPS) presented the Museum's involvement with *Curiosity* and how it is being used to educate the public. Dr. John Grant was on the landing site selection committee which ultimately decided on the Gale Crater for the mission. Through the *Moving Beyond Earth* gallery at the downtown location, visitors have the opportunity to see NASA's CGI depiction of the landing and were provided with a day-long celebration on Mars Day at the Museum on July 13. Although the Museum showcases discoveries from the mission, scientists at CEPS are working closely with their NASA colleagues to search for evidence of past life on Mars through geological studies of past river formations.

Old Business - Jim Guyette

In addition to noting upcoming events, Mr. Guyette reminded Board members to mark their calendars for future Board dinners and meetings to be held at the Udvar-Hazy Center:

February 5-6, 2013

June 25-26, 2013

October 8-9, 2013

New Business - James Guyette

Mr. Guyette thanked the Emeritus members for their support and presented them with certificates recognizing their service to the Museum. Bob James announced that the newest Naval research vessel was named the R/V *Neil Armstrong* which is the first naval vessel named in honor of an astronaut. Mr. Guyette praised NASM staff for their hard work and gave special recognition to Meg Caulk who is leading efforts to support and steward the Board.

Meeting Adjourned

The NASM board meeting adjourned at 11:17 AM and lunch was served.

National Air and Space Museum Board

*Present at October 3, 2012 meeting

Board Members:

Mr. James M. Guyette* - Chairman
Mr. David L. Joyce - Vice Chair*
Mr. David Bronczek *
Mrs. Agnes M. Brown*
Mr. Joe Clark*
Mr. Edsel B. Ford, II
Mr. Stuart L. Fred*
Mr. Morton Funger *
Mr. S. Taylor Glover*
Mr. Ralph D. Heath*
Mr. Allan M. Holt*
Ms. Linda P. Hudson
Mr. Donald W. Kirlin *
Mr. Rodney R. Lewis*
Mr. T. Alan McArtor*
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin*
Mr. Robert A. Milton
Mr. Jack J. Pelton
Mr. Roger D. Percy *
Mr. John L. Plueger*
Dr. Richard Sugden
Mr. Steve VanRoekel *

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango*
Mrs. Anne B. Baddour
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Kenneth E. Gazzola
Mr. Randall A. Greene*
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley*
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher*
Mr. Steven R. Loranger *
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly*
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff members

Dr. Wayne Clough *
Dr. Eva J. Pell*
General John R. Dailey*
Ms. Ginny Clark*
Mr. John Benton*
Dr. Peter Jakab*
Ms. Monecia Taylor*
Ms. Stella Braudy*
Mr. Brian Frank*
Ms. Dawn Hatton
Ms. Anne McAllister*
Mr. Christopher McClary*
Ms. Jessica McNally*
Ms. Carolyn Stewart*
Ms. Elizabeth Wilson*

Presenters

Dr. Nancy Proctor
Ms. Victoria Portway
Dr. Ross Irwin

Smithsonian National Air and Space Museum Board Meeting

**Wednesday, February 6, 2013
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - Jim Guyette

The meeting was called to order at 8:15 AM. Mr. Guyette introduced Eva Pell, Under Secretary of Science, and Tim Portwood, a consultant with Marts and Lundy, as well as new Major Gift Officers Carolyn Stewart, Dawn Hatton, and Stella Braudy. New Board members Linda Mills and Charles Robertson were introduced, and given the “Ascent” pin designed by John Safer, and the Wright Flyer paperweight.

Mr. Guyette introduced the Wings Club video that was shown during the dinner honoring General Dailey. The video was produced through the support of Airbus.

Mr. Guyette announced that Board member Steven VanRoekel has been appointed as the Chair of the Secretary’s Executive Committee on a Digital Smithsonian.

“State of the Smithsonian” - Dr. Eva Pell, Under Secretary, Smithsonian Institution

Dr. Pell noted the committed efforts of the Board, and how they stand as a model for the other Museum Boards across the Smithsonian.

Sequestration will occur on March 1, unless congressional actions are taken. This will result in a 5% cut for the Smithsonian. Anticipating this issue, actions have been taken ahead of time to reduce the impact during the 2012 Fiscal Year.

The Capital Campaign will raise \$1.5 billion in private funds, and \$224 million was raised last year across the Smithsonian, which sets a new annual fundraising record for the Smithsonian. Overall, \$660 million has been raised towards the Capital Campaign, which will be announced publicly when half the goal has been raised. It is anticipated that the quiet phase will end in the fall of 2014.

Dr. Pell highlighted the rigorous scholarship across the Smithsonian. 341 scholars across all of the units have published more than 1500 papers. Out of all of the top science journals worldwide, between 10-20% of the articles published are by Smithsonian scholars.

“State of the Museum” - General Jack Dailey, Director, NASM

The Museum continues its busy schedule of lectures and activities. Of particular note were:

- Northrop Grumman Heritage Series Family Day “Hispanic Heritage Month: Innovators in Air and Space”
- “Eyeball to Eyeball: The Inside Photographic Story of the Cuban Missile Crisis” with Dino Brugioni
- Air & Scare, sponsored by Mars Chocolate North America, LLC
- NASS Vice Admiral Donald D. Engen Flight Jacket Night speaker with retired Marine Corps Reserve Major General Kenneth Weir
- NASS lecture “Risk and Boldness: Balancing Risk in Spaceflight” with panelists including Ken Mattingly, Apollo and Shuttle astronaut, and Dr. June Scobee Rodgers
- The Museum has published its first children’s book, *Pluto’s Secret: An Icy World’s Tale of Discovery*.

- In recognition of International Education Week, the Museum collaborated with NASA, the US Department of Education and the Student Space Flight Experiments Program on a downlink from the International Space Station. Those in attendance on the Mall were joined by students in 24 locations across the US and Canada. Another 12,000 participated by live webcast.

General Dailey announced that the “Welcome Discovery” team was presented the Secretary’s “Spirit of Collaboration Award.” Center for Earth and Planetary Studies Chair, Tom Watters, was named a Fellow of the American Association for the Advancement of Science (AAAS) and had an article recently published in the December issue of the journal *Geology*.

In artifact news, NASM acquired a major new artifact: the Sirius FM-4 Broadcasting Satellite.

Exemption 6

Assessments are underway for the restoration of the Curtiss SB2C-5 “Helldiver”.

The Museum ended 2012 with a total of 8,166,933 visitors. 2012 Udvar-Hazy Center attendance was 9% higher than 2011, attributable to *Discovery*. From April through December attendance at UHC was up 18%.

As part of the Smithsonian Campaign, NASM has committed to raise \$120 million by the end of 2017. Thus far, NASM has raised over \$32M toward the campaign. The Museum has made solid progress, and is at 27% of its goal. We are realistically looking at a stretch goal of \$14M for FY13 based on our prospect list and planned solicitations. Special event donations remain on track and \$252,000 was raised recently for Inaugural events alone. One of which was hosted by Board member Edsel Ford of the Ford Motor Company Fund. Board member emeritus Jim Lovell has agreed to serve as Honorary Chairman of the NASM Campaign.

General Dailey announced the 2013 Trophy award winners Joseph Sutter of Boeing, known as the father of the 747, for Lifetime Achievement and the Entry-Descent-Landing Team of Mars Science Laboratory for Current Achievement.

Congratulations were given to Herb Kelleher, who served as the Institution’s guest lecturer on civility and corporate culture the day before the Board meeting.

Over the summer, the Udvar-Hazy Center will be hosting the Solar Impulse aircraft at the “Become a Pilot Family Day and Fly-In.”

General Dailey shared that John Benton, Associate Director for Management and Public Programs, will be retiring in April.

Exemption 5

Nominations Committee Report - David Joyce, Vice Chairman

David Joyce welcomed new Board members Linda Mills (Vice President of Operations, Northrop Grumman Corporation) and Charlie Robertson (CEO, American Cruise Lines), and thanked the members of the Nominations Committee. Two nominees, Exemption 5, were unanimously supported by the Board and their names will be placed into consideration for SI Regent approval.

**Update on the Smithsonian's Mobile Access Pilot (MAP) Project -
Nancy Proctor, Head, New Media Initiatives, Smithsonian Institution**

Dr. Proctor indicated the first step in the Smithsonian's long-term mobile initiatives is to establish free public Wireless Internet Access (WiFi) in all of the museums. The cost of attaining this at the National Air and Space Museum is estimated to be \$100,000. With funding, we could install WiFi at both Museum locations within the 2013 fiscal year, and begin building a team focused on mobile innovation and expertise. In FY2014, we can begin modeling the NASM mobile experience; exploring the content, experience design, visitor services needs, distribution, and marketing. From 2015 onwards, the program developed at NASM could be reinterpreted and applied throughout the Smithsonian.

There was discussion amongst the Board about **Exemption 5**

[REDACTED]

[REDACTED]

[REDACTED]

The Board discussed the strengths of social media; the ability of one visitor to share their experience and reach thousands of followers; and allowing the online community to help build mobile apps.

Dr. Pell complimented Dr. Proctor's plans, and agreed with the Board's recommendation to use WiFi as the starting point of what is achievable.

The Board agreed that building NASM's WiFi capability is a priority, and that having the fundamental plumbing in place is an integral step to help fulfill the Museum's mission. Mr. Guyette encouraged the Board, through individual donations to provide the \$100,000 necessary to establish the WiFi network. The Board is interested in moving this project forward as quickly as possible, and he invited Dr. Proctor to speak at the next Board meeting.

Break - 0940-1000

"Time & Navigation" Exhibit Progress Update

Opening in the Spring of 2013 at the National Mall Building. The exhibit will share the history of navigation and time-keeping by highlighting the exploration of land, air and sea. This is the first occasion that two Smithsonian museums have collaborated on an exhibition. **Andy Johnston, Geographer, Center for Earth and Planetary Studies**, described the development of Time & Navigation and shared photos of featured artifacts. **Mychalene Giampaoli, Education Specialist, NASM Department of Education**, shared programming for an upcoming Family Day themed around the exhibit. She noted the exhibit's correlations to STEM education, and the enthusiasm of teachers when they learn about the exhibit. **Anne McAllister, Director, Corporate and Foundation Relations**, described the fundraising process for Time & Navigation. It began in 2005, and ultimately involved approaching 42 separate corporate and government entities for funding. Anne McAllister outlined the involvement of major sponsors, including Board members Linda Mills and Northrop Grumman, and Allan Holt.

Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

Advancement Committee Report - Jack Pelton

Jack Pelton announced that John Plueger will be the new Vice Chair of the Advancement Committee.

The Museum is in the process of meeting its annual fundraising goal of \$14 million for the Capital Campaign. To date, 3.2 million has been raised, including 1.1 million raised by Board members. There are currently 38 proposals in the pipeline totaling \$23M in potential gifts for the remainder of the fiscal year. Mr. Pelton expressed the Board's gratitude to Linda Hudson for the significant gift from BAE Systems of Exemption 5 to support the Explainers program, Mars Day and NASM Trophy Awards. He also acknowledged with gratitude other corporate sponsors; Hillside Foundation (Allan Holt) for renewing their support for Trophy, Lockheed Martin for Space Day, Northrop Grumman for the Heritage Family Days, as well as Time & Navigation exhibit, GE Aviation for the GE Lecture Series.

Mr. Pelton reiterated the importance of Board participation in the National Air and Space Society, and thanked everyone for their annual Society gifts. Membership and Wall of Honor revenue is \$312,368, a 3% increase over this point last year. The average membership gift has steadily increased over the last few years. In 2010, it was \$91 and so far in FY13, it is at \$140. Exemption 5

Exemption 5

Online giving has steadily increased over the last five years (up 32% over last year). The Smithsonian is recognizing the importance of online giving and has created a new position, Director of Digital Philanthropy. Yoon Lee has been recently hired in this role and has been collaborating with Ms. Wilson to explore ways to enhance the online giving experience at NASM.

The Museum's Advancement team is reaching out to prospects and supporters across the country. Last month, Monécia Taylor and Jack Dailey were hosted by Exemption 6 as they visited Dallas for some high-level meetings. Additionally, Exemption 6 facilitated a meeting for them in Chicago. The Advancement team will be traveling to the following cities this spring: Austin, Los Angeles, New York, Atlanta, Seattle, Chicago, and San Francisco.

Exemption 5

Mr. Pelton introduced Tim Portwood. Mr. Portwood is a principal with Marts and Lundy -- the fundraising consulting firm contracted by the Smithsonian for the campaign. Mr. Portwood emphasized that as the Museum transitions out of the Udvar-Hazy Center bricks-and-mortar campaign, the focus needs to be on uncovering gifts that inspire transformational philanthropic investments.

Exemption 5

Board members contributed their views that the Museum's primary focus is on America's advancements in the 20th Century.

The Board asked about the effectiveness of online fundraising campaigns to attract large numbers of low-level donors. Mr. Portwood responded Exemption 5

Exemption 5

Mr. Portwood reviewed Exemption 5

The Board discussed Exemption 5

Ginny Clark brought the Board's attention to Exemption 5

Mr. Guyette requested that members of the Advancement Committee review Mr. Portwood's presentation and bring forward their suggestions on National Campaign ideas. Exemption 5

Dr. Pell emphasized that the Museum's fundraising efforts for endowments will ultimately center around the idea of attracting high quality leadership and staff to the Museum.

Old Business - Jim Guyette

New Business - Jim Guyette

Mr. Guyette listed those Board members who have committed to funding the installment of WiFi at the Museum.

Mr. Pelton discussed the National Aviation Hall of Fame, a congressionally chartered organization that is no longer financially solvent. Exemption 5

Meeting Adjourned

At 11:45 AM, the Board meeting convened and boxed lunches were made available. Board members participating in the Advancement Committee remained for a working lunch meeting.

National Air and Space Museum Board
*Present at February 6, 2013 meeting

Board Members:

Mr. James M. Guyette - Chair*
Mr. David L. Joyce - Vice Chair*
Mr. David Bronczek *
Mrs. Agnes M. Brown*
Mr. Joe Clark
Mr. Edsel B. Ford, II*
Mr. Stuart L. Fred*
Mr. Morton Funger *
Mr. S. Taylor Glover
Mr. Ralph D. Heath*
Mr. Allan M. Holt*
Ms. Linda P. Hudson

Mr. Donald W. Kirlin *
Mr. Rodney R. Lewis*
Mr. T. Alan McArtor
Mr. Bruce R. McCaw
Mr. Jameson J. McJunkin*
Ms. Linda A. Mills*
Mr. Robert A. Milton*
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger*
Mr. Charles A. Roberston*
Dr. Richard Sugden*
Mr. Steve VanRoekel*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Kenneth E. Gazzola*
Mr. Randall A. Greene
Mr. John T. Hazel

Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr*
Mr. Lloyd "Fig" Newton
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman*

**SI/NASM Staff
members:**

Dr. Wayne Clough
Dr. Eva J. Pell*
General John R. Dailey*
Ms. Ginny Clark*
Mr. John Benton*
Dr. Peter Jakab*
Ms. Monecia Taylor*
Ms. Stella Braudy*
Mr. Brian Frank*
Ms. Dawn Hatton*
Ms. Anne McAllister*
Mr. Christopher McClary*
Ms. Jessica McNally*
Ms. Carolyn Stewart*
Ms. Elizabeth Wilson*

Presenters:

Ms. Mychalene Giampaoli
Mr. Andrew Johnston
Ms. Vicki Portway
Dr. Nancy Proctor
Mr. Tim Portwood

**Smithsonian National Air and Space Museum Board Meeting
Wednesday, June 26, 2013
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - Jim Guyette, Chairman

The meeting was called to order at 8:15 AM. Mr. Guyette welcomed Catharine A. Kualii, Associate Director for Management and Public Programs and new Board members Shep Hill and David Storch. Linda Hudson's resignation from the Board was announced. Mr. Guyette reaffirmed the Board's three guiding principles; fundraising, education and maintaining a vibrant Board.

Also announced was that the estimated cost of free public Wireless Internet Access (WiFi) installation at the National Air and Space Museum (NASM) increased to \$300,000 although Exemption 5 was already raised. The Castle agreed to cover the remaining cost and the project will be up and running in the Fall.

"State of the Smithsonian" - Dr. G. Wayne Clough, Secretary, Smithsonian

Dr. Clough thanked the NASM Board for their leadership and noted that they are the model which others are trying to emulate.

The openings of *Time and Navigation* and *The Human Genome* represent new cooperation with other Federal agencies and highlight the Smithsonian as the educational arm of the government. The Smithsonian Institution (SI) has the ability to reach millions of teachers and kids worldwide.

NASM is leading the way with WiFi implementation. It will provide a foundation for new visitor interaction including augmented reality and crowdsourcing. SI is working to use digital tech to enhance our physical presence and digitizing the collections with the help of robotics, volunteers and private contractors.

Financially the Institution has increased Trust side funds from the Campaign, which is currently at \$700 million of the \$1.5 billion goal. The Smithsonian Channel increased viewership three times over which has resulted in greater ad revenue. Exemption 5

[REDACTED]

"State of the Museum" - General Jack Dailey, Director, NASM

The Museum continues its busy schedule of lectures and activities. Of particular note were:

- Opening of the Time & Navigation exhibit sponsored by Northrop Grumman Corporation; Exelis Inc.; Honeywell; National Geospatial-Intelligence Agency; U.S. Department of Transportation; Magellan GPS; National Coordination Office

for Space-Based Positioning, Navigation and Timing; Rockwell Collins; and the Institute of Navigation

- Five Super Science Saturdays sponsored by FBR
- Five Heritage Series Family Days sponsored by Northrop Grumman Corporation
- Five public programs in *Moving Beyond Earth*
- Four Exploring Space Lectures sponsored by Aerojet and NASA
- General Electric Aviation Lecture sponsored by GE
- Charles Lindbergh Lecture with Colonel Bud Anderson sponsored by UTC
- John Glenn Lecture with General Tom Stafford sponsored by Boeing
- Become a Pilot Family Day and Aviation Display sponsored by Booz Allen Hamilton and AFCEA
- National Air and Space Society Lecture "Caution and Boldness" featuring Admiral Thomas "T.K" Mattingly
- The NASM Trophy was presented to Joseph Sutter, father of the Boeing 747 for lifetime achievement and the award for current achievement was won by the Entry-Descent-Landing Team of the Mars Science Laboratory. The NASM Trophy dinner is sponsored by The Hillside Foundation, BAE Systems, Atlas Air Worldwide, The Claude Moore Charitable Foundation, and Pratt & Whitney.
- Space Day sponsored by Lockheed Martin
- The arrival of *Solar Impulse* to the Udvar-Hazy Center on June 16th
- The North American F100D was moved from Garber to display at the UHC
- Re-launch of the NASM website was completed on June 24th

The Emil Buehler Conservation Lab at the Udvar-Hazy Center is operational and is being used by NASM staff as well as other Smithsonian museums.

There are several organizational changes at NASM. Monecia Taylor is now the Associate Director for External Affairs, which oversees Advancement, Special Events and Communications. Roger Launius is the Associate Director for Collections and Curatorial Affairs and Catharine Kualii is the Associate Director for Management and Public Programs. Peter Jakab is the Museum's Chief Curator. Meg Caulk will continue to be liaison for the Board in her new position as the Director of Strategic Planning for External Affairs.

NASM is operating at 96.5% of the FY2012 level this fiscal year due to the sequestration. Carry over money from FY2012 and the use of the Trust money to compensate for the loss of Federal money allows us keep up with our current pace. The Museum has lost over \$1 million in Federal money. Exemption 5

To date, 18 positions remain unfilled at the Museum. The good news is that the staff cafeteria is moving forward and should be completed in September. The theaters are all being moved to digital and we are in the final stage of renovating the public restrooms. Our 15-year Master Plan is due for delivery this summer.

NASM committed to raise \$120 million by the end of 2017 as part of the Smithsonian Campaign. To date, NASM has raised \$41.6 towards the campaign which is 35% of the goal. Our goal is to raise \$14 million this year based on our prospect list and planned solicitations. Board member emeritus Jim Lovell agreed to serve as the Honorary Chairman of the NASM Campaign.

A successful cultivation event with Secretary Clough and Ginny Clark was held in April in Atlanta at the Glovers' home. Special thanks was extended to Taylor Glover though he was unable to attend the meeting.

A short video highlighting NASM's internal video production capability was shown at the end of General Dailey's remarks.

Nominations Committee Report - Jim Guyette, Chairman

As David Joyce was unable to attend, Jim Guyette presented the Nominations Report. Mr. Guyette noted that the NASM Board charter allows for 32 members but that they are keeping the number closer to 25. There are 26 current members with 8 members set to rotate off. Exemption 5 nominations to the Board were passed. Exemption 5

name was placed at the top of the list for nomination, which the Board passed unanimously.

Break - 10:00 AM - 10:15 AM

Board members visited Solar Impulse during the break.

"Hosting Heroes" - Kori Chisham, Chair, Visitor Services Division

Hosting Heroes is a NASM project to bring disabled veterans to the Museums for tours and lectures. We are reassessing the program to make a significant impact on all veterans in the metro area and around the country. Sponsors have included Lockheed Martin Corporation, Thomas W. Haas Foundation and BAE Systems.

We are now working with Iraq and Afghanistan Veterans of America (IAVA), Operation Homefront, Veterans affairs hospitals and Honor Flight Groups. Programs have included tours, free movies, lunches and lectures and we have received great feedback. One of the most memorable was the motivational talk from Staff Sargent Johnny Jones, USMC, who lost both his legs in Afghanistan. Many attendees were noticeably emotional and spoke about their experiences in war for the first time.

Advancement Committee Report - John Plueger, Vice Chairman

As Jack Pelton was unable to attend, John Plueger presented the Advancement Committee Report. We have raised \$11.1 million of our \$14 million for FY2013 which constitutes 79% of our goal. This count encompasses major gifts, membership, Wall of Honor and Special Event revenue. The Exemption 6 donation from the Thomas Haas Foundation gave a tremendous boost towards our goal. Special thanks was extended to David Storch for his and AAR Corporation's gifts in support of educational programs.

Revenue from the National Air and Space Society increased by 16% this year for a total of \$105,083 compared to the same period in FY2012. A dedicated panel for former Piedmont Airlines employees pushed total revenue for the Wall of Honor up to 124% over last year.

Online giving has increased over last 5 years and currently revenue is up 32% over last year. To continue its growth, we are working with Ford Motor Company to encourage people to upload their family photos of their visit to the Museum for a program called *America's Family Album*. For each picture, Ford will donate Exemption 6. We expect this program to generate thousands of contacts and email addresses. We will then reach out to those people and encourage them to become supporters.

The Smithsonian Campaign Kickoff weekend is October 16-19, 2014. We are still in the quiet phase of the Campaign and plan to go public when we are closer to the goal at around 60%-70%. The Campaign Kickoff Weekend will include the Smithsonian Ingenuity Awards, Campaign-themed programming, and a gala dinner. NASM will be featured throughout the weekend and is playing a big role in its planning. As the Chair of the NASM Advancement Committee, Mr. Pelton serves on the Smithsonian Campaign Steering Committee that meets regularly. The Committee met on May 22 and NASM was well represented as Christine Udvar-Hazy was a key participant. She was interviewed by Campaign Co-chair Alan Spoon as part of a discussion of volunteer roles in the Campaign.

Mr. Plueger challenged the Board members to surpass the other SI museums Campaign tally by the next meeting.

Mr. Plueger thanked the Advancement Committee and all Board members for their participation in the exercise that defined NASM's "big ideas" for the Campaign. NASM's Above and Beyond Initiative will raise funds that will enable NASM to:

- Support and maintain NASM's aging structures and use the renovations to extend educational outreach with new technologies.
- Share the rich stories of the individuals who have shaped aerospace history.
- Sponsor specific galleries for renovation. Three galleries, *Milestones of Flight*, *Apollo to the Moon* and *Exploring the Planets* are the current exhibitions in need of updating.
- Support education programs including the Explainers Program, Intern Program and an endowment to web broadcasting. Other possible projects include the building of dedicated learning centers for young children at the Mall building and the Udvar-Hazy Center.
- Endow staff positions such as the Director's position, Chair of Aeronautics, Space History and the Center of Earth and Planetary Studies.
- Use technology to expand the visitors experience through social media, crowdsourcing and aps with an emphasis on education.

NASM Website Re-Design - Vicki Portway, Chair, Web & New Media Division

The new NASM website launched on Monday, June 24. We have made improvements in helping visitors plan for trip and to understand that there are two museum locations. Visitors can print out maps and make tour reservations. Google Translate is also integrated to allow visitors who speak a language other than English to have full access to the site.

Other notable items are behind the scenes stories, blog posts and exhibition highlights. The content has been completely reworked to make it easier to locate and browse for information with a concentration on viewer accessibility.

Improvements have also been made in the Collections records. Items can be searched straight from the website whereas previously a different website had to be accessed. The connect section of the site encourages visitors to leave feedback and get involved with the Museum.

Old Business - Jim Guyette

2013 Board meeting dates: October 8-9

2014 Board meeting dates: February 4-5; June 10-11; October 7-8

2015 Board meeting dates: February 3-4; June 9-10; October 13-14

Upcoming events:

October 17, GE Lecture with Steve and Steven Hinton, NMB

November 15, Flight Jacket Night with Colonel Rich Graham, USAF (Ret.), UHC

November 21, 10th Anniversary Dinner, UHC

January 25, 2014, 10th Anniversary Family Day, UHC

October 16-19, 2014, Smithsonian Campaign Launch Weekend

March 26, NASM Trophy Dinner, NMB

New Business - Jim Guyette

Meeting Adjourned

At 11:15 AM, the Board meeting convened and boxed lunches were made available. Board members participating in the Advancement Committee remained for a working lunch meeting.

National Air and Space Museum Board

*Present at June 26, 2013 meeting

Board Members:

Mr. James M. Guyette - Chair*
Mr. David L. Joyce - Vice Chair
Mr. David Bronczek
Mrs. Agnes M. Brown*
Mr. Joe Clark*
Mr. Edsel B. Ford, II
Mr. Stuart L. Fred*
Mr. Morton Funger *
Mr. S. Taylor Glover
Mr. Ralph D. Heath*
Mr. Shepard Hill *
Mr. Allan M. Holt*
Mr. Donald W. Kirlin
Mr. Rodney R. Lewis*
Mr. T. Alan McArtor
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin*
Ms. Linda A. Mills*
Mr. Robert A. Milton*
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. John L. Plueger*
Mr. Charles A. Roberston*
Dr. Richard Sugden*
Mr. David Storch*
Mr. Steve VanRoekel*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Kenneth E. Gazzola
Mr. Randall A. Greene
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley*
Mr. Robert James*
Mr. Clayton M. Jones
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Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman*

SI/NASM Staff

Members in attendance:

Dr. Wayne Clough
General John R. Dailey
Ms. Catharine A. Kualii
Dr. Roger D. Launius
Dr. Peter L. Jakab
Ms. Monecia H. Taylor
Ms. Sarah daSilva
Mr. Brian Frank
Ms. Anne McAllister
Mr. Christopher McClary
Ms. Jessica McNally
Mr. Christopher Pratt
Ms. Elizabeth Wilson

Presenters:

Ms. Kori Chisham
Ms. Victoria Portway

Smithsonian National Air and Space Museum Board Meeting**Wednesday, October 9, 2013****Hilton Dulles Washington Airport***(Due to the Federal Government shutdown, the meeting was moved from the Steven F. Udvar-Hazy Center)***Meeting Called to Order - Jim Guyette, Chairman**

The meeting was called to order early at 8:10 am. Mr. Guyette welcomed new members Joe Allen, Tom Haas, John Suttle and presented the "Ascent" pin designed by John Safer and a Wright Flyer paperweight to Tom Haas. Joe Allen and John Suttle were not able to attend. He introduced returning Advancement staff member Laura Gleason. The following Board members were congratulated on recent awards:

- Bruce Whitman received the National Aeronautical Association's 2013 Wesley L. McDonald Distinguished Statesman of Aviation Award.
- Bruce McCaw will receive the Pathfinder Award from the Museum of Flight in Seattle.
- Tom Haas received the University of New Hampshire's Hubbard Family Award for service to philanthropy.

"State of the Smithsonian" - Dr. Eva J. Pell, Under-Secretary for Science, Smithsonian

Eva Pell thanked the Board and said it was the most together and committed Board she had ever worked with and offered special thanks and admiration to Jim Guyette.

Dr. Pell commented on the disorienting nature of the shutdown. Trust employees are working and Federal employees for the most part are furloughed creating odd inequities between employees. With the building closures, special events have been cancelled and the stores are closed. This is a significant loss in both revenue streams. Smithsonian Enterprises stores and food concession showed a loss of \$400,000. Exemption 5

Dr. Pell reminded the Board that SI never received a 2013 or 2014 budget. Exemption 5

An online "open-mic" collected ideas from staff and a Director's retreat was held. Exemption 5

A hiring freeze for 90 days was immediately put in place. An early retirement buy-out has been offered but the most that can be offered is \$25,000. Exemption 5

Dr. Pell cited Secretary Wayne Clough's retirement and said we were lucky to have him. He made an immense contribution and was a positive influence putting the Smithsonian in a better position in image. Russell Reynolds is the firm hired to conduct the international search. Dr. Pell urged everyone to celebrate his accomplishments and be confident in finding someone who will do a great job.

Exemption 5

The Campaign goal is \$1.5B and the SI is at 60% of goal. A new Campaign Director has been hired, Cynthia Brandt Stover from Mills College and prior to that Stanford University. Prior to the Campaign, Dr. Pell said the Smithsonian averaged 21 people giving \$1M per year. Since the Campaign began there has been a 62% increase. First time million dollar donors have almost doubled from 12 to 23.

Allan McArtor asked last name of Campaign Director. Dr. Pell clarified Cynthia Brandt Stover. Tom Pumpelly asked if NASM could cover its own expenses as a “stand-alone”. Dr. Pell and General Dailey said no and added that NASM provides 44.6% of all retail to SI with a 1/3 going to SE, NASM and SI each.

Mr. Guyette asked Dr. Pell to convey to Dr. Clough the Board’s appreciation for his leadership.

“State of the Museum” - General Jack Dailey, Director, NASM

First Jack Dailey shared highlights of the NASM lecture and activities program.

- The Student Spaceflight Experiment Program
- *Moving Beyond Earth* program featuring astronaut Dr. Thomas Marshburn
- Mars Day! sponsored by BAE Systems
- The opening of “High Art”, “Suited for Space” and “Searching for Goldilocks” in the Flight and the Arts gallery
- Super Science Saturdays, sponsored by FBR, held at the Udvar-Hazy Center in July, August and September.
- The 14th annual NASM Director’s dinner during AirVenture in Oshkosh
- The opening of the exhibit of Leonardo da Vinci’s Codex on the Flight of Birds
- “Ask Me Anything” curator program on the website Reddit
- #SuitedforSpace Social featuring former astronauts T.K. Mattingly and Tom Jones

General Dailey shared recent staff awards and honors. Jean DeStefano, Manager for Lectures and Seminars, has been selected for the Palmer Leadership Development Program. Brian Frank, Executive Assistant, and Jeremy Kinney, an Aeronautics Curator, have been selected for the Emerging Leaders Development Program. These important programs are the Smithsonian’s response to giving employees professional development, training, and mentoring. Margy Natalie and her husband, Ron, were named Vintage Volunteers of the Year at AirVenture. Jim Zimbelman will be awarded the Ronald Greeley Award for Distinguished Service given by the Planetary Geology Division (PGD) of the Geological Society of America. *Flight School: On the Red Planet* has received a local Emmy in the best instructional video category. The broadcast was funded by the Gertrude E. Skelly Foundation.

General Dailey presented the latest campaign fundraising totals and indicated that Jack Pelton will deliver a more detailed advancement report later in the meeting. Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

In future programming news, the Board was shown an image of *The Incredible Bionic Man*. This “artificial human” will be installed in the *Moving Beyond Earth* gallery for a short-term exhibit. General Dailey confirmed that thanks to the Board’s financial leadership the WiFi installation is complete and available to the public at both locations. CoPilot the Udvar-Hazy Center’s first mobile experience is now available and Meg Caulk will provide a demo later.

General Dailey presented the results of this year’s employee perspective survey which had a high Participation rate of 61%. NASM scores consistently and significantly higher than Smithsonian-wide scores. He stated that NASM will ensure that staff receive appropriate training and confirmed that the Leadership Team is committed to stabilizing the performance management process.

In conclusion, General Dailey addressed the Museum’s master building plans. As a part of the process for the Mall building, a study was performed on building envelope improvements as well as a necessary replacement of the mechanical systems. NASM has some serious issues that must be addressed. He shared a map of the Udvar-Hazy Center showing the next areas of priority there. The Smithsonian also plans to build the Smithsonian Dulles Storage Complex on the property. General Dailey indicated that there was not yet a start date for construction but he didn’t think before 2017. Although it was NASM’s intention to be fully moved out of the Garber Facility that will not happen. Until more storage space is provided, the UHC is not large enough due to the addition of revenue-generating features like the theater and the gift shop. Approximately one hundred planes remain at Garber. The EPA air issues at UCH were also discussed, OFEO has hired a contractor to manage the permit process.

Nominations Committee Report - David Joyce, Vice Chairman

Mr. Guyette presented the slate of officers for the next two years. Their first meeting will be February 4-5, 2014. By unanimous vote the following officers were confirmed: David Joyce, Chairman; John Plueger, Vice Chairman and Nominations Committee Chairman; and Ralph Heath, Chairman of the Advancement Committee.

David Joyce welcomed the new members and reviewed the status of the current board. There are 29 members; 8 members are completing their 2nd term and were acknowledged. Two, Bruce McCaw and Ralph Heath, will be reappointed. The nomination of Gregory McAdoo of Alamo, CA was unanimously passed.

Mr. Joyce thanked the nominations committee members for their service: Herb Kelleher, Steve Loranger, Stuart Fred, Randy Greene, Jim Guyette, Jamie McJunkin and Jack Dailey (ex-officio).

Advancement Committee Report - Jack Pelton, Chair Advancement Committee

Jack Pelton reminded the Board that the goal for this past fiscal year was \$14M. He stated that the goal had been exceeded and that \$7.7 million of the amount raised are endowment gifts, a major focus of the Campaign.

He listed several special gifts that have come in since the June meeting:

- A **Exemption 6** gift from Board Member Rich Sugden and his wife, Sue. Their endowment gift is in honor of F-14 pilot Christopher “Boomer” Wilson and will support education and exhibitions.
- United Launch Alliance has made a **Ex 6** donation to sponsor the Exploring Space lecture series.

- BAE Systems, Pratt & Whitney, Atlas Air and L-3 have all committed to support the Trophy Awards ceremony. This is a new gift from L-3.
- PNC has made another Ex 6 gift in support of our early education programs.
- FBR is going to sponsor Udvar-Hazy Center Open House tours for the next two years.

Mr. Pelton announced that National Air and Space Society and Wall of Honor revenue has again exceeded the million dollar mark. Overall total revenue is up by about 7% over FY12, with a couple of weeks of revenue not yet included. The biggest increase is from the Wall of Honor; revenue from renewing members is up as well. Mr. Pelton highlighted several NASS event offerings including the Member Evening for the DaVinci Codex on the Flight of Birds that was very well received and the Society's Vice Admiral Donald D. Engen Flight Jacket Night on Friday, November 15. It will be at the Hazy Center this year and will feature Col. Richard Graham, SR-71 pilot, author and friend to the Museum. He also shared that an Air and Space Society Facebook Group has been launched so members can better connect with each other and deepen their relationship with NASM.

Mr. Pelton reminded the Board the public launch of the Smithsonian-wide Campaign will be next October and that our goal is \$120M. He indicated that a rough-cut of a NASM-version of the Smithsonian Campaign video would be shown at the end of his report. Jim Lovell came to the Museum to do some filming for the video in his role as the Honorary Chair of our Campaign and he remains willing to assist us in our efforts in other ways as well. [REDACTED]

Exemption 5 [REDACTED]
[REDACTED]
[REDACTED]

Mr. Pelton recognized the members of the Advancement Committee: John Plueger (Vice-Chair), Javier Arango, Max Chapman, Joe Clark, Stuart Fred, Morton Funger, Taylor Glover, Ralph Heath, Allan Holt, Bruce McCaw, Roger Percy, Robert Pittman, Jim Guyette and Jack Dailey (ex-officio).

Michael Allio of Allio Associates introduced the new NASM Campaign videos which can be shown as two separate videos or as one piece. Mo Taylor further described the thought process behind the videos and the potential uses. Tom Haas recommended a call to action such as a "donate" button at the end. Bob James said that the 2nd video provided more excitement and a faster tempo and would be more suited for a younger generation. He described the 1st video as more scholarly and historical. Allan McArtor asked what the roll-out plans were and indicated a preview would be a useful tool for Members. *(Note: a link to these videos was subsequently sent by e-mail to all Members. The link is: <http://smithsoniancampaign.wistia.com/medias/5c2yzqxy80>)*

Mr. Guyette thanked Jack Pelton for his service and presented a special Wright Flyer crystal cube.

Break - A fifteen minute break took place from 9:45 am to 10:00 am.

As the meeting reconvened, the videos were shown again and received further positive reaction. Mr. James clarified his remarks regarding the different target audiences for each of the videos. Mr. MacArtor agreed with Mr. James and suggested we include an example of interactivity.

Leonardo da Vinci's Codex on the Flight of Birds - Peter Jakab, Chief Curator

Peter Jakab provided an overview of the exhibit located in the Wright Brothers gallery and shared several images. He highlighted the fact that a digitized version of the Codex was carried to Mars on the *Curiosity* rover. Dr. Jakab then offered a summary of Leonardo da Vinci's work and importance and the context of the Codex. In the first 18 days, there were 62,000 visitors which equals roughly half the people that have been in the Museum on any given day.

UHC Mobile Demonstration - Meg Caulk, Director of Strategic Planning for External Affairs

Mr. Guyette stated that Vicki Portway was scheduled to give this demonstration but she is a federal furloughed employee so Meg Caulk has agreed to step in. Ms. Caulk gave a demonstration of Hazy's new mobile experience, CoPilot. (<http://copilot.si.edu>) She clarified this is a web-based experience and not a native app. She stated that this is a prototype and feedback is welcome; next steps like the ability to save your favorite objects and build your own tour are in the works. She pointed out that CoPilot's map does not offer wayfinding at this time. Mr. James asked

Exemption 5

Ms. Caulk answered

Exemption 5

Steve VanRoekel also added

Exemption 5

General Dailey reminded the Board that

Exemption 5

Linda Mills suggested

Exemption 5

Old Business - Jim Guyette

2014 Board meeting dates: February 4-5; June 10-11; October 7-8

2015 Board meeting dates: February 3-4; June 9-10; October 13-14

Upcoming events:

October 17, GE Lecture with Steve and Steven Hinton, NMB

November 15, Flight Jacket Night with Colonel Rich Graham, USAF (Ret.), UHC

November 21, 10th Anniversary Dinner, UHC

January 25, 2014, 10th Anniversary Family Day, UHC

October 16-19, 2014, Smithsonian Campaign Launch Weekend

March 26, NASM Trophy Dinner, NMB

New Business - Jim Guyette

Mr. Guyette presented framed emeritus certificates to Agnes Brown, Jack Pelton and Roger Percy. Edsel Ford, Rod Lewis, Taylor Glover and Rich Sugden could not attend and their certificates will be mailed to them. He then presented the Chair's joystick to Mr. Joyce.

Mr. Joyce and General Dailey expressed their gratitude to Mr. Guyette and presented him with a satirical *Air & Space* magazine cover and a replica of the *Ascent* sculpture created and provided by emeritus board member, John Safer.

Meeting Adjourned

At 11:20 am, the Board meeting adjourned and boxed lunches were made available.

National Air and Space Museum Board

*Present at October 9, 2013 meeting

Board Members:

Mr. James M. Guyette - Chair*
Mr. David L. Joyce - Vice Chair*
Dr. Joseph Allen
Mr. David Bronczek
Mrs. Agnes M. Brown*
Mr. Joe Clark
Mr. Edsel B. Ford, II
Mr. Stuart L. Fred*
Mr. Morton Funger*
Mr. S. Taylor Glover
Mr. Thomas W. Haas*
Mr. Ralph D. Heath
Mr. Shepard Hill*
Mr. Allan M. Holt*
Mr. Donald W. Kirlin*
Mr. Rodney R. Lewis
Mr. T. Alan McArtor*
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin
Ms. Linda A. Mills*
Mr. Robert A. Milton
Mr. Jack J. Pelton*
Mr. Roger D. Percy*
Mr. John L. Plueger*
Mr. Charles A. Robertson
Dr. Richard Sugden
Mr. John Suttle
Mr. David Storch
Mr. Steve VanRoekel*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Kenneth E. Gazzola
Mr. Randall A. Greene
Mr. John T. Hazel
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly*
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman*

SI/NASM Staff

Members in attendance:

Dr. Eva J. Pell
General John R. Dailey
Ms. Catharine A. Kualii
Dr. Peter L. Jakab
Ms. Monecia H. Taylor
Ms. Anne McAllister
Ms. Elizabeth Wilson
Ms. Jessica McNally
Ms. Laura Gleason

Presenters:

Ms. Meg Caulk

**Smithsonian National Air and Space Museum Board Meeting
Wednesday, February 5, 2014
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order – David Joyce, Chairman

The meeting was called to order at 8:15 AM. Mr. Joyce welcomed four new members; Mr. Frederico Curado, Mr. Gregory McAdoo, Mr. H. Ross Perot, Jr., and Mr. John Suttle and all were presented with the NASM Board pin and Wright Flyer cube. Mr. Joyce congratulated Allan McArtor and David Hurley for their recent induction into the Living Legends of Aviation. Bruce Whitman was awarded the Lifetime Aviation Industry Leader Award by the Living Legends of Aviation.

“State of the Museum” – Jack Dailey, Director, NASM

General Dailey shared that the Museum had a full schedule of family days and education programming since the last Board meeting including: Super Science Saturdays sponsored by FBR, Geography Awareness Week, Astronomy Chats in the Phoebe Waterman Haas Public Observatory and the popular Air & Scare event at the Hazy Center. In November, the National Air and Space Society hosted it’s annual Vice Admiral Donald Engen Flight Jacket night. In December we held the GE lecture with Steve and Steven Hinton that was rescheduled due to the Federal government shutdown. Programming in the Moving Beyond Earth gallery continues to be a success. We celebrated the 10th Anniversary of the Udvar-Hazy Center with a dinner and a public family day. Roughly 6000 visitors came to enjoy our Open House in January sponsored by FBR. There were also ten of the Museum’s social media followers invited to cover the activities. We reached 1.5 million people who saw tweets using the event hashtag #UHC10.

Last month NASM opened the exhibit *Spirit and Opportunity: 10 Years Roving Across Mars* which traces the history of the MER mission through photographs taken by cameras on the rovers.

In Web and New Media activities, NASM held its second Reddit “Ask me Anything” online Q&A session. Tom Crouch and Peter Jakab answered over 100 questions from the public about the Wright brothers. The flash mob performance by the U.S. Air Force Band received an overwhelming response from the public. More than 2.5 million have viewed the flash mob on YouTube and over 5 million saw the Twitter post. There were 396 independent media hits with a circulation of over 270 million making the ad value of this event approximately \$2.5 million.

Mashable.com featured the Museum’s Pinterest account as one of “8 Incredible Museums Sharing on Pinterest” noting “a great combination of educational facts and flights of fancy.” This piece also highlighted the still photos from the Phoebe Waterman Haas Public Observatory.

In December, the California Science Center in Los Angeles co-hosted a Smithsonian program with speaker Roger Launius, NASM associate director for collections and curatorial affairs. Regional events are proving to be effective. If Board members are interested in sponsoring an event in their area, please contact Meg Caulk. NASM would like to host events in: Los Angeles, Seattle, Florida, Texas and New York.

The federal budget was approved. The Smithsonian's fiscal year 2014 federal appropriation totals \$805 million -- 30 million above the sequestered FY 2013 budget of \$775 million. General Dailey reported there will be no shutdowns or furloughs. NASM now has all final permits approved for the Restoration Shop at the Udvar-Hazy Center.

Peter Jakab has led an extensive study on NASM exhibition planning. The Exhibition Plan will be a valuable tool in moving our exhibition program forward. It is intended to provide an overall framework for both content development and best practices for implementation of effective exhibitions and positive visitor experiences.

Nominations Committee Report – John Plueger, Vice Chairman

Mr. Plueger welcomed the new members and reiterated that the Board is maintaining 24 current members out of 32 allowed in order keep it manageable. The NASM Board is in need of more diversity and everyone was encouraged to seek out potential new members to broaden the ethnic, locality and gender inequality. Of the existing Board members, 40% are in the DC metro area. Historically, it has always been important to have strong representation on the west coast given the strong ties to aviation in this region and the fact that a large % of our donations come from this area. Our highest concentration of prospects include:

- Exemption 5 [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

We do not have any current members in NY, which historically has also been an important region for fundraising.

Advancement Committee Report – Ralph Heath

Our goal for this fiscal year is \$15M. We have currently raised \$1.7 million towards that goal. By comparison, we were at \$3.2M after the first quarter last year. \$107,000 of the amount raised are gifts to the Endowment, which will be a major focus on the Campaign. Unfortunately, we had to return almost \$130,000 in Special Events donations due to the government shutdown.

Some notable gifts we have received since the October meeting include:

- The ALCOA Foundation is sponsoring the development of an app and website featuring the Wright Brothers with a gift of Ex 6 [REDACTED].

- Travis Engen made a year-end, unrestricted gift of Ex 6
- Our thanks again this year to Allan Holt for his gift of Ex 6 in support of the NASM Trophy Awards ceremony.

We received a verbal commitment of Ex 6 from McDonald's to sponsor education programs. Overall the National Air and Space Society/Wall of Honor program revenue is up by 28% over the first quarter of FY13, which bodes well for another year over the million dollar mark. (Of additional note: We implemented a new software, Kimbia, for online donation forms this fall. That, along with electronic renewal notices and a revamped website, have resulted in almost doubling the donations and revenue generated online over the first quarter last year.)

We have raised \$76.8 million toward our Campaign goal of \$120 million. That puts NASM at 64% of our goal. Our objectives regarding the National Campaign are to refresh facilities and begin taking all of NASM to the next level by enhancing relevance to the next generation and extending the reach beyond DC to the rest of the country and globally. The focus in the future will be the aging Mall building which is 38 years old. 11 out of 18 exhibits (60%) are original to the Museum's opening in 1976. Only 6 out of 18 exhibits (33%) feature technology-driven interactives. Only 4 out of 18 exhibits (22%) have dedicated learning spaces. NASM is planning to update the *Apollo to the Moon* gallery to coincide with the 50th anniversary of Apollo 11 and make NASM the touchstone for the celebrations commemorating the milestone.

Other priorities include:

- Endow NASM's Director position
- Attract world-class educators through endowed chairs.
- Launch an early childhood education program at the Udvar-Hazy Center.
- Prototype extended reach through alliance with regional museums (e.g.: Seattle, Dallas, Chicago, Atlanta)

Tom Haas reminded the group about Campaign support from the NASM Board. Some members (7 out of 25 active members) have already made personal Campaign gifts and/or facilitated Campaign gifts from others. As we prepare for the public launch of the Campaign, Mr. Heath and Mr. Haas encouraged the members to think about how they would like to contribute to its success so that there is 100% board participation.

Explainers Program Overview – Michael Hulslander, Manager of On-Site Learning

Mr. Hulslander stated the Explainers Program has been employing part-time student educators from the DC metro area to engage Museum visitors for more than 21 years. The program hires high school and college students to help visitors better understand the Museum's artifacts and exhibitions through hands-on programming. Explainers also engage visitors on the How Things Fly website.

- Almost 1.6 million visitors have attended hands-on demonstrations since 1996.
- Almost 435,000 visitors have participated in intimate pocket science experiences since 2009.
- Explainers have interacted with more than 800,000 visitors during Discovery Stations since 1996.
- Almost 55,000 visitors have experienced UHC interactives since the beginning of 2013 with the help of Explainers.

- Explainers have engaged almost 20,000 visitors offsite since 2009.

Break and Photo– 10:10 AM – 10:30 AM

***Spirit & Opportunity: 10 Years Roving Across Mars* – John Grant, Center of Earth and Planetary Studies**

Dr. Grant gave an overview on NASM's new exhibit which displays 50 images collected from the Mars rovers *Spirit* and *Opportunity* as well as a scale model of the rover. The exhibition was put together through the cooperation of NASM, Cornell University, Cal Tech and NASA and was featured in many news broadcasts including BBC World. Media coverage even included CBS News with Scott Pelley that night. The exhibit is scheduled to close on August 18.

Mobile Update – Vicki Portway, Chair, Web & New Media Division

Ms. Portway gave an update on NASM's mobile site, COPILOT which was launched alongside a website restructuring and has generated a lot of positive feedback from the public. The goal is to have 100 objects with complete details available to the public through COPILOT by the 40th anniversary of NASM in 2016. Exemption 5

[REDACTED]

Old Business – David Joyce, Chairman

- 2014 Board meeting dates: June 10-11; October 7-8
- 2015 Board meeting dates: February 3-4; June 9-10; October 13-14
- Upcoming events:
 - March 13, April 8, May 14, June 18 -- Exploring Space Lecture Series sponsored by Aerojet, Rocketdyne and United Launch Alliance, NMB
 - March 14 – NASS Space Shuttle Missions and Memories Lecture, UHC
 - March 26 - NASM Trophy Awards Dinner sponsored by The Hillside Foundation, BAE Systems, Atlas Air, L-3, The Claude Moore Charitable Foundation, Pratt & Whitney, NMB
 - October 17 -- NASS Flight Jacket Night with Jim Lovell, NMB
 - October 16-19, Smithsonian Campaign Launch Weekend

Meeting Adjourned

At 11:30 AM, the Board meeting convened. Board members participating in the Advancement Committee remained for a working lunch meeting.

National Air and Space Museum Board

*Present at February 5, 2014 meeting

Board Members:

Mr. David L. Joyce - Chair*
Dr. Joseph P. Allen IV
Mr. David Bronczek
Mr. Joe Clark*
Mr. Frederico P.F. Curado*
Mr. Stuart L. Fred*
Mr. Morton FUNGER*
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Mr. Shepard Hill*
Mr. Allan M. Holt*
Mr. Donald W. Kirlin*
Mr. Gregory L. McAdoo*
Mr. T. Alan McArtor
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin
Ms. Linda A. Mills*
Mr. Robert A. Milton
Mr. H. Ross Perot, Jr.*
Mr. John L. Plueger*
Mr. Charles A. Roberston
Mr. David Storch
Mr. John Suttle*
Mr. Steve VanRoekel*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan, USN
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola*
Mr. S. Taylor Glover
Mr. Randall A. Greene
Mr. James M. Guyette*
Mr. David R. Hinson
Mr. David C. Hurley*
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis*
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly*
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Dr. Richard Sugden
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce N. Whitman*

SI/NASM Staff

General John R. Dailey*
Dr. Peter L. Jakab*
Ms. Cathy Kualii
Dr. Roger D. Launius*
Ms. Monecia H. Taylor*
Mr. Brian Frank*
Ms. Laura Gleason *
Ms. Anne McAllister*
Mr. Christopher McClary*
Ms. Jessica McNally*
Ms. Elizabeth Wilson*

Presenters:

Mr. Michael Hulslander*
Ms. Victoria Portway*
Dr. John Grant*



..... NATIONAL AIR AND SPACE MUSEUM BOARD

**Smithsonian National Air and Space Museum Board Meeting
Wednesday, June 11, 2014
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - David Joyce, Chairman

The meeting was called to order at 8:15 AM. Mr. Joyce welcomed Neil Cohen and Paul Wood and presented them with Board pins crafted by John Safer.

Mr. Joyce thanked Ralph Heath and Steve VanRoekel for their work with the Future State Task Force. He stated that we are at a precipice where a really talented group of Board members and leadership are excited about creating a future vision for NASM that uses technology to increase its relevance as the premier curator of historical artifacts for our industry, and an essential source of inspiration as to what mankind can accomplish with science and technology applied to air and space.

“State of the Smithsonian” - Dr. F. John Kress, Interim Under Secretary for Science, Smithsonian Institution

Dr. Kress spoke about the innovations in science at the Smithsonian which is the most comprehensive approach to scientific research anywhere in the world. He outlined the Grand Challenges and how through this grassroots effort, Smithsonian scientists are collaborating on their research to bring different fields together to complement their work. Dr. Kress acknowledged the encouragement by Dr. Clough and General Dailey in promoting SI employees to work together and establish lasting partnerships that will continue to create exciting discoveries.

Future State Task Force Update - Steve VanRoekel, Chair, Task Force

Mr. VanRoekel introduced the members of the technical advisory team that he assembled. (See attachment for team member names and bios.) He stated that through their research they have been trying to answer the question, “how are we captivating young minds?” He reviewed that the goal of the Task Force is to assess current process, procedures and tactics to recommend to the board a set of concrete actions to:

- Exemption 5 [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

The Advisory Team spent time at the Mall and UHC to take an initial baseline assessment. After speaking with Board members, staff and visitors, they reported the conclusions that many things work well but barriers exist; the NASM brand is a huge asset but also an impediment as there are concerns over degrading the brand; there are physical and financial constraints that must be addressed; the best approach is to start on one or more pilots and

adjust along the way. The Advisory Team found that there are plentiful opportunities in the Museum with a huge depth of relationships it can establish with its visitors. Mr. VanRoekel shared examples of the “Art of the Possible” and reviewed the challenges NASM faces.

Mr. VanRoekel’s presentation concluded with next step recommendations including selecting a pilot(s) and defining the future state to be implemented; evaluating/chartering outside expertise to help; and identifying specific policy changes and resource needs as soon as possible.

Break - 9:30AM - 9:35 AM

“State of the Museum” - General Jack Dailey, Director, NASM

We have had a full schedule of Spring education programming including several Heritage Series Family Days which were sponsored by Northrop Grumman, Space Day sponsored by Lockheed Martin, Time and Navigation Family Day made possible by Northrop Grumman Corporation; Exelis Inc.; Honeywell; National Geospatial-Intelligence Agency; U.S. Department of Transportation; Magellan GPS; National Coordination Office for Space-Based Positioning, Navigation & Timing; Rockwell Collins; and Institute of Navigation, National Robotics Week and Super Science Saturday: Astronomy sponsored by FBR.

NASM will host Become a Pilot Day on June 14 sponsored by Booz Allen Hamilton and WTOG. The staff also organized two important conferences: the Mutual Concerns of Air and Space Museum Conference and the Aluminum: History, Technology and Conservation Conference. NASM sponsored the Mutual Concerns of Air and Space Museums Conference in Washington, D.C. More than 200 individuals, largely museum professionals, representing 90 organizations attended this bi-annual conference.

Our Spring series of lectures on the Mall was very successful and included the Charles A. Lindbergh Memorial Lecture sponsored by United Technologies, Sikorsky and Pratt & Whitney with Norm Augustine, the Exploring Space Series sponsored by ULA and Aerojet Rocketdyne, a GE Aviation Lecture with the Red Bull Stratos Team and the John N. Bahcall lecture with Dr. Brian Greene.

The National Air and Space Society held an evening program at the Udvar-Hazy Center. Space History curator Valerie Neal moderated a program on “Shuttle Missions and Memories” with former astronauts Captain Robert Crippen and Dr. Sandra Magnus, and former flight director and Space Shuttle program manager Wayne Hale Jr. The 2014 NASM Trophy Awards ceremony, sponsored by the Hillside Foundation, BAE Systems, Atlas Air Worldwide, The Claude Moore Charitable Foundation, L-3 Communications, and Pratt & Whitney, took place on the evening of March 26th. This year’s winners included: Norman R. Augustine for Lifetime Achievement and the Dawn Flight Team for Current Achievement.

Members of the Engen family and several Board members were able to join us as we celebrated a Museum milestone at the Udvar-Hazy Center, installing the first aircraft restored in the Mary Baker Engen Restoration Hangar - the Curtiss SB2C-5 *Helldiver*. The Martin B-26 bomber *Flak Bait* will be restored next.

In May we celebrated the generous  gift from Boeing and unveiled the new Boeing Milestones of Flight Hall sign.

In Web and New Media activities, NASM has ongoing social engagement in play for the Milestones of Flight renovation. This is leading up to when the actual renovations get going and we can share updates and photos of that work. During Become A Pilot Day, we will host our annual Social event, formerly called a tweet-up. Later this summer, the Museum will launch its first app for children, called "Pilot Pals". "Pilot Pals" is designed for children ages 4-6 and teaches concepts from the early learners section of the *Barron Hilton Pioneers of Flight Gallery* through a series of illustrated and animated games.

Exemption 5

Fairfax County has established bus service to the Hazy Center. The Fairfax Board of Supervisors just voted to approve Connector 983 service which will shuttle riders from Northern Virginia to Dulles Airport and the Hazy Center. With this bus service and the eventual Silver line metro train, we will be able to target visitors to our Washington building- enabling them to experience both National Air and Space Museum buildings in one day- as well as people at Dulles Airport, and tourists.

Nominations Committee Report - John Plueger, Chairman

Mr. Plueger thanked the Board members for their recommendations and for the robust conversations. Exemption 5

The Board is currently at 26 members out of a possible 32. Ex. 5 were put up for nomination to the Board and were passed unanimously.

Advancement Committee Report - Ralph Heath, Vice Chairman

NASM has raised almost \$80 million toward our Campaign goal of \$120 million. That puts NASM at 67% of our goal. This coming October, the Smithsonian will be celebrating our Campaign Kickoff and the beginning of the "public phase" of the campaign. NASM Board members can play a crucial role during this time. Mr. Heath encouraged all board members to make an annual gift before the public phase Kickoff in October. It is important that NASM can reflect 100% participation from our board at that time. NASM needs the full commitment of its board to help inspire philanthropy in others. NASM is hosting Flight Jacket Night as part of the weekend and we hope to see many board members there this year to help launch the Campaign in style.

We have raised almost \$5 million for this fiscal year. \$1.2 million of the amount raised are gifts to the Endowment, which will be a major focus on the Campaign.

Dr. Nancy Stone announced a planned gift of Exemption 6 to support astronomy programming. Norfolk Charitable Trust committed Exemption 6 for the Kendall Collection of early-ballooning artifacts. Former Chair of the Smithsonian Board of Regents, France Cordova, and her husband pledged a Ex 6 gift from in support of the Neil Armstrong/Sally Ride educational endowment.

We are still finalizing the details of a Exemption 6 gift from McDonald's to sponsor Educations programs and it is not reflected in the current FY totals.

NASM launched a summer campaign to promote Wall of Honor gifts. We are also producing the first National Air and Space Society Wall Calendar, which we anticipate will contribute to strong membership revenue and year-end donations this fall.

A big thanks to Morty Funger, for his most recent commitment to the Campaign. Morty's very generous gift will create an endowment to honor his son, Scott. Morty and his wife, Norma Lee are long-time supporters of NASM and the Smithsonian American Art Museum.

Another key part of our fundraising plan is to take NASM "on the road" and engage with major gift donors and prospects where they are. Regional events will play an important role in the Campaign. We are counting on Board members to suggest names of attendees and perhaps even host one of these events.

Smithsonian Campaign Update - Cynthia Brand-Stover, Smithsonian Campaign Director

The success of the Campaign is not a sure thing and there is still a lot of work to be done in order to ensure its success. Across the Smithsonian, Museum Boards have an 83% participation rate. The Campaign will kick off on October 17, 2014 and we expect 500-800 donors and potential donors to attend. On October 18, there will be a behind-the-scenes tour of the Udvar-Hazy Center. Advancement staff are distributing toolkits for the advancement officers to use to start conversations with potential donors. Please mark your calendars for October 17-18 and share any ideas you have for making it unforgettable and effective. We strive for 100% Board participation.

Boeing Milestones of Flight Hall Overview - F. Robert van der Linden, Chair, Aeronautics Department and Margaret Weitekamp - Curator, Space History Department

This exhibit is the first and last area of the Museum that visitors see so we need to make it memorable. The renovations to the Hall will be completed by July 2016 which is NASM's 40th anniversary and Boeing's 100th anniversary. The focus will be to inform visitors how aviation and spaceflight transformed the world. The group is still in the planning stages and ideas are still welcome for suggestions to make the Hall better.

Old Business - David Joyce

Mr. Joyce reiterated the importance of having 100% participation from the NASM Board members and encouraged everyone to make their annual gift by the next meeting. Below are some upcoming events;

- 2014 Board meeting dates: October 7-8
- 2015 Board meeting dates: February 3-4; June 9-10; October 13-14
- Upcoming events:
 - June 14 - Become a Pilot Family Day sponsored by Booz Allen Hamilton and WTOP
 - June 18 - Exploring Space Lecture by Madhulika Guhathakurta sponsored by Aerojet Rocketdyne and United Launch Alliance, NMB
 - June 26 - John H. Glenn Lecture in Space History by Brig. Gen. James McDivitt sponsored by Boeing, NMB
 - October 17 - NASS Flight Jacket Night with Cpt. Jim Lovell, NMB
 - October 17-19, Smithsonian Campaign Launch Weekend

Meeting Adjourned

At 11:10 AM, the Board meeting convened and boxed lunches were made available. Board members participating in the Future State Task Force remained for a working lunch meeting.

National Air and Space Museum Board

*Present at June 11, 2014 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. David Bronczek*
Mr. Joe Clark
Mr. Neil Cohen*
Mr. Frederico P.F. Curado*
Mr. Stuart L. Fred*
Mr. Morton Funger*
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Mr. Shepard W. Hill
Mr. Allan M. Holt*
Mr. David L. Joyce*
Mr. Donald W. Kirlin*
Mr. Gregory L. McAdoo*
Mr. T. Allan McArtor*
Mr. Bruce R. McCaw
Mr. Jameson J. McJunkin*
Ms. Linda A. Mills
Mr. Robert A. Milton*
Mr. H. Ross Perot, Jr.
Mr. John L. Plueger*
Mr. Charles A. Robertson*
Mr. David Storch*
Mr. John Suttle*
Mr. Steve VanRoekel*
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mrs. Dollie A. Cole
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola*
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly*
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer

Dr. Richard Sugden
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff Members and

Dr. W. John Kress*
Ms. Virginia Clark*
General John R. Dailey*
Ms. Cynthia Brandt-Stover*
Ms. Claire Brown*
Mr. Rick Flansburg*
Mr. Brian Frank*
Ms. Laura Gleason*
Ms. Marilyn Graskowiak*
Dr. Peter L. Jakab*
Ms. Catharine A. Kualii*
Dr. Roger D. Launius*
Ms. Anne McAllister*
Mr. Christopher McClary*
Ms. Jessica McNally*
Ms. Beatrice Mowry*
Ms. Victoria Portway*
Ms. Monecia H. Taylor*
Dr. F. Robert van der Linden*
Dr. Margaret Weitekamp*
Ms. Elizabeth Wilson*

Task Force Members:

Mr. Gray Brooks*
Ms. Alma Chapa*
Ms. Laura Lynch*
Mr. Dan McSwain*
Ms. Erie Meyer*



The meeting was called to order at 8:15 AM. Mr. Joyce thanked General Dailey for hosting the Board dinner and Bob James for the words he offered in honor of Dollie Cole. Mr. Joyce welcomed new Board members Meredith Siegfried and David Tolley and presented them with crystal paperweights and Board pins crafted by John Safer. He also recognized Allan Holt and Joe Clark as they are transitioning to emeritus status. Other announcements included calling attention to Steve VanRoekel's new position as Chief Innovation Officer with USAID, highlighting H. Ross Perot, Jr.'s support and efforts to fight Ebola, showing a clip of General Dailey's participation in a PBS piece honoring Senator John Glenn, and congratulating General Dailey for his recent nomination to the San Diego Museum Hall of Fame.

Dr. Kress spoke about the upcoming public launch of the Campaign for the Smithsonian Institution. He acknowledged General Dailey and the NASM Board for their commitment to ensuring the Museum's success as well as Dr. Clough's great leadership of the Smithsonian. Dr. Kress shared that the Campaign is progressing well but that there is still a lot to do following the public launch.

“State of the Museum” - General Jack Dailey, Director, NASM

Public activities since the Board last met include the 4th annual "Become a Pilot Day" at the Udvar-Hazy Center sponsored by Booz Allen Hamilton, WTOP, and Tom Pumpelly. The Mall building hosted "Discover the Moon day", a special Boeing family day in addition to the "Milestones in Aviation and Space Family Day: Making the World Smaller and the Universe Larger", "Women in Aerospace", and "We Share STEM: Connecting Across Cultures" Heritage Family Days sponsored by Northrop Grumman. Madhulika Guhathakurta gave the final lecture in the annual Exploring Space Lecture Series, sponsored by Aerojet and United Launch Alliance. "Let's Read, Let's Move" was a program put on in partnership with the US Department of Education which featured guests such as the Secretary of Education, the U.S. Attorney General, the White House Chief of Staff, and Miss America. The Museum hosted a group of Palestinian students, ages 14-17, participating in a STEM education program. The John H. Glenn Lecture in Space History and reception sponsored by Boeing featured Brigadier General Jim McDivitt. United Launch Alliance sponsored a lecture on the NASA New Horizon's mission. The Director's Dinner at Oshkosh featured a viewing of the NASM Campaign video and

was once again a success. Thank you to emeritus Board member Jack Pelton for welcoming the Museum and to Honorary Campaign Chair Jim Lovell for attending.

Web and New Media recognized the 30th anniversary of Space Shuttle *Discovery's* first launch with an online Q&A on Reddit with Curator Dr. Valerie Neal. The Udvar-Hazy Center mobile experience known as *COPILLOT* was updated to improve the visitor experience. Exemption 5

The Museum commemorated the 45th anniversary of Apollo 11 by live-tweeting the mission. On July 30, NASM interns staged an "Intern Takeover" on the Museum's social medial platforms. *Pilot Pals* is the Museum's first mobile app for kids and is based upon early learner activities in the *Barron Hilton Pioneers of Flight Gallery*. The *How Things Fly* "Rocket Lab" iPad app should be coming out in later in the fall. A blog post and photos were shared with our social media audiences the day after we moved the Star Trek starship Enterprise off display. Interest in the upcoming conservation work, as well as its eventual display in the *Boeing Milestones of Flight Hall*, was evident in their comments and the higher than average engagement with Museum blog posts.

Ridership for the Silver Line/Fairfax Connector in August (the first month of the service) is impressive and visitor numbers for the Hazy Center were up 10.9% over the previous August.

Dr. Roger Launius' recent study *Historical Analogs for the Stimulation of Space Commerce* has been published and recognized in a commentary in *Aviation Week & Space Technology*. Dr. Launius and Dr. David DeVorkin edited *Hubble's Legacy: Reflections by Those Who Dreamed It, Built It, and Observed the Universe with It*, which are now available. Space History curator Dr. Valerie Neal published *Discovery: Champion of the Space Shuttle Fleet*. Space History curator Dr. Michael Neufeld published *Transforming Solar System Exploration: The Origins of the Discovery Program, 1989-1993* and hosted a discussion for C-SPAN's Book TV with Jay Barbree, the author of *Neil Armstrong: A Life in Flight*. Tim Grove, chief of museum learning, was also on C-Span with a book discussion of *A Grizzly in the Mail and Other Adventures in American History*.

NASA released details of the funding levels to support the extended planetary missions approved by the Senior Review. All the missions that NASM's Center for Earth and Planetary Studies is involved with were extended.

NASM Board members continue to engage with various Museum activities in a variety of valuable ways. David Joyce addressed the Museum's supervisors at a recent Leadership Forum. He also brought with him, Ann Johnston, GE's Global Learning Leader to lead a discussion on change leadership within an organization. Both Jim Guyette and Steve VanRoekel spoke to Museum interns this summer providing valuable messages for the Millennial Generation.

The Museum has been working with Censeo Consulting to review process for project management. Censeo collaborated with six other Museums on this initiative including the Perot Museum. Thank you to Ross Perot for helping to facilitate that.

Planning for the renovated *Boeing Milestones of Flight Hall* is well underway and changes on the Museum floor have already occurred. The space will remain open as the Museum

undergoes revitalization. The *Destination Moon* gallery is also in its planning stages and will be built into the revitalization strategy.

The revitalization project will be completed in phases to allow sections of the building to remain available to the public as much as possible. The planning phase will take three years, now until mid-2017. Construction work is expected to begin in late 2017, with completion no earlier than 2022. All areas of the building will be affected. Recommendations from the feasibility study for the Dulles Collections Center Swing Space should be available later this month.

As a result of Board and Task Force recommendations, the Museum is undergoing an organizational realignment that will better position the NASM to achieve the vision and mission of the Museum for the future. The offices of Education Outreach, Lectures and Public Programs, Communications, Web and New Media and Publications will now be part of the External Affairs Directorate. A new internal position of director of the Office of Outreach to oversee these functions will be filled in the coming weeks.

Mr. Joyce stated that the Museum is structurally preparing for the revitalization by mobilizing staff to serve as advocates during the process.

Nominations Committee Report - John Plueger, Chairman

Mr. Plueger reminded the Board that members are elected for a term of three years with the eligibility of renewing for a second three year term. Transitioning to a second term is not automatic as the Board is seeking to retain engaged members. The Board is currently at 26 members out of a possible 32. Exemption 5

names were presented for nomination to the Board and passed unanimously. Their inclusion will bring the Board up to 30 members. Mr. Plueger encouraged the Board to continue to nominate candidates who will diversify the Board.

Restoration of *Flak-Bait* Presentation- Jeremy Kinney, Curator, Aeronautics

Dr. Kinney gave a history on the Martin B-26 Marauder *Flak-Bait* and shared the significant role it plays in the Museum's collection. *Flak-Bait* is currently undergoing conservation and preservation in the Mary Baker Engen Restoration Hangar. Upon completion, *Flak-Bait* will go on display near the entrance to the WWII section at the Udvar-Hazy Center and be used to share the story of the machines and people of WWII. Dr. Kinney invited Board members to see *Flak-Bait* on the floor of the Mary Baker Engen Restoration Hangar.

Tour of *Flak-Bait* and Break

Advancement Committee Report - Ralph Heath, Vice Chairman

Great fundraising progress was made during FY2014. Over \$10 million of the amount raised last year were gifts to the Endowment, which is a priority for the Museum. Highlights of the last quarter include several significant pledges to the Museum. Anne and Travis Engen made a Ex. 6 gift to establish an endowed Chair in Conservation and a fellowship program. Allan and Shelley Holt made Exemption 6 commitment that will endow educational programming for underperforming children. John Plueger and family pledged Exemption 6 gift to establish an endowment. Funding for two new temporary exhibitions was secured through a consortium of donors: *Outside the Spacecraft: 50 Years of EVA* (Omega, NASA, UTC and the National Air and Space Society) and *The Art of the Airport Tower* (National Air Traffic Controllers Association,

Air Traffic Control Association, Thales, SAAB, and Exelis). Thanks to Ken Gazzola for his assistance in making connections to some of the funders for this exhibition. The National Air and Space Society and Wall of Honor exceed their FY13 by 11%, generating over \$1.2 million. Mr. Heath announced that NASM is now at \$91 million, or 76%, of the \$120 million Campaign goal.

Adrienne Mars made a surprise announcement stating that she and John Mars would make a **Exemption 6** Campaign gift to endow the NASM director's position. She credited the effectiveness of the NASM Board and General Dailey's great leadership as their motivation to make the gift. Mr. Heath noted that the Campaign numbers in his report will need to be updated. Mrs. Mars received a standing ovation from the Board.

100% of Board members and 83% of emeritus members have made a contribution to NASM during the period of the Campaign.

Board members are encouraged to participate in upcoming regional Campaign events by either identifying qualified prospects or hosting an event. The preliminary schedule is as follows:

Exemption 5



Future State Task Force Update- Ralph Heath

Mr. Heath called the Board's attention to a note from Steve VanRoekel. He stated that the Task Force has already accomplished many goals and will continue to identify specific desired outcomes as they move forward.

Exemption 5



Envisioning Exhibits Beyond 2020- Roger Launius, Associate Director for Collections and Curatorial Affairs

Dr. Launius shared that the Museum formed a committee of curators in order to develop a vision for exhibits at the Museum after 2020. The committee identified a number of current exhibits that can be maintained, others that need to be reconstituted, and they also offered suggestions for new exhibitions. The Museum is now working to evaluate the committee's recommendations and reconcile these needs with the overall revitalization project.

Old Business - David Joyce

Mr. Joyce recognized Allan Holt's and Joe Clark's service to the Board and transition to emeritus status. He presented a framed certificate to Mr. Holt and one will be sent to Mr. Clark.

Wrap-up- General Dailey

General Dailey congratulated David Joyce on his induction to the National Academy of Engineers. He introduced two new staff members: Lindsey Jackson and Michael Garceau.

Below are some upcoming events;

- 2015 Board meeting dates: February 3-4; June 9-10; October 13-14
- Upcoming events:
 - October 17 - NASS Flight Jacket Night with Cpt. Jim Lovell, NMB
 - October 17-19, Smithsonian Campaign Launch Weekend
 - October 21, GE Aviation Lecture with Vice Admiral John P. Currier, USCG (Ret.), NMB
 - October 25, Air & Scare sponsored by Mars Chocolate North America, LLC, UHC
 - November 20, GE Aviation Lecture with Sergei I. Sikorsky, NMB
 - January 8, Opening of *Outside the Spacecraft: 50 Years of Extra-Vehicular Activity* exhibition, NMB

Meeting Adjourned

At 11:30 AM, the Board meeting convened and boxed lunches were made available. Board members participating in the Advancement Committee remained for a working lunch meeting.

National Air and Space Museum Board

*Present at October 8, 2014 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. David Bronczek
Mr. Joe Clark
Mr. Neil Cohen*
Mr. Frederico P.F. Curado*
Mr. Stuart L. Fred*
Mr. Morton FUNGER
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Mr. Shepard W. Hill*
Mr. Allan M. Holt*
Mr. David L. Joyce*
Mr. Donald W. Kirlin*
Mr. Gregory L. McAdoo*
Mr. T. Allan McArtor*
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin*
Ms. Linda A. Mills
Mr. Robert A. Milton*
Mr. H. Ross Perot, Jr.*
Mr. John L. Plueger*
Mr. Charles A. Robertson
Ms. Meredith R. Siegfried*
Mr. David Storch
Mr. John Suttle*
Mr. David Tolley*
Mr. Steve VanRoekel
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola*
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars*
Mr. Robert J. Mittman
Mr. Thomas G. Morr*
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly
Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer

Dr. Richard Sugden*
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff Members and

Dr. W. John Kress*
Ms. Virginia Clark*
General John R. Dailey*
Ms. Anne McAllister*
Ms. Kelly Bloom*
Ms. Claire Brown*
Ms. Meg Caulk*
Ms. Laura Gleason*
Mr. Michael Garceau*
Ms. Lindsey Jackson*
Dr. Peter L. Jakab*
Dr. Jeremy Kinny*
Ms. Cathy Kualii
Dr. Roger D. Launius*
Ms. Jessica McNally*
Ms. Monecia H. Taylor*
Ms. Elizabeth Wilson*



..... NATIONAL AIR AND SPACE MUSEUM BOARD

**Smithsonian National Air and Space Museum Board Meeting
Wednesday, February 4, 2015
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - David Joyce, Chairman

The meeting was called to order at 8:15 AM. David Joyce thanked General Dailey for hosting the Board dinner and reviewed the meeting agenda. Mr. Joyce welcomed new Board member Dawne Hickton and presented her with a crystal paperweight and Board pin crafted by John Safer. New Board members Alain Bellemare, Orlando Carvalho, and Mark Dunkerley will attend their first meeting in June. Other announcements included congratulating Herb Kelleher and Bruce Whitman for their induction into the Living Legends of Aviation.

"State of the Smithsonian" - Dr. W. John Kress, Interim Under-Secretary for Science, Smithsonian Institution

Dr. W. John Kress thanked Dr. G. Wayne Clough for his service to the Smithsonian and welcomed Dr. David J. Skorton as the 13th Secretary of the Smithsonian, effective July 2015. Al Horvath is currently serving as the acting secretary and the Smithsonian is determined to retain momentum during this time of transition. Dr. Kress reported that a \$1.4 billion budget was approved for fiscal year 2015. The FY2015 budget is comprised of a \$120 million federal budget, trust funds, and support from the Endowment. The kickoff for the Smithsonian Campaign is going well, and so far the Institution has raised over \$1.1 billion of the \$1.5 billion goal.

Dr. Kress spoke on collaborative projects going on across the Institution including Conservation Commons, the Global Earth Observatory, and Institute for Biodiversity Genomics. These signature programs engage resources and experts from all sectors of the Smithsonian and exemplify what can be achieved when the Institution works together. Dr. Kress also provided an update on the Smithsonian's new research focus, Anthropocene, which is the study of human's effect on the planet Earth in this "Age of Humans." The Smithsonian continues to increase research, public education, protect the collection, and be a more sustainable institution.

"State of the Museum" - General Jack Dailey, John and Adrienne Mars Director

David Joyce introduced General Jack Dailey as the John and Adrienne Mars Director of the National Air and Space Museum and played a short video created for the Mars in appreciation for their generous gift.

General Dailey stated that, in response to the Board's recommendations, the Museum underwent an organizational realignment that will better position NASM to achieve the vision and mission of the Museum for the future.

General Dailey shared that the Smithsonian Campaign kickoff weekend and the National Air and Space Society's annual Flight Jacket Night were a success. In addition to setting a new record for number of tickets requested at a NASS event, Flight Jacket Night drew the highest attendance out of all of the SI-wide Campaign kickoff weekend events. Other public events

since the Board last met include “Air & Scare”, sponsored by Mars Chocolate North America; “Museum Moonshine - Garden and Stars Night”; “World War I: A War of Innovation” family day, sponsored by Javier Arango, and a “Geography From Space” activity, hosted the Center for Earth and Planetary Studies. In December, the United States Air Force Band surprised over 2,600 visitors at the Steven F. Udvar Hazy-Center with a festive Flash Mob. The Udvar-Hazy Center Open House took place on January 24 offering a behind-the-scenes look at historic artifacts, documents, and works of art that are not usually on public display. Other ongoing programs include “What’s New in Aerospace?”, a lecture series for adult audiences held on weekdays in *Moving Beyond Earth*; an alternate reality game, “Smithsonian TechQuest: Eye in the Sky”, and “STEM in 30”, which consists of live, fast-paced, 30-minute webcasts for students.

To commemorate the 50th anniversary of the first spacewalks in 1965, NASM opened a new exhibition, *Outside the Spacecraft: 50 Years of Extravehicular Activity*, at the Mall building. In conjunction with the opening of the exhibition, the Museum hosted a “Social” during which 15 social media users were invited to tour the exhibition with its curator, conservator, and designer. They also heard from guest speakers James H. Ragan from OMEGA, and former NASA astronaut, Michael Lopez-Alegria. These participants - along with those joining in the conversation online - used the #Spacewalk50 hashtag on Twitter to share their impressions of the exhibition with 3.1 million people who viewed their messages 30.7 million times. When compared with previous “Socials”, the Museum significantly increased our impact - nearly doubling the number of people reached. This exhibition is made possible through the generous support of NASA, National Air and Space Society, OMEGA, and United Technologies Corporation.

NASM is working to increase digital visitor engagement across the Museum. The Welcome Center at the Museum in Washington, DC now features social media channels visitors use most during their visit. Other updates include displaying the COPILOT name, URL, and keypad numbers for the objects represented on the mobile tour on exhibit labels at the Udvar-Hazy Center. Google completed their effort to capture 360 photography of the Museum in Washington, DC for Google Street View. The Udvar-Hazy Center will be completed in February. The Museum is awaiting the release of the virtual tour from Google.

On November 25, NASM tested a telepresence technology called BEAM. On loan to the Smithsonian from Suitable Tech, BEAM is a remote controlled robot with two way video and audio capability. It allows anyone to drive around the Museum and control their own visitor experience from anywhere in the world, using free software and a laptop. Peter Jakab provided a highlights tour of the Museum in Washington, DC to Henry Evans and his wife, who were controlling the BEAM device from their home in California. This is one example of potential outreach avenues the Museum is exploring. BEAM is particularly well-suited for accessibility and remote telepresence to provide one-on-one or perhaps small group interactive tours and presentations.

In artifact news, Space History Curator Martin Collins and Archivist Patti Williams were in Sri Lanka where they processed the papers of the late Arthur C. Clarke for transfer to NASM Archives. Thank you to David Bronczek and Federal Express for funding this effort.

Work in the *Boeing Milestones of Flight Hall* continues. Sputnik, Explorer, Pioneer 10, Mariner 2 and the Goddard rockets were moved to the Mary Baker Engen Restoration Hangar for conservation. The Gemini IV capsule and the *Spirit of St. Louis* have been relocated within

the Hall. A video of the lowering of the *Spirit of Saint Louis* was shown. The Museum posted signage promoting various websites and social media platforms where visitors can find additional insights and information on the Museum's conservation efforts as artifacts are moved in and out of the Hall. The signs also encourage the public to follow the renovation progress.

The Museum recently announced multiple staff member awards. The Director's Award for Excellence was presented to Samantha Snell, a museum specialist in the Collections Department. Two employees received Peer Awards, Marcy Borger, museum specialist in Collections, and Rosemary Aiello, data manager for the Smithsonian Regional Planetary Image Facility (RPIF) and CEPS funds manager. Anne McAllister received the 2014 Smithsonian Institution's Advancement Achievement Award. This is the Smithsonian's highest advancement honor for the year. Space History Curator Michael Neufeld accepted an award at Goddard, Dreams, Hopes & Reality: Aiming for the Stars event on behalf of the Smithsonian Institution for its support of Goddard's rocket work. CEPS Senior Scientist Bruce Campbell was awarded a new three-year grant from the NASA Planetary Observations program to support radar mapping of the Moon and Venus. CEPS Senior Scientists Tom Watters and Bruce Campbell were involved in the two radar sounder instruments (MARSIS and SHARAD, respectively) that obtained the first up-close observations of comet Siding Springs as it passed by Mars.

In 2014, NASM's curators and scientists published nine books, more than 30 scientific papers, and edited three book series. NASM staffers produced 115 written works of all types, from books to papers to articles to blogs. *Pluto's Secret: An Icy World's Tale of Discovery* received the American Institute of Aeronautics and Astronautics 2015 Children's Literature Award. *What's Up*, NASM's monthly e-newsletter, won first place in the Association of Marketing and Communications MarCom Awards in the e-newsletter category. Associate Director Roger Launius edited a special issue on the "Power of Analogies for Advancing Space Scientific Knowledge," in the journal *Astropolitics: The International Journal of Space Politics & Policy*. Space History Curator Hunter Hollins published an article, "Science and Military Influences on the Ascent of Aerospace Development in Southern California," *Southern California Quarterly*. Space History Curator Cathleen Lewis has published two articles on-line: "Why Interstellar Belongs in the Pantheon of the Best "Realistic" Science Fiction Films" and "Seeing Inside Neil Armstrong's Spacesuit Using CT Scans." *Virginia Aviation* by Aeronautics Curator Roger Connor tells the story of the rich aeronautical history of Virginia, beginning with the use of balloons in the Civil War.

General Dailey provided an update on the Steven F. Udvar-Hazy debt projection. While the debt was originally projected to be paid off by 2033, a variety of gifts and retail revenue will enable the Museum to reach their goal 14 years ahead of schedule and pay off the debt by 2018.

In early December, the Museum completed a review of the Revitalization Concept Development Report and expects to see a Schematic Design Submittal in April 2015. The Museum received a briefing on the recommendations for the Dulles Collection Center Swing Space Feasibility Study in late November. The study team recommended Exemption 5

[REDACTED]

Exemption 5

NASM recently contracted with the General Services Administration (GSA) to assist in defining needs and desires, evaluating alternative solutions, and developing a concept for the reconfiguration of the third floor office spaces at the Museum in Washington, DC.

Richard Sugden asked whether it would be appropriate for Board members to use their relationships with members of Congress to advocate on behalf of the Museum. General Dailey responded that help would be appreciated but Board members, the Museum, and the Smithsonian Congressional Liaison need to work closely together to coordinate efforts and messaging. David Tolley asked if it would be possible to use the 3rd floor of the Museum in Washington, DC for exhibits instead of office space. General Dailey responded that the 3rd floor will remain as a key location for employees but emphasized that NASM has one of the lowest ratios of office to exhibit space in the Smithsonian and NASM does not lease out any additional office space. Dr. Kress added that it is crucial for many of the staff members to be near the exhibit space so that they can perform research and serve visitors. Steve VanRoekel asked

Exemption 5

General Dailey responded that the

Exemption 5

Nominations Committee Report - John Plueger, Chairman

John Plueger welcomed Dawne Hickton to the Board and stated that new Board members Alain Bellemare, Orlando Carvalho, and Mark Dunkerley will attend their first meeting in June. He thanked Board members for suggesting thoughtful and well qualified candidates. The Board bylaws allowed for 32 members and the Board currently has 30 members. In October, 4 members will be eligible for reappointment and two members will be eligible for emeritus status.

“Outside the Spacecraft: 50 Years of Extra-Vehicular Activity” Presentation - Jennifer Levasseur, Curator, Department of Space History

Dr. Jennifer Levasseur gave an overview of the Museum’s newest temporary exhibition, “Outside the Spacecraft: 50 Years of Extra Vehicular Activity”. To commemorate the 50th anniversary of the first two ventures outside the spacecraft, the exhibition presents art, photography, artifacts, and personal accounts that relate the continuing story of EVA. While the exhibit will be on display from January 8 - June 8, 2015, the team put extensive effort into developing a comprehensive and engaging website that will remain available after the exhibition closes. Dr. Levasseur thanked NASA, National Air and Space Society, OMEGA, and United Technologies Corporation for generously sponsoring the exhibition. Many Board members annually support the National Air and Space Society which provided the seed money to develop the exhibition.

Dr. Levasseur shared that, during the exhibition development stage, the team consciously worked to incorporate both physical and digital visitor engagement strategies in the gallery and online. While in the gallery, visitors can follow thematic labels created to engage families or highlight conservation efforts to see one-of-a-kind artifacts up-close. Labels also directed visitors to relevant artifacts on display in other parts of the museum. A member of the Explainer Program is posted in the gallery 20 hours a week with a Discovery cart to offer

visitors the hands-on opportunity to try on an astronaut glove. As they explore the gallery, visitors are prompted to engage with the online community by posting “selfie” pictures using the hashtag #Spacewalk50, posting their own art on the platform Tumblr, or visiting a specific page on the website for additional information. The exhibition website has a modern design that is organized on the themes of floating, walking, working, and imagining which highlight stories of EVA work. Side bars provide information on the artifacts that are on display in the gallery while new and historic videos, as well as other interactives, present additional content. Classroom friendly materials such as a PowerPoint and lesson suggestions are also available to help teachers engage with these topics with their students. Dr. Levasseur demonstrated an engaging glove and watch interactive and played a conservation demonstration video clip.

Ralph Heath asked how the concept for the exhibition developed and Dr. Levasseur responded that it was a timely exhibition with the approach of key EVA anniversaries and served as an interesting opportunity to implement the digital engagement strategy in a new exhibition. Richard Sugden suggested linking other domains and key search terms to the exhibition website. Bob James commented on the importance of conserving and displaying these important artifacts. Meredith Siegfried shared information on expanding the digital experience and engagement.

Break

Advancement Committee Report - Ralph Heath, Vice Chairman

Ralph Heath emphasized that the Smithsonian Campaign kickoff weekend was a success and showed a highlights video from the weekend. The Campaign for the National Air and Space Museum continues to gain momentum. The Museum had raised \$91M by the October 2014 Board meeting and that number has now increased to \$104M. Over \$13.5 million of the amount raised so far this year were gifts to the Endowment. The progress is in large part due to the major gifts that were announced at the last meeting from John and Adrienne Mars, Allan and Shelley Holt, and the John Plueger family. The Museum also received a Ex 6 unrestricted gift from Herb Kelleher and a Ex 6 gift from Jeff and MacKenzie Bezos as a seed gift in support of the *Destination Moon* gallery. Additional gifts include a Ex 6 commitment from Stuart Fred and Meredith Siegfried and her husband, Pete Madden, gave a gift of Ex 6. Thanks to Allan Holt and Dawne Hickton who are supporting the NASM Trophy event on March 25.

Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] When asked by John Plueger whether Exemption 5

[REDACTED] General Dailey responded that Exemption 5

[REDACTED]

Mr. Heath stated that, especially with the needs that lay ahead with developing exhibitions and interactives as part of the revitalization project, it is more important than ever for NASM

to exceed the Campaign goal. The Museum is looking beyond the Campaign goal and working to build a strong foundation that will support future funding challenges. The National Air and Space Society and Wall of Honor has already raised \$392,279 in FY2015. That is a 13% increase from the total raised in FY2014. Thank you to all members who annually support the National Air and Space Society.

The Museum is continuing to identify and plan regional fundraising events. The next regional event will be hosted by John and Celeste Plueger in LA on February 17, featuring Gene Cernan. Exemption 5

Paul Wood and David Storch will host an event in Chicago in June.

Mr. Heath invited Greg McAdoo to give an update on the Task Force. Jamie McJunkin, Stuart Fred, Bob James, Ralph Heath, Greg McAdoo, and Steve VanRoekel are currently serving on the Task Force. The Task Force is the embodiment of a shared vision between NASM staff and the Board to redefine how the Museum interacts with the public over the next 20 years. The Task Force is helping to catalyze the process by bringing in additional resources to cast a vision within the next few months. The Task Force has selected GEER and Associates, an outside 3rd party who will help manage the process on a daily basis. GEER has an impressive track record with engaging the public and fundraising using virtual mechanisms. The Museum and Task Force will work with GEER to fulfill a 3 Phase program which will include meeting with Museum staff and Board to understand what is already going on in the Museum, hearing from external stakeholder on the subject, and launching a variety of pilot programs in a phase of "ideation." The program should be completed by the spring timeframe.

NASM Outreach- Mark Kornmann, Director, Office of Public Engagement

Mark Kornmann announced that the Museum created the Office of Public Engagement which is comprised of Communications, Web and New Media, Programs and Lectures, and Education Outreach. Together these departments focus on the visitor experience both within and outside the walls of the museum. The Office of Public Engagement is successfully overseeing a variety of new initiatives to engage visitors. "STEM in 30" is a 30 minute webcast program designed to expose middle school students to STEM subjects. This interactive program is filmed live in front of local D.C. public school students participating in the Holt Scholars program, generously supported by Allan and Shelley Holt, and viewed by students learning in classrooms across the nation via NASATV and CoveritLive. Mr. Kornmann played a short video featuring the program material. "What's New in Aerospace" is a public program hosted at the museum that features lectures by experts in the aerospace field. A short video featuring recent events such as the Orion launch was played. The NASM/Cincinnati Project, generously supported by GE Aviation, is also a program facilitated via webcast during which the Museum's Explainers present STEM curriculum to students in the Cincinnati School District. A short video showing the Explainers discussing artifacts and answering student's questions was played. The Museum is working with the Cincinnati School District to expand this program to additional grade levels in the upcoming year. "Engineering the Wright Way," generously supported by Alcoa, is an online web interactive developed by the Museum and hosted on the Museum's website. David Joyce commented that it is important to implement these types of engaging STEM programs in the younger grade levels so that the students are interested in the STEM fields before they enter high school. Students who have participated in the NASM/Cincinnati Project have a high retention rate of the presented material, and GE Aviation looks forward to expanding the program. David Tolley noted the success of the program and asked about the potential to scale the program and offer it to more students. Mark Kornmann responded that

the program could be implemented in other school districts but is currently limited by equipment levels and staff resources. Charles Robertson noted that engaging students in STEM is important and that NASM is producing exciting and interesting programs. Richard Sugden

Exemption 5

Old Business - David Joyce

2015 Board meeting dates: June 9-10; October 13-14

2016 Board meeting dates: February 2-3; June 7-8; October 4-5

Upcoming events:

February 26 - Exploring Space Lecture and dinner, with speaker Frank Cepollina sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

March 26 - Exploring Space Lecture and dinner, with speaker Michael Massimino sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

March 25 - NASM Trophy Awards dinner, sponsored by The Hillside Foundation, BAE Systems, RTI International Metals, Inc., Atlas Air Worldwide, The Claude Moore Charitable Foundation, L-3,

Pratt & Whitney, National Mall

April 1 - GE Aviation Lecture and dinner, with Patty Wagstaff and Bill Clark sponsored by GE Aviation, National Mall

May 26 - Charles A. Lindbergh Lecture and dinner, with Dave Barger sponsored by United Technologies Corporation, National Mall

June 3 - John H. Glenn Lecture in Space History and reception, with Dr. Kathryn Sullivan sponsored by The Boeing Company, National Mall

Wrap-up- General Dailey

General Dailey thanked members for their ongoing support and input as the Museum prepares to undergo revitalization. The National Air and Space Museum looks forward to the tremendous opportunities that the Campaign and revitalization present.

Executive Session

Meeting Adjourned

At 11:20 AM, the Board meeting adjourned and boxed lunches were made available. Board members participating in the Task Force remained for a working lunch meeting.

National Air and Space Museum Board

*Present at February 4, 2015 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. Alain M. Bellemare
Mr. David Bronczek
Mr. Orlando P. Carvalho
Mr. Neil Cohen*
Mr. Frederico P.F. Curado
Mr. Mark B. Dunkerley
Mr. Stuart L. Fred*
Mr. Morton FUNGER*
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Ms. Dawne S. Hickton*
Mr. Shepard W. Hill*
Mr. David L. Joyce*
Mr. Donald W. Kirlin*
Mr. Gregory L. McAdoo*
Mr. T. Allan McArtor*
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin
Ms. Linda A. Mills*
Mr. Robert A. Milton*
Mr. H. Ross Perot, Jr.
Mr. John L. Plueger*
Mr. Charles A. Robertson*
Ms. Meredith R. Siegfried*
Mr. David Storch
Mr. John Suttle*
Mr. David Tolley*
Mr. Steve VanRoekel*
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mr. Joe Clark
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene
Mr. David R. Hinson
Mr. Allan M. Holt*
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly
Dr. Jon A. Reynolds
Dr. Donald B. Rice

Mr. John Safer
Dr. Richard Sugden*
Frederick Telling, Ph.D.
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff Members

Dr. W. John Kress*
Ms. Virginia Clark
General John R. Dailey*
Ms. Claire Brown*
Ms. Meg Caulk*
Ms. Laura Gleason*
Mr. Michael Garceau
Ms. Lindsey Jackson*
Dr. Peter L. Jakab*
Mr. Mark Kornmann*
Ms. Cathy Kualii*
Dr. Jennifer Levasseur*
Dr. Roger D. Launius*
Ms. Anne McAllister*
Ms. Jessica McNally*
Ms. Monecia H. Taylor*
Ms. Elizabeth Wilson*



..... NATIONAL AIR AND SPACE MUSEUM BOARD

Smithsonian National Air and Space Museum Board Meeting
Wednesday, June 10, 2015
NASM Executive Board Room
Steven F. Udvar-Hazy Center

Meeting Called to Order - David Joyce, Chairman

The meeting was called to order at 8:15 AM. Mr. Joyce welcomed new Board members Orlando Carvalho and Mark Dunkerley, and presented each with a crystal paperweight and Board pin crafted by John Safer. New members Alain Bellemare and Scott Donnelly will attend their first meeting in October.

"State of the Museum" - General Jack Dailey, John and Adrienne Mars Director

General Jack Dailey provided an update on the National Air and Space Museum:

The Museum presented the 2015 NASM Trophy Awards on March 25. Dr. Stamatios M. "Tom" Krimigis received the Lifetime Achievement award and Mr. William Borucki, science principal investigator of the Kepler Mission, accepted the Current Achievement trophy for the Kepler Team. General Dailey extended his thanks to The Hillside Foundation, BAE Systems, RTI International Metals, Inc., Atlas Air Worldwide, The Claude Moore Charitable Foundation, L-3, and Pratt & Whitney for generously sponsoring the event.

The Spring GE Aviation Lecture featured Patty Wagstaff, aerobatic pilot, and Bill Clark, Kenya Wildlife Service, and focused on why airplanes are crucial tools for patrolling Kenyan national parks in search of wildlife and poachers. There were two Exploring Space Lectures, given by Frank J. Cepollina, associate director, NASA's Satellite Servicing Capabilities Office and Michael J. Massimino, former NASA astronaut; professor, Columbia University. The 2015 Exploring Space Lecture Series was sponsored by Aerojet Rocketdyne and United Launch Alliance. Mike Massimino also participated in an evening highlighting the new *Outside the Spacecraft: Fifty Years of Extra-Vehicular Activity* gallery. The National Air and Space Society held its Spring Space Lecture with presenters Michael López-Alegría, Story Musgrave, and Sunita (Suni) Williams. Filmed in 18 countries across all 7 continents, the new IMAX documentary by Brian Terwilliger, *Living in the Age of Airplanes*, is now showing at the Museum.

As part of the Heritage Family Day Series, the National and Space Museum celebrated African American Pioneers in Aviation, Women in Aviation and Space, Kites of Asia, and Explore the Universe Day. The Heritage Family Day series is made possible by Northrop Grumman. Visitors also enjoyed Space Day which is made possible by Lockheed Martin and the National Aeronautics and Space Administration.

In early April, the Museum celebrated National Robotics Week. Two robotics programs, featuring the research of six university robotics teams, were held in *Moving Beyond Earth* as part of the "What's New in Aerospace" program. Day-long programming was conducted in *Space Race* where visitors had the opportunity to learn about current robotics research and interact with robotics experts. NASM Explainers were on hand to present robotics challenges. National Robotics Week programming was supported with a *Flights of Fancy Storytime* program and a hands-on activity where children were invited to create their own robots using found objects and craft materials.

NASM is out in the community offering education outreach. The NASM Education team organized a teacher workshop for the National Board for Professional Teaching Standards that focused on the form and function of aircraft and an introduction to museum resources. Members of the UHC Discovery Station team participated in the first Science Night event at Loch Lomond Elementary in Manassas. They served 487 students and parents while showcasing the portable planetarium and other astronomy-related activities. Several activities took place to commemorate the 25th anniversary of the launch of the Hubble Space Telescope.

NASM hosted the annual John N. Bahcall Lecture, with Robert Kirshner, Clowes Professor of Science, Harvard University, speaking about “Hubble Space Telescope: Exploding Stars and the Accelerating Universe.” The Bahcall Lecture is sponsored by the Space Telescope Science Institute and the Hubble Space Telescope Project/NASA Goddard Space Flight Center. Space History curator Valerie Neal presented an “Ask an Expert” talk on *Discovery* and Hubble.

The Udvar-Hazy Center was center stage in presenting a Hubble Space Telescope 25th Anniversary Family Day. Space History Curator Jennifer Levasseur hosted a Smithsonian Associates program, “Infinite Worlds” about the last Hubble Space Telescope servicing mission, with four speakers who had quite different roles in that mission. This was one of several programs, including two focused on millennials, organized to complement the Museum’s exhibition, *Outside the Spacecraft: Fifty Years of Extra-Vehicular Activity*.

In the area of Public Engagement, the public outreach program “STEM in 30,” which consists of live, fast-paced, 30-minute webcasts, is increasing student’s interest and engagement in STEM. After the live broadcasts, NASM archives the webcasts in an interactive “STEM in 30” gallery at [airandspace.si.edu/STEM in 30](http://airandspace.si.edu/STEM%20in%2030). Now available on the NASM website, “Engineering the Wright Way” is an online interactive activity designed to engage middle school students in the fundamentals of aeronautical engineering using methods and techniques similar to those used by the Wright brothers.

On April 1, NASM participated in April Fool’s fun by posting a video of Wonder Woman’s invisible airplane hanging in the *Boeing Milestone of Flight Hall*. The video received terrific feedback, reaching over 3M people via Twitter & Facebook; over 114,000 views of the video with 77 new subscribers to the Museum’s YouTube channel on April 1 alone; over 62,000 views of the blog post with 47 comments on the blog; Wonder Woman herself, Lynda Carter, shared it on her Facebook page; a link to the blog post has been added to the Wikipedia page for Wonder Woman’s invisible airplane; and the stunt appeared on several “Best of April Fool’s” lists.

NASM was involved in many ways in the Arsenal of Democracy’s WWII Anniversary Flyover including hosting the gala, offering an Audio Gallery, and a Fly-In to Victory Family Day. The family day garnered the Udvar-Hazy Center’s 2nd highest attendance next to *Discovery*’s arrival. Thank you to Tom and Jamie Pumpelly for their sponsorship. In 2014, the Museum developed a plan to elevate Wi-Fi offerings in order to offer an enhanced visitor experience with high density capacity coverage and location awareness. Cisco Advanced Services was hired to provide meaningful analytics and the Museum has now achieved those goals as location awareness is enabled and capacity is significantly increased. The Board’s initial gift and support made this possible.

In artifact news, the Bell X-1 was lowered to the floor as a part of the *Milestones* renovation. The revitalization of the NASM National Mall building in the coming years presents the requirement to revitalize all the exhibition spaces as well. That requirement creates the opportunity to redevelop galleries and create new exhibitions. Over the last few months,

curators and others have worked to determine which existing galleries will be recreated and updated, which existing subjects will be redeveloped into new conceptualizations of those core subjects, and what completely new exhibition ideas could be pursued. A consensus has been achieved with regard to these exhibition ideas, the geographical relationships of these exhibitions, and the likely gallery locations. This has been incorporated into the NASM Exhibition Plan and Guiding Principles.

The dynamic Sun Video Wall had its debut on the National Mall. The 7-by-6-foot wall shows full sun observations captured the previous day, space-weather forecasts, and scientific explanations of solar features and the high-resolution images help visitors better understand the complexities of the sun's behavior. The Museum collaborated with the Smithsonian Astrophysical Observatory and NASA to produce this display. The *Discovery* 3D Scanning project funded by Meredith Siegfried and her husband Peter Madden is underway. At 122 feet long with a 78-foot wingspan and a vertical stabilizer rising almost 60 feet high, this is by far the largest artifact the Smithsonian has yet attempted to scan, and it is the first spacecraft to be scanned.

The Regent's facilities sub-committee unanimously approved the NASM facilities package and put it forward to the full Board of Regents at their meeting on June 15. [REDACTED]

Exemption 5 [REDACTED]

[REDACTED] A Gallery Movement Planning team has been chartered and is updating inventory, assembling lessons learned from prior closures, and will provide recommendations for moves and protection of artifacts. Nine exhibit design teams are now developing exhibitions for the galleries in the western half of the Mall Building. The exhibit design teams are working to develop design concepts for PPC approval and to support fundraising efforts.

Nominations Committee Report - David Joyce

In Committee Chairman John Plueger's absence, David Joyce provided an update on the Nominations Committee. Joyce again welcomed Orlando Carvalho and Mark Dunkerley to the Board and stated that new members Alain Bellemare and Scott Donnelly will attend their first meeting in October. The Committee, composed of members Stuart Fred, Steve Loranger, Jamie McJunkin, Jim Guyette, and Herb Kelleher with participation from David Joyce and General Dailey, met for a conference call on May 20. Bylaws state that the Board can have up to 32 members, and the Board is nearing their limit with 31 current members. The Committee is intentionally keeping membership to a manageable number of strong committed members.

Advancement Committee Report - Ralph Heath, Chair, Advancement Committee

As Chairman of the Advancement Committee, Ralph Heath provided an update on fundraising efforts. Advancement staff continue to focus on regional events, annual giving, proposals, digital engagement, the Future State Task Force, and are undertaking a crowdfunding project for the first time. Heath reported that the fundraising goal for FY15 has been exceeded. While Advancement has already closed over 50 major gifts, [REDACTED]

[REDACTED] Notable gifts since the February Board meeting include a \$175,000 gift to

renew the GE Aviation Lecture Series, a **Ex 6** gift from Northrup Grumman to renew the Heritage Family Days Series, and a \$200,000 estate gift. While Campaign fundraising projections indicate that the Museum should have reached approximately \$85 million at this point, NASM has already raised \$108 million toward the goal of \$120. Having reached 89% of the Campaign goal, NASM is still leading all other SI units. Especially with the needs that lay ahead, it is more important than ever for NASM to exceed the Campaign goal in order to establish a strong foundation to meet future funding challenges.

After a record year in FY14, the National Air and Space Society has already raised \$744,971 in FY15 and is ahead of last year by 12%. Thank those of you who are members yourselves and support the Museum through annual giving.

John and Celeste Plueger hosted a successful regional event in LA on February 17, featuring Gene Cernan. **Exemption 5**

Thank you to Bruce McCaw, Joe Clark, and Roger Percy for their hosting efforts in Seattle in April. This lovely event featured Jim Lovell and facilitated engagement with this important community. **Exemption 5**

Exemption 5 Gene Cernan made himself available for a dinner with prospects when he was at the National Mall building. **Exemption 5**

Exemption 5 Members are encouraged to identify, qualify, cultivate, or steward any potential prospects that could help lead to a meaningful gift for the Museum.

Board Members can best help the Advancement team by making annual contributions through the National Air and Space Society. The Board achieved 100% participation last year and it would show great support to have the same levels of participation this year.

Kickstarter Presentation - Yoonhyung Lee, Director of New Media and Internet and Philanthropy, Smithsonian Office of Advancement and Jessica McNally, Director of Donor Relations

Ralph Heath invited Yoonhyung Lee, Director of New Media and Internet and Philanthropy, Smithsonian Office of Advancement and Jessica McNally, Director of Donor Relations, to present on the Museum's upcoming Kickstarter campaign. Lee provided a brief introduction to the history of crowdfunding and information on Kickstarter. Kickstarter is the "world's largest funding platform for creative projects" and, since starting in 2009, it has attracted over 8.8 million "backers" to support over 8,600 projects with 1.7 billion dollars. Kickstarter is an "all or nothing" system which requires projects to raise their entire goal or they do not receive any of the funds. There is great enthusiasm for this system as it cultivates a sense of need and prompts more than a fourth of the backers who support a project on the Kickstarter to return and support another project. Lee highlighted the "Love for Spock" documentary being produce by Adam Nimoy and "LightSail: A Revolutionary Solar Sailing Spacecraft" as examples of successful projects and the appetite that backers have for supporting space related campaigns.

Exemption 5

Exemption 5

[REDACTED]

Lee invited Jessica McNally to share more information on the National Air and Space Museum's inaugural Kickstarter campaign, "REBOOT THE SUIT: AN OUT OF THIS WORLD SMITHSONIAN PROJECT: A chance for citizens of Earth to conserve, digitize, and display Neil Armstrong's spacesuit for explorers everywhere." McNally stated that this crowdfunding campaign through Kickstarter is an innovative opportunity to raise funds for both the conservation of the suit and then display in the future *Destination Moon* gallery. The Kickstarter campaign will launch on July 16 and last for 30 days, ending on August 14. To enhance promotional materials, NASM is working with Phil Plait, author of "The Bad Astronomer" blog on *Slate* and a public speaker with over 401k twitter followers, to create a project video. Exemption 5

[REDACTED]

Board members are encouraged to support the campaign by posting the link to the Kickstarter page on their own social media platforms and sharing #rebootthesuit with friends. For those who are interested in backing the project at a higher level - \$10,000 being the highest donation option - please contact Jessica McNally at mcnallyj@si.edu in order to select the best timing for your contribution. NASM is also looking forward to coordinating matching or challenge gift opportunities to help add momentum to the campaign. When asked about follow-up, McNally stated that NASM is already coordinating follow-up efforts in order to further engage backers. McNally also shared that the goal for the Kickstarter campaign is \$500,000 with stretch opportunities ready if the project is moving along at a successful clip.

Break

Advancement Committee Report Continued

Engaging Exhibitry - Bob James

Bob James presented on the importance of using the Museum's vast collection to support and enhance exhibitry. He showed movie clips from *The Memphis Belle: A Story of a Flying Fortress* to exemplify how the Museum can use archival footage to show artifacts in action and transform the exhibits into exciting and engaging educational opportunities.

Milestones of Flight Digital Engagement Project - Bluecadet

Ralph Heath introduced Josh Goldblum, founder and CEO of Bluecadet. Bluecadet is contracted to produce the digital experience being created as part of the *Boeing Milestones of Flight Hall*. At this point in the project, Bluecadet has delivered the wireframes which detail the schematics of the various experiences. In order to

onboard visitors and improve their experience, visitors will be encouraged to download an app and access the Museum's mobile website. Visitors can also engage with an eye-catching touch media wall for way finding information and individualized tour suggestions. The wall is being designed to have a 5-7 minute dwell time in order to spark enthusiasm in the visitor and then send them on their way to visit galleries of interest. All of these options encourage visitors to interact with the robust digital content and facilitate individualized experiences.

Offsite, visitors will be encouraged to continue their experience by touring the adaptive website on any device. The Museum will continue to develop a dynamic site with complex connections so that visitors are motivated to return and learn something new. Opportunities for personalization will allow visitors to be deeply engaged with the Museum's rich resources. Enthusiasts can also engage with NASM's various social media platforms and share their own thoughts.

When concern was expressed over Exemption 5

Goldblum stated that Exemption 5

Future State Task Force Update - Greg McAdoo

Ralph Heath introduced Greg McAdoo to provide an update on the work of the Future State Task Force. McAdoo stated that the Task Force is working with senior staff to help understand what the Museum needs to look like and do to prepare for the next 25 years. Exemption 5

The Task Force is working with an outside firm, GEER, Exemption 5 In the first phase of the project, Exemption 5

The first concept is Exemption 5

Exemption 5

McAdoo

reassured that Exemption 5

General Dailey stated that the Museum is already preparing for the future state. Especially with the upcoming revitalization project, NASM is working to cross train employees and look to utilize outside resources. All of these efforts require increase in external support.

Old Business - David Joyce

2015 Board meeting dates: October 13-14

2016 Board meeting dates: February 2-3; June 7-8; October 4-5

Upcoming events:

June 11 - Exploring Space Lecture and dinner with speakers Sandy Faber and Robert Williams sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

June 20 - Innovations in Flight Family Day and Aviation Display sponsored by Booz Allen Hamilton, Udvar-Hazy Center

June 30 - Exploring Space Lecture and dinner with speaker Robert Smith sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

September 29 - Glenn Lecture and reception with Dr. Kathryn Sullivan sponsored by Boeing, National Mall

New Business

David Joyce invited Meg Caulk to introduce the new National Air and Space Museum Board website. The Board bios, meeting details, and information on upcoming events are available on the site. Please share this information with your office assistants and check back often as site will be updated with new and engaging content. Send roster and bio updates to Meg Caulk at caulkm@si.edu or Lindsey Jackson at jacksonl@si.edu.

Site: airandspace.si.edu/nasmboard

Wrap-up- General Dailey

Executive Session

Meeting Adjourned

At 11:20 AM, the Board meeting adjourned and boxed lunches were made available. Members of the Task Force relocated to the Director's Conference Room for a working lunch meeting.

National Air and Space Museum Board

*Present at June 10, 2015 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. Alain M. Bellemare
Mr. David Bronczek
Mr. Orlando P. Carvalho*
Mr. Neil Cohen*
Mr. Frederico P.F. Curado
Mr. Scott Donnelly
Mr. Mark B. Dunkerley*
Mr. Stuart L. Fred*
Mr. Morton Funger*
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Ms. Dawne S. Hickton*
Mr. Shepard W. Hill*
Mr. David L. Joyce*
Mr. Donald W. Kirlin*
Mr. Gregory L. McAdoo*
Mr. T. Allan McArtor
Mr. Bruce R. McCaw
Mr. Jameson J. McJunkin*
Ms. Linda A. Mills*
Mr. Robert A. Milton
Mr. H. Ross Perot, Jr.
Mr. John L. Plueger
Mr. Charles A. Robertson*
Ms. Meredith R. Siegfried*
Mr. David Storch*
Mr. John Suttle*
Mr. David Tolley*
Mr. Steve VanRoekel*
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mr. Joe Clark
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene
Mr. David R. Hinson
Mr. Allan M. Holt*
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger
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Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy
Mr. Robert W. Pittman
Mr. Allen E. Puckett
Mr. Thomas F. Pumpelly*
Dr. Jon A. Reynolds
Dr. Donald B. Rice

Mr. John Safer
Dr. Richard Sugden
Dr. Frederick Telling
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff Members

General John R. Dailey*
Ms. Claire Brown*
Ms. Meg Caulk*
Ms. Laura Gleason*
Ms. Lindsey Jackson*
Dr. Peter L. Jakab*
Mr. Mark Kornmann*
Ms. Catharine A. Kualii*
Dr. Roger D. Launius*
Ms. Yoonhyung Lee*
Ms. Anne McAllister*
Ms. Jessica McNally*
Ms. Monecia H. Taylor*
Ms. Elizabeth Wilson*



..... NATIONAL AIR AND SPACE MUSEUM BOARD

Smithsonian National Air and Space Museum Board Meeting
Wednesday, October 14, 2015
NASM Executive Board Room
Steven F. Udvar-Hazy Center

Meeting Called to Order - David Joyce, Chairman

The meeting was called to order at 8:15 AM. Mr. Joyce welcomed new Board members Alain Bellemare and Scott Donnelly, and presented each with a crystal paperweight and Board pin crafted by John Safer.

“State of the Museum” - General Jack Dailey, John and Adrienne Mars Director

General Jack Dailey provided an update on the National Air and Space Museum. The Museum announced the exciting news that GE Aviation committed **Exemption 6** to sponsor the Explainers program. This generous support will allow NASM to expand the reach of the program at both locations and beyond.

Jessica Cox delivered the Fall GE Lecture. Jessica is the world’s first licensed pilot without arms. Dailey thanked David Joyce for GE Aviation’s dedicated support of this lecture series. The John H. Glenn Lecture in Space History featured Dr. Kathryn Sullivan discussing a life of exploration and discovery as an oceanographer, astronaut, and now administrator of the National Oceanic and Atmospheric Administration. The lecture was sponsored by Boeing. The Museum’s celebration of Hubble’s 25th anniversary included two Exploring Space Lectures in June. For the first, Dr. Sandra Faber and Dr. Robert Williams discussed the impact Hubble has had on our understanding of structure in the universe. For the second, Dr. Robert Smith discussed the rich and exciting history of the telescope, including its launch, rescue, and servicing missions. The Exploring Space Lecture Series was sponsored by Aerojet Rocketdyne and ULA.

Dailey shared that the Museum’s slate of summer programming continued to expand at the National Mall Building. The Center for Earth and Planetary Studies celebrated “Mars Day!”, giving visitors a chance to talk with NASM scientists about the latest research on the Red Planet. The “Boeing Milestones in Aviation and Space Family Day” explored the past, present, and future of flight, and Northrop Grumman sponsored “Women in Aviation and Space Heritage Family Day,” which spotlighted the significant contributions of women in the history of flight. NASM celebrated Asian-Pacific American Heritage Month highlighting the outstanding *Hawaii by Air* exhibition with a performance by the Hawaii State Society’s ukulele and hula ensemble. *Flights of Fancy* story time welcomed a special visit from a member of the Museum’s extended family in June when Reeve Lindbergh, daughter of Charles and Anne Morrow Lindbergh, read from her book “Nobody Owns the Sky” in the *Barron Hilton Pioneers of Flight* Gallery.

Visit count statistics are in from FY15 and the Museum accommodated 8,431,499 visitors. That includes a growth of 8.2% on the Mall and 17.6% at the Udvar-Hazy Center from FY14. This number includes an all-time record for Hazy at 1.5 Million visitors. In July alone, the Udvar-Hazy Center welcomed record-setting crowds. 222,049 visitors broke the previous record set in December of 2003 when the Center opened. Better public transportation access to UHC,

along with increased programming and marketing, have contributed to the attendance boom. General Dailey showed a video that is currently playing at Dulles airport and is available to local tourism organizations.

Become a Pilot Day was rebranded this year as “Innovations in Flight Family Day and Aviation Display”. Booz Allen Hamilton sponsored the event which featured dozens of aircraft including a Boeing 767 and talks from astronaut Clay Anderson. The Udvar-Hazy Center welcomed 15,217 visitors for the day. Northrop Grumman sponsored another great Heritage event, “We Share STEM! Connecting Across Cultures.” Visitors enjoyed a wide array of presentations and activities from our Education team and local STEM organizations. Concurrently, the Museum welcomed the last CH-46 Sea Knight and a state-of-the-art MV-22 Osprey outside the Boeing Aviation Hangar, for a ceremony honoring the CH-46’s half-century of service and passing the torch to the Osprey. It was an outstanding event, presented in collaboration with the United States Marine Corps and the National Museum of the Marine Corps. All told, the two programs brought 17,625 people to UHC. General Dailey showed a video clip of the ceremony.

The new Holt Scholars program, sponsored by Allan and Shelley Holt’s Hillside Foundation, welcomes sixth-graders from four schools around DC to the Museum to discover astronomy through programs in our observatory and planetarium and “artifact investigations” in the galleries. The program also provides training for teachers over the summer, to help prepare for the visits. Later this year, the students will serve as a live audience for an episode of STEM in 30. This fall marks the beginning of the program’s first full academic year. The series is hosted by Museum educators and broadcast from both of our locations. Each lively, 30-minute session brings the Museum straight into middle-school classrooms with topics from the Tuskegee Airmen to rovers on Mars and more. Our curators and scientists talk directly to students during each live broadcast, with recorded episodes available on-demand through the Museum’s website and NASA TV. STEM in 30 is made possible through the support of NASA, Boeing, Alcoa Foundation, the Gertrude E. Skelly Charitable Foundation, and AAR Corp. General Dailey thanked Dawne Hickton for being instrumental in facilitating a gift from the International Titanium Association in support of three future STEM in 30 episodes.

The newest edition of Smithsonian TechQuest debuted at the Udvar-Hazy Center in July. TechQuest: Astronaut Academy challenges visitors to train for a journey to Mars. Astronauts-in-training select a mission specialty and learn the skills needed to survive the long trip to the Red Planet. The free, alternate reality game uses the Museum’s artifacts and fun, engaging activities to explore the science, technology, engineering, and math skills that will take the next generation of space explorers where no one has gone before.

The new *Boeing Milestones of Flight Hall* is progressing. The Mercury *Friendship 7* and Gemini 4 spacecraft were moved to UHC for conservation treatment. The Apollo 11 Command Module *Columbia* was removed from the pylon where it had been displayed for 39 years, and placed on a custom-made transportation ring. The Smithsonian Digitization Program Office also conducted 3D-scanning of the spacecraft. Dailey recognized Neil Cohen for generously providing a gift to support the digitization of the Museum’s collection. The ascent and descent stages of the Apollo Lunar Module were separated and placed on their transport stands. They were moved from the east end of the Museum into *Milestones*, where they will undergo conservation before being reunited. Conservation is complete on SpaceShipOne, which has been rehung with its wings in the feathered configuration. The spacecraft’s unique feathered

wing design provides stability and control during reentry. General Dailey showed a video of Space History Curator Valerie Neal discussing SpaceShipOne's "feathered configuration."

The Museum's younger visitors can now explore the Design Hangar, a new maker-space in the *How Things Fly* Gallery. Equipped to accommodate up to 50 upper elementary and middle school students at a time, the facility teaches youngsters to solve challenges using engineering design principles. The Hangar is sponsored by AAR Corp. and David Storch. "Above and Beyond: The Ultimate Interactive Flight Exhibition" opened on August 1st. It is the most technologically advanced exhibition the Museum has ever hosted, and will go on tour across the United States after it closes here on January 3rd of next year. The exhibit is sponsored by Boeing, and its popularity with visitors proves that this type of interactive experience will play an important role in the future of Museum education. It gives NASM's designers and curators a chance to observe a high-tech display as the Museum moves forward with planning their own.

In recent staff awards and honors, CEPS Senior Scientist John Grant co-convened the second Mars 2020 Landing Site Workshop in August. Dr. Grant is the NASA-appointed co-chair of the Mars Landing Site Steering Committee. Tim Grove's book "First Flight Around the World" was awarded a gold rating by the Parents Choice Foundation. CEPS Chair Bruce Campbell is part of a team that received a NASA Group Achievement Award for their work observing the comet Siding Springs as it passed by Mars last October. He is also now a science team member on two of the five NASA Discovery mission concepts selected for study over the coming year. From this five, one or two will be selected for flight after the concept studies are completed.

New Publications from Museum staff include Carolyn Russo's book, "Art of the Airport Tower" that will be released October 27th. The book is a companion to the exhibition of the same name opening here early next month. CEPS Fellow Gareth Morgan is lead author on a paper accepted for publication by "Geophysical Research Letters." Dr. Morgan's team explored erosion and sediment distribution on Mars. CEPS Senior Scientist Tom Watters was lead author of an article published in the journal "Geology." It reports that the Earth's tidal forces are contributing to a vast array of small, young faults in the Moon, reveled by images from the Lunar Reconnaissance Orbiter Camera. Aeronautics Senior Curator Tom Crouch published "Mementos of the Balloon Age" in "Air & Space" magazine and "Review Essay: Blaming Wilbur and Orville" in "Business History Review."

General Dailey provided an update on the successful Kickstarter crowdfunding campaign. NASM met their goal of \$500,000 dollars in only five days, leaving plenty of time to reach the stretch goal of \$700,000 dollars. By the time the campaign ended, the Museum raised a total of \$719,780 dollars from 9,477 backers. That will cover the conservation and display of Neil Armstrong's Apollo 11 spacesuit and Alan Shepard's suit from Mercury-Redstone 3. This was the most successful museum crowdfunding campaign since Kickstarter launched in 2009, proving that the public is eager to support NASM, its research, and its collections. ■■■■

Exemption 5

Reboot the Suit earned more than a thousand media hits, with coverage on every U.S. television network, CNN, many national papers, and even international press. On social media, the campaign reached over 29 million people on twitter alone.

General Dailey provided an update on the revitalization of the National Mall Building. He shared that [Exemption 5]
[Exemption 5] Senate Bill S.2057 authorizes construction of the Dulles Collections Care Center but the bill still needs to clear committee. [Exemption 5]
[Exemption 5]
[Exemption 5]

[Exemption 5] Museum staff are hard at work planning gallery closures, creating new exhibit concepts, and developing a fundraising plan and crafting public messaging.

Smithsonian Enterprises had a record year for revenue and net gain. Combined revenue for NASM was \$34.733 million with the Mall generating \$24.289 million and UHC generating the balance at \$10.444 million. Percent increases in revenue combined was 15.8% over FY2014 and 11.5% over FY2015 Budget. Combined, the revenue share will be \$5.928 million, an increase over FY2014 of \$1.124 million or 22.6% vs Budget.

After Dailey welcomed questions, Bob James asked [Exemption 5]
[Exemption 5] General Dailey answered [Exemption 5]
[Exemption 5]
[Exemption 5]
[Exemption 5]
[Exemption 5]
[Exemption 5]
[Exemption 5] Paul Wood asked [Exemption 5] Dailey shared [Exemption 5]
[Exemption 5] Steven
VanRoekel asked [Exemption 5]
[Exemption 5] Dailey responded [Exemption 5]
[Exemption 5]
[Exemption 5]
[Exemption 5]

Dailey thanked all Board members for their commitment to supporting work at the National Air and Space Museum. He specifically thanked the Future State Task Force for their ongoing dedication to moving the Museum in the right direction on enhancing virtual engagement.

Explainers and Holt Scholars - Mark Kornmann, Director, Public Engagement

General Dailey introduced Mark Kornmann, director of Public Engagement, to provide an update on the Explainers program expansion and the Holt Scholars program. The two program focus on breaking down the walls of the Museum by leveraging partnerships with schools both in Washington, DC and Cincinnati, OH. The ultimate goal is to expand both of these programs to serve students learning across the county.

Kornmann thanked Allan and Shelley Holt for their support of the Holt Scholars program. Stemming from needs identified by the District of Columbia Public School District, the Holt Scholars program focuses on equipping teachers to teach STEM subjects and inspiring middle school students to explore these subjects. Students who participate in the program are invited to visit the Museum on field trips where they engage in hands-on learning

opportunities that build on curriculum they already learned in their classroom. For example, DCPS 6th graders learn about astronomy so those classes tour the Phoebe Waterman Haas Public Observatory, the National Mall Building, and participate in topical activities. The Holt Scholars program will continue to grow in order to provide programming for 6th, 7th, and 8th grade classrooms. Participating in the program at each of the grade levels will motivate students to continue to engage with and succeed in the STEM subjects when they reach high school.

Another element of the Holt Scholars program directly serves DCPS teachers. The Museum established a Teacher Advisory Group, composed of five teachers from different local schools, who ensure that the program continues to align with each grade level's curriculum. Teachers also help facilitate fieldtrips to the Museum. Parental involvement also serves as a key component to the program as families are invited to participate in Family Days and other public programs. Finally, Holt Scholars will be involved with the STEM in 30 program. The Museum has already gone into the classrooms to record STEM in 30 episodes that are now available online.

An outside evaluator has been hired to assess the program. The Museum is specifically looking to determine if the Holt Scholars program successfully enhances the existing public school curriculum. Another element will be to determine if the students are motivated to continue participating in the program. Finally, the Museum is seeking to identify the "dosage effect" in order understand how often the Museum needs to interact with the students to make an impact.

Kornmann transitioned to discuss the Explainers program sponsored by GE Aviation. While the Museum has facilitated the Explainers program for many years, the Museum recently launched a new multifaceted phase of the program. Moving beyond simply having Explainers interact with visitors at the National Mall Building, the program is shifting focus to build up the talents and knowledgebase of the student participants. In addition to serving visitors at both the National Mall Building and Udvar-Hazy Center, Explainers will also be interacting with students in the Cincinnati Public Schools via webcast presentations. Kornmann played a video of the Explainers program press conference held on September 29. In addition to remarks made by General Dailey and David Joyce, the press conference featured a live demonstration to exemplify the types of interactions that Explainers will have with students in Cincinnati.

Over the next five years, the Museum estimates that the Explainers will interact with over 700,000 - 1 million guests at the Museums each year. Explainers will spend 12,000 - 14,000 hours per year on the Museum floor. Explainers will spend 1,200 hours interacting with 5th and 6th grader in the Cincinnati Public Schools via point-to-point video conferencing. By the time the Program reaches the fifth year that number will increase to 3,600 hours. In regards to the Explainers point-to-point contact with the schools, this program was offered in a pilot form for the past two years. So far feedback from the schools reveals that the program increases student motivation. Teacher are invited to the Museum during the summer to receive additional training on the curriculum and activities. The Museum also works with the NASM curatorial team to develop videos that are shown during the STEM in 30 presentations. Over the next 5 years, the Museum will host over 450 STEM in 30 sessions with 110 Cincinnati Public School classes. Nearly 2,800 students in Cincinnati will participate in the program. 35 different recorded lessons will also be available to teachers across the country via the Museum's website.

David Joyce commented that GE Aviation is pleased to be able to support this impressive program. Cincinnati School District students have greatly benefited from interacting with the Explainers. They hope to continue to make the program available to inspire more students. Allan Holt commented that it is all about generating interest and excitement at an early age by getting the students out of the classroom and into the Museum.

Break

Nominations Committee Report - John Plueger, Chair, Nominations Committee

Chairman John Plueger provided an update on the Nominations Committee. Plueger again welcomed Alain Bellemare and Scott Donnelly to the Board and called attention to the list of member terms located in the packets. As of the October Board meeting, the current headcount for the Board is 31 members and bylaws allow for 32 members. Since the June Board meeting, the Nomination Committee recommended several actions. Exemption 5 nomination was unanimously passed by email vote in July, and he will join the Board in February. The Board also recommended that Exemption 5 be reappointment to the Board as a current member.

The Nominations Committee met via conference call on September 23 and recommended several actions. Plueger stated that Ex. 5 was recommended for nomination to the National Air and Space Museum Board and directed attention to Ex. 5 bio located in the packet. Plueger also shared that current members Exemption 5 were reappointed for second terms. After two terms of faithful service, members Allan Exemption 5 will transition to emeritus status. Ex. 5 will be retiring after serving his term. Following a vote and unanimous approval, Plueger stated that these recommendations will be put forward to the Smithsonian Board of Regents for confirmation on October 19. With these transitions, the Board count will remain at 31 current members. Plueger thanked Nominating Committee members David Joyce, Steve Loranger, Herb Kelleher, Jamie McJunkin, Stewart Fred, Jim Guyette, and Randy Greene for their service.

David Joyce recognized emeritus members McArtor and McJunkin, as well as retiring member Kirlin, with framed certificates.

Advancement Committee Report - Ralph Heath, Chair, Advancement Committee

On behalf of the Advancement Committee, Chairman Ralph Heath provided an update on fundraising efforts. Committee members participated in a conference call on September 23. Referencing a pie chart showing the break-out of funds raised by category, Heath reported that the Museum raised \$28.5 million in FY15. This total surpasses the original goal of \$15 million. Notable gifts since the June meeting include a Ex 6 gift from GE Aviation to fund the Explainers program in both locations and online. Heath gave special thanks to David Joyce for his support. National Air and Space Society member Foster Stanback established a Ex 6 endowment to fund internships in the Restoration Hangar. Backers pledged over Ex 6 in gifts through the Reboot the Suit Kickstarter campaign to fund the conversation and display of Neil Armstrong's spacesuit. Members of the Future State Task Force made personal gifts to continue the project.

The Museum has raised \$117 million toward the Campaign goal of \$120 million. At the start of the Campaign, it was projected that NASM would have raised approximately \$90 million by

this point. Heath stated that it is great news that NASM has raised 98% of the Campaign goal and Exemption 5

Heath stated that Exemption 5

Heath thanked the Board for their support through personal annual giving. Annual giving this year exceeded \$1.2 million and Board gifts were a significant contribution. Heath challenged members to continue to achieve 100% participation each year. Board members were also encouraged to continue to identify prospects and contribute to fostering digital engagement through the Future State Task Force. Heath thanked those who contributed to the crowdfunding Kickstarter campaign.

He also provided an update on Regional Campaign events. He thanked the members who helped host regional events in LA, DC, Seattle, and Chicago. The NASM Office of Advancement is continuing with follow-up efforts after each event. Heath thanked David Storch and Paul Wood for hosting the most recent event in Chicago. Heath shared that planning is now underway for events in Dallas, Fort Worth, and South Florida.

Through the Board's gifts and help with donor cultivation, the Museum exceeded the FY15 goal by successfully closing 46 major gifts. The Museum is still moving full steam ahead as they have over \$107 million in targeted asks in the pipeline.

Joyce asked Dailey how far the National Air and Space Museum is ahead of the other units. Dailey responded that, even though NASM started later due to Phase II of the Hazy Center Campaign, NASM shot ahead and continues to lead the pack.

Future State Task Force Update

Ralph Heath shared that the Task Force has worked with the Museum and GEER team to develop an architecture to support future virtual endeavors. Acting on a charge from the Board, the Task Force sought to understand how best to break down the walls of the Museum and bring new technologies to bear. In conjunction with efforts being developed for the *Boeing Milestones of Flight Hall*, Heath introduced the Mobile Missions app as a step toward informing and developing the architecture.

Heath invited Greg McAdoo to provide additional insight into how the Task Force approached their mission. McAdoo stated that, starting late last year, the Task Force began working with staff to develop transformational opportunities for the Museum.

Exemption 5

Exemption 5

McAdoo stated that Exemption 5

McAdoo invited the GEER team to provide a demonstration of the Mobile Missions app. Dan McSwain stated that Exemption 5

Nicole Weissman led the Board through a demonstration of the app. Please refer to the Task Force slide presentation posted on the Board website for more information. Following the launch of the app in November, Steve Geer explained that the GEER team will have a three month window to gather data and assess metrics. The app will be promoted both within the Museum and online.

Mark Kornmann, director of Public Engagement, and Jennifer Levasseur, museum specialist in the Aeronautics Department, shared how the development of the Mobile Missions app impacted the NASM staff. Kornmann provided additional insight by stating that the Museum is also in the process of developing the digital experience for the *Boeing Milestones of Flight Hall*. Working on parallel experiences gives the Museum a unique opportunity to gain insight. These projects required the Museum to develop quick and agile work and testing processes. NASM staff are developing new and innovated methods for rolling out and marketing products to the public. NASM is also working with Bluecadet to develop a new website. Exemption 5

Jennifer Levasseur shared that developing content for the Mobile Missions app presented a tremendous learning opportunity for the curatorial staff. The staff was tasked with developing content for the app on September 1, and delivered the content on September 18. The aggressive pace prompted staff to develop new processes to complete work at an accelerated rate and repurpose previously generated content. Levasseur stated that the exercise of developing the Mobile Missions app positioned the Museum to successfully pursue other digital projects and share content with visitors in new ways. Staff are now aware that this is the direction that the Museum will be moving in to prepare for future generations. Kornmann affirmed Levasseur's remarks by sharing that the development of the Mobile Missions app prompted a cultural shift within the Museum. While there was staff pushback at the beginning of the project, those who worked on the project now recognize the benefits of adopting

an agile process. With revitalization, the Museum has the opportunity to apply these lessons as they reassess how best to approach both the physical and virtual galleries. Kornmann also stated that NASM used the app as an opportunity to implement an accelerated contracting process. The next step is to work with the Smithsonian's Technical Review Board to continue updating and expanding the Smithsonian's privacy policies. Weissman added that the GEER team is now working with NASM staff to develop a marketing campaign for the launch of the app.

Heath introduced Chief Curator Peter Jakab to provide insight on the National Air and Space Museum's "New Identity" vision statement. Jakab shared that he regards the Task Force's goal to develop a virtual architecture not as a transformational opportunity, but rather as another point of evolution in how the Museum serves visitors. From broadening themes in the galleries to adding interactives and digital elements, the Museum has a history of evolving the visitor experience both within and outside of the walls. The Mobile Missions app and broader architectural implications serve as another key step in forwarding the Museum's mission.

McAdoo shared next steps for the Task Force. Exemption 5

[REDACTED]

The Task Force looks forward to reporting to the Board on findings and concrete next steps.

Heath stated that Board members can support the Task Force's current efforts through three steps. Exemption 5

[REDACTED] Jamie McJunkin shared that

Exemption 5

[REDACTED] Heath shared that

Exemption 5

[REDACTED]

Linda Mills applauded the work of the Task Force. She also suggested that, Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Hill asked Exemption 5

[REDACTED] Dailey responded that, Exemption 5

[REDACTED]

[REDACTED] McAdoo shared

Exemption 5

[REDACTED]

[REDACTED] Orlando Carvalho asked Exemption 5

[REDACTED] Greg McAdoo

stated Exemption 5 Paul Wood

asked Exemption 5 Steve VanRoekel shared

Exemption 5
[REDACTED]
[REDACTED] McJunkin
asked Exemption 5 McAdoo responded Exemption 5
[REDACTED] Dawne Hickton asked Exemption 5
[REDACTED]
[REDACTED]

Old Business - David Joyce

2016 Board meeting dates: February 2-3; June 7-8; October 4-5

Upcoming events:

October 24 - Air & Scare sponsored by Mars Chocolate North America, Udvar-Hazy
October 27 - GE Lecture, Mall
November 5 - NASS Flight Jacket Night, Mall
November 10 - Art of the Airport Tower Exhibition Opening, Mall

New Business

Wrap-up- General Dailey

General Dailey thanked the Board for their dedicated support. He credited the Board's enthusiasm and vision for helping the Museum achieve great success in the Campaign and instituting new processes. The Museum looks forward to updating the Board on other ongoing transformative efforts at the February 2016 Board meeting.

Executive Session

Meeting Adjourned

At 11:20 AM, the Board meeting adjourned and boxed lunches were made available. Members of the Task Force relocated to the Susan M. Cargill classroom for a working lunch meeting.

National Air and Space Museum Board

*Present at the October 14, 2015 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. Alain M. Bellemare*
Mr. David Bronczek
Mr. Orlando P. Carvalho*
Mr. Neil Cohen*
Mr. Frederico P.F. Curado
Mr. Scott Donnelly*
Mr. Mark B. Dunkerley*
Mr. Stuart L. Fred*
Mr. Morton Funger*
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Ms. Dawne S. Hickton*
Mr. Shepard W. Hill*
Mr. David L. Joyce*
Mr. Donald W. Kirlin*
Mr. Gregory L. McAdoo*
Mr. T. Allan McArtor*
Mr. Bruce R. McCaw*
Mr. Jameson J. McJunkin*
Ms. Linda A. Mills*
Mr. Robert A. Milton*
Mr. H. Ross Perot, Jr.*
Mr. John L. Plueger*
Mr. Charles A. Robertson
Ms. Meredith R. Siegfried*
Mr. David Storch
Mr. John Suttle*
Mr. David Tolley*
Mr. Steve VanRoekel*
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mr. Joe Clark
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene
Mr. David R. Hinson
Mr. Allan M. Holt*
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Thomas F. Pumpelly*
Dr. Jon A. Reynolds
Dr. Donald B. Rice

Mr. John Safer
Dr. Richard Sugden
Dr. Frederick Telling
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff Members

General John R. Dailey*
Ms. Meg Caulk*
Mr. Michael Garceau*
Ms. Laura Gleason*
Ms. Lindsey Jackson*
Dr. Peter L. Jakab*
Mr. Mark Kornmann*
Ms. Catharine A. Kualii*
Dr. Roger D. Launius*
Dr. Jennifer Levasseur*
Ms. Anne McAllister*
Ms. Jessica McNally*
Ms. Monecia H. Taylor*
Ms. Elizabeth Wilson*



..... NATIONAL AIR AND SPACE MUSEUM BOARD

**Smithsonian National Air and Space Museum Board Meeting
Wednesday, February 3, 2016
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - David Joyce, Chairman

The meeting was called to order at 8:15 AM. Mr. Joyce introduced Smithsonian guests in attendance including Dr. David Skorton, Dr. Richard Kurin, Virginia Clark, and Michelle Delaney. He also welcomed new Board members Thomas Vice and Steuart Walton. Joyce presented Walton with a crystal paperweight and Board pin crafted by John Safer. Vice was unable to attend this meeting but will participate in his first Board meeting in June. Joyce announced that the National Air and Space Museum Trophy Awards will take place on April 5, and emeritus Board member Captain James A. Lovell is being honored with the Lifetime Achievement Award. The Current Achievement award will be presented to the New Horizons team.

“State of the Smithsonian” - Dr. David Skorton, Secretary

David Joyce introduced Dr. David J. Skorton, secretary of the Smithsonian Institution. Dr. Skorton shared information on his background and current thoughts about the Institution.

Skorton shared that he has been working to familiarize himself with the Institution during his first seven months at the Smithsonian. As he learned more about the Institution and its functionality, he came to believe that the Smithsonian could better accomplish its mission and serve visitors through a more streamlined organizational structure. Moving forward, the science and the history, art, and culture organizations will merge into a combined group creating the Office of the Under Secretary for Museums and Research/Provost to be led by Dr. Richard Kurin. The reorganization will enable the individual units and Institution as a whole to fulfill its mission to increase and diffuse knowledge.

Skorton stated that he has identified a number of key initiatives that he is now working to push forward. Exemption 5

He welcomed Board members to contact him directly Exemption 6 with questions, suggestions, and concerns.

Skorton shared that Exemption 5

Skorton stated that he is also working to emphasize the inclusion of the arts across the Institution as well as highlight the Smithsonian's research centers. He stated that the Smithsonian should be a leader in both areas.

Finally, Skorton is working to protect the artifacts of the Smithsonian Institution while also ushering the museums into the digital world. He is creating a Student Advisory Board in order to learn how best to engage millennials and shape the museums for the future.

Shepard Hill asked Dr. Skorton what the Smithsonian's best argument is for gaining support on the Hill. Dr. Skorton responded that the Smithsonian has an Office of Government Relations who is formulating and coordinating their approach. Exemption 5

[REDACTED]

[REDACTED]

[REDACTED]

"State of the Museum" - General Jack Dailey, John and Adrienne Mars Director

General Jack Dailey provided an update on the National Air and Space Museum:

Since the Board last met in October, the Udvar-Hazy Center hosted 30,000 visitors at the annual Air and Space event. The crafts and science experiments at this event are an example of how the Museum engages young audiences in STEM in a fun, interactive way.

In November, as part of the annual Vice Admiral Donald D. Engen Flight Jacket Night, engineer and stratospheric explorer Alan Eustace spoke about his record-breaking space jump. *Art of the Airport Tower*, which takes you on a photographic journey to airports in the United States and around the globe, opened at the Museum in Washington, DC.

The Udvar-Hazy Center Open House took place on January 30 and offered a behind-the-scenes look at historic artifacts, documents, and works of art that are not usually on public display.

NASM hosted over 1,000 elementary school students for Field Trip Days sponsored by Google. Activities included building their own spacecraft or aircraft, interacting with Discovery Stations, and competing in paper airplane contests. NASM's geologists showed the students views of the planets in our solar system and the students looked through telescopes at the Phoebe Waterman Haas Public Observatory. They also explored artifacts covered in pre-visit classroom lessons. In addition to the program at NASM, Google Field Trip Days were held throughout 2015 at National Museum of Natural History and other science museums across the US and London.

NASM worked with Rainbow Puppet Productions to present performances of "Cruising Around the World," a custom program based on Education Chief Tim Grove's new book, *First Flight Around the World: The Adventures of the American Fliers Who Won the Race*.

Mychalene Giampaoli and Agustin Baldioli represented NASM at The Association of Science-Technology Centers Conference in Montreal, Quebec. The NASM educators talked to attendees about how we use the theme of astronauts to teach STEM to a variety of age groups, and how our activities might be useful at other sites. This is another illustration of our outreach outside the Museum.

Dailey shared that the look of the *Boeing Milestones of Flight Hall* is rapidly changing. NASM Collections staff reassembled the two main components of the Lunar Module, the ascent and descent stages. Additionally, the Bell X-1 *Glamorous Glennis* was sitting on its own landing gear for the first time in many decades. The *Friendship 7* Mercury capsule and the Gemini IV are currently in the Mary Barker Engen Restoration Hangar. They are being fitted for display stands which the Museum is manufacturing. Dailey stated that the Museum is encouraging the public to follow progress during the renovation by visiting airandspace.si.edu/milestones or #MilestonesofFlight.

Museum Collections staff are collaborating with the Smithsonian's Digitization Program Office and Autodesk to 3D scan the Apollo 11 Command module *Columbia*. By scanning and photographing the interior and exterior, the team can do cross-sections and offer perspectives on what it would be like to sit inside the module. Data will also be made available to those who want to do a 3D print of the object. Dailey thanked Exemption 5 for supporting the 3D Scanning of the Space Shuttle *Discovery*. Exemption 5

Dailey thanked Ex. 5 for his generous initial gift and for leading the effort for Exemption 5 to host the artifact on its 50th anniversary. Exemption 5

Dailey thanked Exemption 5 as Federal Express has agreed to provide the shipping.

Later this month, the exhibit *A New Moon Rises* will open at the National Mall Building. The Lunar Reconnaissance Orbiter Camera (LROC) has captured dramatic landscapes of the Moon for more than six years. *A New Moon Rises* showcases 61 breathtaking images from Apollo landing sites to majestic mountains that rise out of the darkness of the lunar poles. Dailey thanked Exemption 5 for sponsoring the gallery's opening reception.

In a good example of Smithsonian collaboration, NASM received a PT-13D Stearman, the *Spirit of Tuskegee*, on behalf of the National Museum of African American History and Culture. The Preservation and Restoration Unit prepared the aircraft and it was temporarily put on display in the Boeing Aviation Hangar. The transportation and placement in its permanent home was complicated but managed with skill by NASM Collections staff and those at NMAAHC.

During the annual staff awards, NASM honored staff who had a combined 290 years of service. The Director's Award for Excellence, the highest honor bestowed on an employee by NASM's Director, went to David DeVorkin. David is a senior curator in the Department of Space History and works to expand engagement and foster meaningful experiences with astronomy and the space sciences. The Peer Awards, the highest honor given to an employee or group by his or her peers, went to Tony Carp and Jeremy Kinney. Tony Carp is a Collections Specialist and his skills have been critical to the rigging and rehang of artifacts in the *Boeing Milestones of Flight Hall*. Jeremy is a curator in the Department of Aeronautics and has offered exceptional leadership on both the Exhibits 2020 committee and the Speed exhibit team. Other staff awards and honors were outlined and can be found on the State of the Museum presentation accompanying these minutes.

Dailey announced that NASM has now raised \$118M for the Campaign for the National Air and Space Museum. The Museum is only \$500,000 shy of the \$120M goal. Exemption 5

During this Campaign, the Board was responsible for Exemption 5. Since 1985, Board donations total \$153,512,101 to NASM. In 2011, NASM concluded the \$318M Campaign to build the Steven F. Udvar-Hazy Center.

Dailey stated that, new education initiatives like the GE Explainers and Holt Scholars Programs, are enabling NASM to extend its reach. The Museum goes beyond the galleries and traditional classrooms to inspire STEM learning through the internet, social media, and emerging technologies. The endowment has grown exponentially with new positions like the NASM Director that was funded by John and Adrienne Mars and the Conservation Chair, through a gift from Travis and Anne Engen. The internship program has doubled in size thanks to gifts like those from Jim and Kay Guyette and Linda Mills. Planned giving commitments have also increased. The National Air and Space Society membership program is expanding and providing a strong foundation of annual support that is critical to the Museum's ability to take advantage of emerging opportunities and to meet unanticipated needs. The incredible success of the Smithsonian's first Kickstarter campaign not only funded the restoration of the Neil Armstrong and Alan Shepard's space suits, it also opened a whole new world of crowdfunding and attention to NASM and the Smithsonian. This Campaign has provided philanthropic support that allowed the Museum to re-imagine and renovate existing spaces and galleries such as the Phoebe Waterman Haas Observatory, *Boeing Milestones of Flight* Hall and planning for the new *Destination Moon* gallery. Gifts for these galleries as well as gifts for named spaces at the Hazy Center, such as the John L. Plueger Family Welcome Desk, have added up to over \$50M that can be designated to revitalizing the downtown Museum.

Dailey shared that Exemption 5

The Senate bill authorizing construction of the Dulles Collections Care Center was introduced, Ex. 5

Dailey thanked the Board members for their continued support.

Future State Task Force Update, Ralph Heath, Chair, Advancement Committee

Ralph Heath stated that, two years ago, the Board formed a Task Force to help General Dailey and the Museum create a vision for the future. While the Museum was embarking on a decade-long physical refresh of the Museum in Washington, DC and digitization of its collections, it had not yet defined how the Museum could best employ state-of-the-art technology to transform and become more relevant to coming generations. Using the "A New Identity for NASM" vision statement as a guide, the Task Force has now taken several major steps in achieving this end.

In order to envision the Museum from a different perspective, the Task Force explored concepts such as making the Museum both a physical and a virtual resource, using creative

apps to excite visitors and provide access to collections by everyone from anywhere, and real-time tailoring of information to individual interests and needs.

Heath shared that that first manifestation of these concepts, a mobile app titled “Discover Your Place in Aerospace” Mobile Missions, was released in December. Working with GEER, a strategy firm with roots in digital technology and grassroots engagement, the Task Force and Museum designed this app to inspire and engage users, highlight the Museum’s collection, and promote content sharing via social media. Heath thanked the Board members who downloaded and tested the app.

Heath stated that “Discover Your Place in Aerospace” served as an important learning opportunity for the Museum. While the Mobile Missions app provides visitors an opportunity to engage with academic content, it also creates an iterative testing ground for the Museum to practice agility when creating, presenting, and adapting content for physical and virtual application.

Heath stated that the metric has been the rate of how the organization is learning from the app development experience. The Mobile Missions process helped streamline the Museum’s content development strategy. They learned that NASM must continue to develop marketing tools in order to onboard users at the desired rate. The Museum learned that visitors need to see benefits early when using the app. With the Mobile Missions app, the selfie reward was too far into the app. An app’s name is important. The name “Discover Your Place in Aerospace” is too “museum-like” and did not successfully hook visitors. As an application of the lesson learned, the Museum will be looking closely at naming opportunities within the *Milestones* app. The splash page (the screen that pops up on a phone that allows the user to sign in for WiFi) will be important to the *Milestones* app. Since the development of the Mobile Missions app prompted the creation of a NASM specific splash page, visitors will now be encouraged to download and have efficient access to the *Milestones* app. Heath stated that the Museum team learned that it is important to move way outside the box in terms of marketing and signage. Collaterals traditionally used for marketing within the Museum did not drive app downloads. The Museum will continue to wrestle with questions such as “How do we engage our visitors beyond their visit or during their visit?” Visitors have little time and move quickly, but the Museum will continue to encourage them to slow that down and deepen their experience.

Concurrent with the Task Force’s work, NASM has several projects underway that are a part of the Museum’s overall digital strategy. The projects include *Above and Beyond* and the *Boeing Milestones of Flight* Hall.

Break

Nominations Committee Report - John Plueger, Chair, Nominations Committee

John Plueger welcomed Steuart Walton and Thomas Vice to the Board. He called member’s attention to the Board terms information located in the meeting packets. The National Air and Space Museum Board currently has 31 members, and bylaws allow for 32 members. Plueger shared the Nominations Committee is currently considering Exemption 5

[REDACTED]

[REDACTED]

Members may be asked to vote via electronic submission on their Nominations in April.

Plueger thanked Nominations Committee members David Joyce, Steve Loranger, Jamie McJunkin, Stuart Fred, Jim Guyette, and Randy Greene for their service.

Advancement Committee Report - Ralph Heath, Chair, Advancement Committee

Virginia Clark, Director, Advancement and Philanthropic Giving, Smithsonian Institution, provided an update on the Smithsonian Campaign. She congratulated the NASM Board and Museum leadership for their great work and progress. The Smithsonian as a whole has raised \$1.33B toward the overall goal of \$1.5B. Exemption 5

Clark announced that last year was the best fundraising year ever in the history of the Smithsonian Institution, raising almost \$230M. The goal for FY2016 has been set at an ambitious \$250M.

Reporting on NASM's current progress, Ralph Heath presented a chart reflecting a break-out of funds raised by category in the 1st Quarter FY16. He shared that notable gifts since the October meeting include a Ex 6 Norfolk Charitable Trust for Kendall collection of Ballooning artifacts, Ex 6 initial gift from Bruce McCaw for *Destination Moon* exhibition, and Ex 6 additional gift from Javier Arango for World War I centenary programs. Ex 5 Support from members of Board have been -- and will continue to be -- crucial to Museum. Heath stated that the Board will play enormous role in shaping vision for NASM for the next 15 or 20 years.

Referencing a chart showing percentage toward the Campaign goal for the five museums with largest goals, along with National Zoo, Heath shared that Exemption 5

Showing a chart of the first quarter revenue comparison for the National Air and Space Society, Heath stated that NASS is down over last year by 16%. He encouraged Board members to make their annual society gifts as they truly make a difference.

A chart showing a fiscal year comparison of online revenue reflected a steady increases due to improvements in the online giving experience. In FY15, online giving represented 29% of non-major gift revenue. Heath stated that this data supports the importance and relevance of the work being pursued by the Future State Task Force. The Museum is now working with Avalon to enhance direct mail and digital fundraising efforts.

Exemption 5 Heath thanked Ex.5 for their roles in supporting the next regional event in the Dallas area.

NASM is now focused on raising funds needed to transform the Museum in Washington, DC's galleries. Exemption 5

Heath encouraged members to build on the current success of the Campaign and keep momentum going.

Heath welcomed questions from the Board. Paul Wood asked [Exemption 5]
[Exemption 5] Clark responded [Exemption 5]
[Exemption 5]
[Exemption 5]
[Exemption 5]

***Milestones* Digital Experience - Mark Kornmann, Director, Public Engagement; Josh Goldblum and Troy LaChance, BlueCadet**

General Dailey shared that the Museum took on a number of projects to prepare for the design and opening of the *Boeing Milestones of Flight* Hall. Both the *Above and Beyond* exhibit and the Mobile Missions app provided learning opportunities that are now being applied to enhance the Museum experience. The *Milestones* digital experience will enable the Museum to engage visitors both within and beyond the walls of the Museum. General Dailey invited Mark Kornmann, director of Public Engagement, to present on the *Milestones* effort.

Kornmann thanked General Dailey and the Task Force for their leadership and guidance. He shared that, through the various projects, the Museum learned four key lessons that will be applied to future efforts. When creating the Mobile Missions app, the Museum adopted a system of agile content development in order to both uphold the quality of content and meet deadlines. Kornmann shared that, while the Museum would typically require a year to develop a new app, the NASM team created the content for the Mobile Missions app in just four weeks. The Museum also learned the importance of a name. The Museum found that the name “Mobile Missions” did not resonate with the users, so the Museum is taking the time to develop an engaging name for the new *Milestones* app. Next, the Museum learned that marketing tools traditionally used by the Museum, such as print advertising and signage, did not effectively promote the app. The Museum is now looking into different platforms for promoting the new digital experiences that will connect the users to the app efficiently. The Museum’s recent ability to customize the splash page will greatly facilitate the promotion and download of apps. Finally, the Museum learned the benefits of testing more, learning more, and failing more. Through the Mobile Missions app, the Museum gained confidence to try new ideas and adapt based on experiences. The Museum is now working to apply these lessons as they develop and debut the *Milestones* digital experience.

Kornmann provided an update on the *Boeing Milestones of Flight* Hall Museum initiative for public engagement. He shared that this effort is more than just an app or set of interactives, but a 360 degree shift in how the Museum works to capture visitors when they enter the Museum, engage visitors beyond the walls of the Museum, and establish an ongoing relationship with the visitors so that they continue to utilize the Museum’s content.

The Museum contracted a digital agency, BlueCadet, to assist with these efforts. BlueCadet has been working with the NASM team to develop and integrate the *Milestones* digital wall, app, kiosks, and a revamped Museum website. Following the vision outlined in the “A New Identity for the National Air and Space Museum” statement, BlueCadet has been working to develop a seamless integration of the different components.

Kornmann welcomed Josh Goldblum and Troy LaChance to provide an update on progress made toward developing the *Milestones* digital experience. Goldblum shared that, from the beginning of the project, BlueCadet worked collaboratively with the internal Museum team to

develop cross-cutting themes, surprising connections, compelling stories, and a personalized experience.

Goldblum stated that Exemption 5

He referenced a variety of slides to provide a visual representation of Ex. 5

Goldblum described that, as visitors use the wall, they will be encouraged to sync content to their mobile device via the app. Visitors can use the app to access a customized map and learn more information about artifacts of interest. They will have the option to select either curated or self-guided tours of the Museum based on a specific topic, the amount of time they have to explore, or serendipitous discovery. While the app is not designed to be an audio-first experience, videos and historic footage will be included in the content. The Museum will continue to develop and release new tours over time. WiFi is being used to provide precise way-finding ability on an interactive map. Dawne Hickton asked Exemption 5

LaChance responded Exemption 5

Agnes Brown asked Exemption 5 Goldblum responded that Exe

mp

David Joyce asked Exemption 5

Goldblum responded Exemption 5

Goldblum stated that Exemption 5

Heath asked Exemption 5

Ken

Gazzola asked Exemption 5 Clark responded that, Exemption 5

LaChance responded Exemption 5

Goldblum assured Exemption 5

Randall Greene asked

Exemption 5

Old Business - David Joyce

2016 Board meeting dates: June 7-8; October 4-5

2017 Board meeting dates: February 7-8; June 6-7; October 3-4

Upcoming events:

April 5 - NASM Trophy Awards dinner, sponsored by Hillside Foundation, BAE Systems, L-3, Pratt & Whitney, Claude Moore, Atlas Air, National Mall

April 28 - Exploring Space Lecture and dinner, with speaker Chris McKay sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

May 12 - Exploring Space Lecture and dinner, with speaker Robert Pappalardo sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

May 24 - Charles A. Lindbergh Lecture and dinner, with Sam Johnson sponsored by United Technologies Corporation, National Mall

June 1 - Exploring Space Lecture and dinner, with speaker Pan Conrad sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

June 14 - John H. Glenn Lecture in Space History and reception, with Michael Collins and David Rubenstein sponsored by The Boeing Company, National Mall

June 23 - Exploring Space Lecture and dinner, with speaker Dave Charbonneau sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

TBD - GE Aviation Lecture and dinner, sponsored by GE Aviation, National Mall

Wrap-up- General Dailey

General Dailey thanked the Board for their dedicated support.

Executive Session

Meeting Adjourned

At 11:20 AM, the Board meeting adjourned and boxed lunches were made available.

National Air and Space Museum Board

*Present at the February 3, 2016 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. Alain M. Bellemare
Mr. David Bronczek
Mr. Orlando P. Carvalho
Mr. Neil Cohen*
Mr. Frederico P.F. Curado*
Mr. Scott Donnelly*
Mr. Mark B. Dunkerley
Mr. Stuart L. Fred
Mr. Morton Funger
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Ms. Dawne S. Hickton*
Mr. Shepard W. Hill*
Mr. Allan M. Holt
Mr. David L. Joyce*
Mr. Gregory L. McAdoo
Mr. Bruce R. McCaw*
Ms. Linda A. Mills*
Mr. Robert A. Milton
Mr. H. Ross Perot, Jr.
Mr. John L. Plueger*
Mr. Charles A. Robertson*
Ms. Meredith Siegfried Madden
Mr. David Storch
Mr. John Suttle*
Mr. David Tolley*
Mr. Steve VanRoekel*
Mr. Thomas Vice
Mr. Steuart L. Walton
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mr. Joe Clark
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola*
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene*
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James*
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. T. Allan McArtor*
Mr. Jameson J. McJunkin*
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Thomas F. Pumpelly*

Dr. Jon A. Reynolds

Dr. Donald B. Rice

Mr. John Safer

Dr. Richard Sugden*

Dr. Frederick Telling

Mr. Charles Thornton

Ms. Patty Wagstaff

Mr. Bruce Whitman

SI/NASM Staff Members

General John R. Dailey*

Ms. Meg Caulk*

Ms. Virginia Clark*

Ms. Michelle Delaney

Mr. Michael Garceau*

Ms. Laura Gleason*

Ms. Lindsey Jackson*

Dr. Peter L. Jakab

Mr. Mark Kornmann*

Ms. Catharine A. Kualii*

Dr. Richard Kurin

Dr. Roger D. Launius*

Ms. Anne McAllister*

Ms. Jessica McNally*

Ms. Monecia H. Taylor*

Dr. David Skortin

Ms. Elizabeth Wilson*



..... NATIONAL AIR AND SPACE MUSEUM BOARD

**Smithsonian National Air and Space Museum Board Meeting
Wednesday, June 8, 2016
NASM Executive Board Room
Steven F. Udvar-Hazy Center**

Meeting Called to Order - David Joyce, Chairman

The meeting was called to order at 8:30 AM. Mr. Joyce introduced Smithsonian guests in attendance including Dr. Richard Kurin, Virginia Clark, and Michelle Delaney. He also welcomed new Board member Thomas Vice. Joyce presented Vice with a crystal paperweight and Board pin crafted by John Safer. Joyce congratulated Bruce Whitman on receiving the Médaille de l'Aéronautique from France. Joyce introduced Dr. Richard Kurin to provide the "State of the Smithsonian" update.

"State of the Smithsonian" - Dr. Richard Kurin, Acting Provost/Under Secretary for Museums and Research

Dr. Richard Kurin provided an update on the Smithsonian Institution:

Kurin stated that the Smithsonian Institution has a \$1.4B annual operating budget. The annual budget is provided through the following sources:

- \$840M 60% or through Federal funding
- \$230M through philanthropy
- \$180M through business ventures such as the Smithsonian Channel, Smithsonian, Magazine, museum shops, and restaurants
- Grants and contracts - For example, SI received a \$100M grant from NASA
- The Smithsonian Endowment - The James Smithson Endowment that has grown from \$500,000 to \$1.2B

Kurin credited the mixed economy of a private/public partnership for enabling the Smithsonian to make a strong case before Congress to acquire sustained and additional funding. Exemption 5

Kurin shared that, as a means of leveraging public support and reaching out to the private sector, SI launched a \$1.5B Campaign to boost support. The Smithsonian has now raised \$1.4B toward the goal. Exemption 5

Kurin shared that the Campaign enabled the Smithsonian to pursue significant projects, such as the construction of the National Museum of African History and Culture (NMAAHC.) He stated that the Smithsonian was responsible for raising \$270M, and that amount was matched by Congress to create a 50/50 partnership for funding the capital project. Kurin stated that the success of NMAAHC's fundraising instilled confidence in Congress, and set a positive foundation for NASM's upcoming Revitalization.

Kurin stated that Dr. Skorton recently established the Future Scholars Initiative with the goal of attracting young and talented curators to the Smithsonian. In an effort to prepare for the future within an aging workforce, the Initiative will use private funding to support 40 new

junior curator positions throughout the Institution. It is Dr. Skorton's goal to endow these positions and create a self-sustaining program. Exemption 5

[REDACTED]

[REDACTED]

Kurin also provided an update on the Smithsonian's other efforts which include working within a consortium of science institutes to build the Magellan Telescope, partnering with health organizations to address the Zika Virus and other parasites, and leading an effort in cultural recovery to protect historic sites around the world. SI is partnering with higher education institutions, such as Yale University and George Mason University, and domestic governmental agencies, such as the State Department and USAID, to share resources and engage in cutting-edge research.

Kurin relayed that, Exemption 5

[REDACTED]

[REDACTED] On June 22, Secretary Skorton will testify before the US House of Representatives Committee on Administration about the Museum project. At the end of May, the Smithsonian hosted the Senate and their spouses for an evening at the National Museum of the American Indian. Kurin shared the following remarks at the dinner:

"I know Senator McConnell said this dinner is time out from business, but I can't resist letting you know that we will need your help in the coming years to ensure the repair and restoration of the National Air and Space Museum, one of the most visited museums in the world. This Museum was the nation's gift to itself, opening for the bicentennial of our country on July 4, 1976—the summer I started working for the Smithsonian. It was a monument to science, technology, and engineering, but also to national unity, purpose, and imagination—we had fulfilled the dream of sending a man to the Moon and back. The Museum has proved to be an inspiration to generations. We need your help to complete major *MAJOR* work on the building so it can continue to inspire future generations to invent, create, innovate, and imagine future American achievements."

Kurin shared that he received bipartisan support for these words, and assured the Board that the Smithsonian is gaining momentum on this important project. Kurin asked the Board to lend their support and expertise as the Museum approaches Revitalization. Even though the project is approaching \$600M, the question within Congress, the Smithsonian, and Museum leadership is not "if" but "how."

General Dailey and Joyce thanked Dr. Kurin for his support.

"State of the Museum" - General Jack Dailey, John and Adrienne Mars Director
General Jack Dailey provided an update on the National Air and Space Museum:

General Dailey stated that he is taking a streamlined approach to his presentation in an effort to provide more time for discussion. He welcomed questions at any time.

General Dailey shared that, at the 2016 Trophy Awards, the Museum honored Captain Jim Lovell with the Lifetime Achievement Trophy. The Current Achievement Trophy was awarded to NASA's New Horizons Mission Team and was accepted by Dr. Alan Stern.

The Museum hosted a number of lectures since the Board last met in February, including the Annual John Bahcall Lecture at the Udvar-Hazy Center featuring Professor Ewine van Dishoeck and the Smithsonian's Stars lecture "Surprises in the Outer Solar System," featuring Matthew Holman of the Harvard-Smithsonian Center for Astrophysics. General Dailey shared that Dr. Homan spoke to a sold-out audience, and noted that the Stars series is currently sponsored by a grant from NASA that is set to expire. Sponsored by Aerojet Rocketdyne and ULA, the Exploring Space lecture series is having another successful year featuring presentations by speakers Chris McKay of NASA Ames Research Center, Robert Pappalardo of Jet Propulsion Laboratory, Pamela Conrad of NASA Goddard Space Flight Center, and David Charbonneau of Harvard University. The National Air and Space Society spring lecture was an evening celebrating Bob Hoover. Selections from *Flying the Feathered Edge* documentary were presented by Kimberly Furst, who directed, produced, and wrote the screenplay, and pilot Sean Tucker and Museum curator Dorothy Cochrane were on hand to add additional insights and answer questions. General Dailey shared that Mr. Hoover watched the live streaming of the lecture, and the Museum received word that "he loved it."

General Dailey stated that education activities remain a high priority for the Museum. NASM recently held the *Women in Aviation and Space Family Day* at the Udvar-Hazy Center and *Explore the Universe Family Day* at the National Mall building. Both days are part of Northrop Grumman Heritage series, and General Dailey thanked Tom Vice and Northrop Grumman for their ongoing support. Museum and astronomy educators coordinated programming, including telescopic observing, for the Transit of Mercury. Visitors also enjoyed 2016 Space Day, and General Dailey thanked Lockheed Martin for supporting this annual favorite event. GE Aviation Explainers engaged 4,524 children and adults with STEM-related programming while participating in the USA Science and Engineering Festival. General Dailey thanked David Joyce and GE Aviation for the continuing success of the Explainers program.

General Dailey shared that NASM's outreach programs continue to grow as exemplified through the several STEM in 30 programs that aired since last Board meeting. Subjects for these engaging segments ranged from Tuskegee Airman to the *Blackbird* to Moon Rocks. STEM in 30 has now taken place in a variety of locations outside the Museum, like Dayton, Ohio, and more locales are planned for 2017. In total, the Museum hosted 21 STEM in 30 programs to serve over 60,000 people participating around the world in countries such as the U.S., Canada, China, Puerto Rico, India, United Kingdom, and Germany. Other outreach programs included the What's New in Aerospace program featuring Danny Olivas. This program enabled five sixth-grade science teachers and their 200 students, including those participating in the Holt Scholars program, to investigate astronomy and planetary science through classroom activities, field trips, and teacher professional development. General Dailey recognized Allan Holt for his generous support of the Holt Scholars program.

General Dailey was pleased to announce that this year's Internship Program broke previous records with 525 submitted applications. The Museum will host 54 paid internships this summer. General Dailey thanked Exemption 5 for their support, and also acknowledged Board members who contribute to the Director's Endowment as he directed support from this fund to enhance the program. The funding enabled the Museum to formalize the program and make advance plans. General Dailey shared that Linda Mills will be speaking with the interns to share her experiences and offer advice.

Continuing the Museum's honored tradition of hosting sundown ceremonies, and in conjunction with Centennial of Coast Guard Aviation, the Museum accepted a Coast Guard Sikorsky HH-52A Seaguard helicopter. This is the first Coast Guard aircraft on permanent display in the Smithsonian, and is now on display at the Udvar-Hazy Center.

General Dailey highlighted the importance of the scholarly work and the top-notch research that is conducted by the National Air and Space Museum. In the words of Dr. Skorton, "For all our treasures, the Smithsonian's greatest assets are our scholars." For a complete listing of recent staff honors, publications, and appearances, General Dailey directed the member's attention to the document that was included in the read ahead materials and packets. General Dailey acknowledged that Ross Irwin's grant from NASA is worth over \$150,000 and that Bruce Campbell was selected as a team member on a newly funded Mars Data Analysis Program proposal.

General Dailey announced that NASM surpassed its \$120M goal for the Campaign for the National Air and Space Museum. NASM is the first of the large units to reach their goal. The Museum is working to build on this success, and will now focus on raising funds for the physical and virtual transformation of the galleries.

General Dailey provided the Board with an update on both the Revitalization and Transformation efforts. Working to secure Federal funding for the Revitalization of the National Mall Building, Secretary Skorton briefed House Appropriations Subcommittee in March. OMB and the Appropriations Committee know this is priority, and pledged support. General Dailey shared that the Dulles Storage Module was included in the budget request. He also provided an update on the transformation of the Mall building exhibits, which will be supported through private funding. General Dailey shared that the Smithsonian approved a line of credit with an interest rate of .075%. Progress is already underway as the 35% design submission for NMB Revitalization is now complete, and NASM awarded a contract for the first nine west-end galleries to Haley Sharpe Design (HSD).

General Dailey shared that work on the *Boeing Milestones of Flight Hall* continues as the Friendship 7 Mercury capsule and the Gemini IV spacecraft were recently installed in the space. General Dailey announced that the new Welcome Desk is still available for sponsorship and, at \$3M, this high-profile location is the only naming opportunity within the *Boeing Milestones of Flight Hall*. He shared that the interactive media wall is in place and looks terrific. General Dailey welcomed Board members to download, test, and provide feedback on the Museum's new "GO FLIGHT" app.

General Dailey announced that, on July 1, an evening ceremony will kick off Museum's 40th anniversary celebration and the reopening of the *Boeing Milestones of Flight Hall*. At the conclusion of the ceremony, the Museum will welcome the public to an "All Night at the Museum" event. This dusk-to-dawn celebration will be filled with tours, hands-on activities, and a film festival. Webcasting will take place all night so guests can participate from around the world. General Dailey emphasized that this all-nighter is an example of how NASM is thinking differently and trying new things. General Dailey shared a film clip from NBC4 Washington promoting the event.

General Dailey thanked all Board members for their commitment to the National Air and Space Museum. He stated that this is an exciting time for NASM, and the partnership between

the Board and the Museum is critical. The Museum is striving to create a fundamentally new visitor experience for all visitors everywhere. General Dailey welcomed questions and feedback.

Nominations Committee Report - David Joyce, Chairman

David Joyce provided the Nominations Committee report in the absence of Nominations Committee Chairman John Plueger. Joyce again welcomed Thomas Vice, and thanked Nominations Committee members John Plueger, Steve Loranger, Jamie McJunkin, Stuart Fred, Jim Guyette, and Randy Greene for their service. He called member's attention to the Board terms information located in the meeting packets. The National Air and Space Museum Board currently has 31 members, and bylaws allow for 32 members. Joyce announced that, to comply with the bylaws and avoid a conflict of interest, **Exemption 6** resigned from the Board

Exemption 6

Exemption 6 nomination for NASM Board membership has been submitted to the Smithsonian Regents for consideration. The Regents will vote on **Exemption 6** appointment on June 13.

Break

NASM Transformation: The Art of the Possible

Physical: National Mall Exhibits - Jan Faulkner, Director, Designer, Haley Sharpe Design

Jan Faulkner, director and designer of Haley Sharpe Design, presented the Board with an update on progress toward Transformation. Faulkner shared that Haley Sharpe Design (HSD) is proud to have been awarded the contract as interpretive designers for the initial stages of the Transformation of NASM. Faulkner shared that HSD has 58 people on staff, and 80% of their work force is dedicated to the NASM Transformation project. Their role will encompass the design and refresh of nine galleries. Working collaboratively with the architectural team, curators, and Collections teams, HSD will be the catalyst for the creation of a totally new look and feel to the NASM galleries. They are working to redefine the Smithsonian's exacting standards to deliver world class visitor experiences that will continue to facilitate one of the most visited museum in North America. Faulkner stated that HSD will be instrumental in mapping out the visitor journeys through the careful design of each gallery, using the amazing collections to unpack people based stories that illustrate how we have and continue to shape our understanding the world we know and those beyond. Using the latest immersive media and integrated technologies, as well as more traditional print and display approaches, it is HSD's goal to provide visitors with a truly unique and memorable experience that inspires them to want to know more.

Faulkner explained that, in order to successfully complete the transformation of the west-end, the Museum grouped the nine galleries into three suites. Each of the suites seek to demonstrate the mission statement of "Aviation and Spaceflight Transformed the World" by incorporating stories and artifacts that exemplify science and technology, people, culture and society, politics and power, and business and economics.

The Specialty Suite will include the *America by Air*, *Wright Brothers*, and *A Nation of Speed* galleries. In *America by Air*, the gallery team is working with HSD to revitalize the existing collection, and update the narrative with new graphics and robust interactives. They will update the technologies and media, and ensure that the gallery is ADA compliant regarding accessibility. The universal design of this gallery will provide engaging learning opportunities

for all. In the *Wright Brothers* gallery, the teams are focusing on enlivening and adding a “wow” factor to this iconic artifact. The *A Nation of Speed* gallery is an entirely new exhibition for the Museum. This gallery will feature an “artifact led” dynamic display facilitated by screens, lighting, film, and sound effects. Digital labels will link back to the Museum’s website and blog in an effort to breakdown the walls of the Museum and engage new visitors.

The Revolutions in the Sky Suite will include the *Early Flight*, *Reinventing Flight*, and *We all Fly* galleries. *Early Flight* will employ a unified arrangement of artifacts, add movement and dynamic lighting, and share emotional narratives to celebrate early flight heroes and connect visitors to the collection. The *Reinventing Flight* gallery will celebrate stories of engineering and problem solving through dynamic presentations and mounted aircraft. The team will use engaging media to draw connections between historical figures and the artifacts. The *We all Fly* gallery will not only highlight the functional design of airplanes, but also celebrate their diversification, ingenuity, and the inventiveness of both their designers and pilots. The gallery will include themes of experimentation, and how designers learned from their mistakes through testing.

The Exploration Suite will include the *Planets*, *Destination Moon*, and *Planet Earth* galleries. The *Planets* gallery layout will be oriented based on type of planet and destination. The gallery team is seeking to redefine Smithsonian standards of visitor engagement by offering immersive experiences in this space. The gallery team designed the layout of *Destination Moon* to incorporate four major zones. The goal is to let the visitors explore the space but also draw them to iconic key objects and stories through movement and projected images using emerging technologies. Stories and artifacts will reinforce the gallery’s theme of “Believe in the Impossible.” In the *Planet Earth* gallery, the teams are working to develop a

Exemption 5

In summary, Faulkner stated that HSD and the Museum are working together to highlight the Museum’s unsurpassable collection, both within and beyond the walls of the Museum, like never before.

Virtual: Future State Task Force - Ralph Heath, Chair, Advancement Committee

Ralph Heath provided an updated on the work of the Future State Task Force. He reviewed the history of the Task Force. Heath stated that, while the Task Force has only begun its work to engage visitors beyond the walls of the Museum, the past actions served as great learning opportunities. Through the work of the Task Force, the Museum took on a cultural shift in order to become a responsive and inclusive institution that develops agile content.

Heath stated that, between now and the October Board meeting, the Task Force will work to set a foundation for bringing the “outside in.” Instead of working to serve just the 8M visitors who physically tour the Museum each year, the Task Force is striving to engage 80M or even 800M visitors each year through digital content. NASM’s brand is strong, and current developments both in the Museum’s internal culture as well as in technology will enable the Museum to ultimately reach this goal. Heath stated that the Task Force is continuing to evaluate how they can best add value to the Museum on behalf of the Board.

Heath shared that, Exemption 5

Greg McAdoo shared that, Exemption 5

Heath called the Board's attention to NASM's Vision Statement for additional insight on the Museum's goals for Transformation.

Meredith Siegfried Madden agreed that these efforts are important because many people, both within the US and around the world, will not have the opportunity or means to visit the physical museum. It is therefore key to bring the Museum to them via technology.

Funding: Advancement Committee - Ralph Heath

Heath provided an update on current fundraising efforts. The Advancement Committee met for a conference call in mid-May, and had a good discussion around the current Campaign, Federal and private funding efforts related to Transformation, and an update on Future State Task Force activities.

Heath referenced a chart reflecting the Campaign funding broken down by purpose. He thanked the Board members who contribute to the National Air and Space Society As announced by General Dailey, NASM officially reached its \$120M goal for the Campaign for the National Air and Space Museum. NASM is the first of the large units to do so. While this is a great target to hit, Heath emphasized that the Museum has not crossed the finish line. NASM is capitalizing on the momentum to continue to raise funds for exhibits as the downtown Museum is reconstructed. The National Mall Building will be rebuilt - both physically and virtually - through Federal funds as well as private philanthropy. Heath shared that, since the \$1.5B Smithsonian Campaign does not end until December 2017, NASM taking advantage of this time to continue to plan for the larger fundraising effort needed for the transformation of the galleries and exhibits.

Referencing a chart showing "Estimated Fundraising Requirements vs Current Capacity," Heath stated that Exemption 5

As General Dailey

referenced in his remarks, planning has already begun for financing the portion of this project not covered by Federal funds. Exemption 5

For comparison purposes, Heath referenced a chart that reflects money raised for the current Campaign. He shared that the solid red bars reflect what was raised for the Campaign over the past several years, the green stripes reflect money raised for the Udvar-Hazy Center, and the red stripes on the bar at the far right reflect what the Museum still needs to raise this fiscal year. Exemption 5

In addition to surpassing the current \$120M goal, NASM has met or exceeded the goals set for the previous two campaigns.

Heath shared that the Museum's implementation plan includes additional investment in staff to increase activity on principal, leadership, and 6-figure giving. The Museum seeks to expand the digital philanthropy capacity as well as shape Board membership to be comprised of members who participate in fundraising efforts. The Museum will also increase cultivation and solicitation activity, and pursue communications and design contracts.

Heath stated that, in addition to transforming the exhibits and galleries, NASM must also support educational activities and programming. The Education Department is working with a contractor to help establish long-term and short-term goals that will broaden the Museum's national focus, create refreshed programs, generate best practices, and identify funding needs and an implementation plan to help track a way going forward. During the \$120M Campaign, dollars raised for Education activities was close to \$25M or 20%. Education is included in the planning budgets for Transformation, and the Museum's approach will emphasize the educational aspects of the exhibits rather than keeping education and exhibits in their own silos.

Heath shared that, so far this fiscal year, NASM has raised \$5M or 31% of the FY16 goal. Exemption 5

Heath encouraged the Board stating that their support has been, and will continue to be, crucial to Museum. He emphasized that individuals on the NASM Board will play an enormous role in shaping the vision for the Museum for the next 15 or 20 years. NASM needs to identify, cultivate, and steward future high-level donors. He reminded the Board that Committee members as well as the Board are crucial to introducing NASM to appropriate colleagues and associates, and helping to match the Museum's mission to prospective donor interests.

Orland Carvalho noted Heath's comments in regards to Exemption 5

Carvalho supported Exemption 5

Old Business - David Joyce

Upcoming events:

2016 Board meeting dates: October 4-5

2017 Board meeting dates: February 7-8; June 6-7 October 3-4

June 14 - Glenn Lecture and reception with Michael Collins, Jeff Bezos and David Rubenstein sponsored by Boeing, National Mall

June 18 - Innovations in Flight Family Day and Aviation Display sponsored by Booz Allen Hamilton, Udvar-Hazy Center

June 23 - Exploring Space Lecture and dinner with speakers David Charbonneau sponsored by Aerojet Rocketdyne and United Launch Alliance, National Mall

July 1 & 2 - 40th Anniversary Celebration and re-opening of Boeing Milestones of Flight Hall, National Mall

July 29 - Mars Day!, National Mall

September 22 - GE Lecture with Suzanna Darcy, National Mall

Wrap-up- General Dailey

General Dailey thanked the Board for their dedicated support.

Executive Session

Meeting Adjourned

At 11:05 AM, the Board meeting adjourned and boxed lunches were made available.

National Air and Space Museum Board

*Present at the June 8, 2016 meeting

Board Members:

Dr. Joseph P. Allen IV
Mr. Alain M. Bellemare
Mr. David Bronczek
Mr. Orlando P. Carvalho*
Mr. Neil Cohen*
Mr. Frederico P.F. Curado
Mr. Scott Donnelly*
Mr. Mark B. Dunkerley*
Mr. Stuart L. Fred*
Mr. Morton Funger
Mr. Thomas W. Haas*
Mr. Ralph D. Heath*
Ms. Dawne S. Hickton
Mr. Allan M. Holt*
Mr. Shepard W. Hill*
Mr. David L. Joyce*
Mr. Gregory L. McAdoo*
Mr. Bruce R. McCaw*
Ms. Linda A. Mills*
Mr. Robert A. Milton
Mr. H. Ross Perot, Jr.
Mr. John L. Plueger
Mr. Charles A. Robertson*
Ms. Meredith Siegfried Madden*
Mr. David Storch*
Mr. David Tolley
Mr. Steve VanRoekel*
Mr. Thomas Vice*
Mr. Steuart L. Walton*
Mr. Paul Wood*

Board Members Emeritus:

Mr. James Albaugh
Mr. Ronald W. Allen
Mr. Javier F. Arango
Mrs. Anne B. Baddour
Mrs. Agnes M. Brown*
Capt. Eugene A. Cernan
Mr. Armando C. Chapelli, Jr.
Mr. Max C. Chapman, Jr.
Mr. Joe Clark*
Mr. Frank A. Daniels, Jr.
Mr. Edsel B. Ford, II
Mr. Kenneth E. Gazzola*
Mr. S. Taylor Glover
Mr. James M. Guyette
Mr. Randall A. Greene
Mr. David R. Hinson
Mr. David C. Hurley
Mr. Robert James
Mr. Clayton M. Jones
Mr. Herbert D. Kelleher
Mr. Rodney R. Lewis
Mr. Steven R. Loranger*
Capt. James A. Lovell
Mrs. Adrienne Bevis Mars
Mr. Robert J. Mittman
Mr. T. Allan McArtor
Mr. Jameson J. McJunkin*
Mr. Thomas G. Morr
Mr. Lloyd "Fig" Newton
Mr. Jack J. Pelton
Mr. Roger D. Percy*
Mr. Robert W. Pittman
Mr. Thomas F. Pumpelly*

Dr. Jon A. Reynolds
Dr. Donald B. Rice
Mr. John Safer
Dr. Richard Sugden*
Dr. Frederick Telling
Mr. Charles Thornton
Ms. Patty Wagstaff
Mr. Bruce Whitman

SI/NASM Staff Members

General John R. Dailey*
Ms. Kelly Bloom*
Ms. Meg Caulk*
Ms. Virginia Clark*
Ms. Michelle Delaney*
Mr. Michael Garceau*
Ms. Laura Gleason*
Ms. Lindsey Jackson*
Dr. Peter L. Jakab*
Mr. Jeremy Kinney*
Mr. Mark Kornmann*
Ms. Catharine A. Kualii*
Dr. Richard Kurin*
Dr. Roger D. Launius*
Ms. Anne McAllister*
Ms. Jessica McNally*
Ms. Monecia H. Taylor*
Dr. David Skorton
Ms. Elizabeth Wilson*