

MINUTES
ASIAN ART COMMISSION
2:00 p.m., Tuesday, March 28, 2017
Samsung Hall
200 Larkin Street, San Francisco, California

Commissioners Present:

Akiko Yamazaki, Chair	Chong-Moon Lee
Cori Bates	Alexandra Lenehan
Edwin L. Berkowitz	Fred M. Levin
Kathy Bissinger	Gorretti Lo Lui
Alexander D. Calhoun	James D. Marver
Eliza Cash	Nanci Nishimura
Julia K. Cheng	Anthony Sun
Martha Sam Hertelendy	Lucy Sun
Timothy F. Kahn	Jane Chang Tom
Bill S. Kim	Judith F. Wilbur
S. Timothy Kochis	

Commissioners Absent:

William Mathews Brooks	Virginia Foo
Carmen Colet	Maura Morey
Joan Danforth	Brenda Wright

Foundation Trustees in Attendance:

Betty Alberts	Kumar Malavalli
Jamie Chen	Kevin J. Martin
Robert L. Duffy	Suno Kay Osterweis
Anne Adams Kahn, Ex Officio	Merrill Randol Sherwin
Fred Eychaner	Ann Tanenbaum
Mary Powell Grossman	Nicholas Unkovic
Anne Kahn	Ken Wilcox
John Maa	

Also Present:

Jay Xu	Rob Mintz
Laura Allen	Karin Oen
Joanne Chou	Nada Perrone
Deborah Clearwaters	Allison Rose, Trustee-elect
Kevin Conley	Nancy Sackson
Martin Geijer	Caryl Sherpa
Mara Finerty	Kim Bush Tomio
Tim Hallman	Daphne Tooke
Greg Hunt	Veronika Trufanova
Kate Lafferty	Ami Tseng
Jonathan Lee	Laura Hathhorn
Forrest McGill	

1. Call to Order and Approval of Minutes

Chair Akiko Yamazaki called the meeting to order at 2:00 p.m., a quorum being present. Akiko welcomed Trustee-elect Allison Rose, and she thanked and congratulated Cori Bates and her husband Tony for leading the 2017 Gala, the most successful gala the museum has had to date, raising almost \$1.9 million. Minutes from the January 18, 2017 meeting were approved.

2. Chair's Remarks

Ms. Yamazaki gave an overview of the order of business for the day with the theme of *The Transformed Museum: Momentum Forward*, noting that in its fourth year of the business plan and the silent phase of the capital campaign, the museum's annual operation budget had grown from \$22 million in FY14 to almost \$30 million in FY17 and that \$56.5 million had been raised during the campaign to date. She said several presentations throughout the afternoon would cover accomplishments, challenges and how to address them. She stated the four pillars of transformation had been defined: the pavilion, contemporary art, digital offerings and masterpieces and that accomplishments to date and plans around them would be featured later in the meeting. Akiko surveyed key staff positions required to realize the vision that had been added and stated that a physical transformation plan had been decided which would be presented in the form of a future visitor journey walk through. She highlighted challenges such as turnover of key positions, lagging earned income and a temporary slowing of campaign momentum. Ms. Yamazaki said that altogether the realities led to a revision of the business plan and ways to rethink organization capabilities.

3. Business Plan 2017

Director Jay Xu presented the Business Plan realignment from the original plan developed in 2013 with implementation beginning in 2014 and the revised plan referred to as "BP 2017." Jay presented a thorough survey of the background for the plan revisions and the main assumption changes.

4. Transformation Project Committee Report

Jay Xu gave a presentation of the Transformed Visitor Journey that took everyone on a tour in terms of what the ingredients of what the transformed visitor's experience will be. Starting with the ground floor, including South Court, the Koret Education Center, and the Pavilion and Pavilion lobby, he moved on to the second floor, including the galleries and Samsung Hall, and to the third floor galleries, to include Masterpieces. Jay reviewed further the Art Terrace plan and the Pavilion façade.

TPC Chair Tim Kahn spoke about how the project evolved, thanking his fellow members of the TPC Committee (Bob Duffy, Virginia Foo, Sung Jin Ingriselli, Nanci Nishimura, Leslie Tang Schilling, Nick Unkovic), and he introduced Construction Project Manager Caryl Sherpa. Tim spoke about the history of the transformation project and the evolution of our design as well as the evolution of project estimates and the project timeline.

5. Campaign Executive Committee Report

CPO Nancy Sackson gave a capital campaign update that included campaign goals and progress to date regarding facilities, endowment, and packages. She reviewed the list of leadership donors to date and presented the campaign timeline, looking at goals, solicitations, events and communications for (i) the leadership gifts phase (ongoing through June 30, 2018), (ii) the Major Gifts Phase (July 1, 2018 through December 31, 2018), and (iii) the Community Phase (November 2018 through the end of the campaign). In closing Nancy looked at the priorities through June 2018 for fundraising, events and communications.

6. Four Pillars

Jay Xu spoke about transforming the visitor experience and the opportunity to expand the museum's public impact by connecting with visitors in ways that people live and learn today. He said the museum must truly serve everyone, making the experience inviting, inclusive and inspiring. He highlighted the importance of context and connections to link cultures, geographies,

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eras and works of art, and of making the museum more accessible to more people and offering a safe place for discovery. He called on staff to present the four pillars: Masterpieces by Forrest McGill, Contemporary by Karin Oen, Digital by Jonathan Lee, and Exhibitions by Rob Mintz. Each presenter included information on progress to date and naming and funding opportunities.

7. Breakout Group Discussions and Wrap-up

Groups of board members and staff answered/discussed: (i) What excites and inspires you?, (ii) What questions come to mind?, (iii) What new ideas have been sparked for you? Jay Xu reviewed the presentations and discussions of the day noting all is anchored by the content of the four pillars.

8. The following Consideration and Possible Action Items were approved.

- a. Approval to delegate authority to Executive Director/CEO to sponsor or to request the Mayor and/or members of the Board of Supervisors to sponsor a resolution whereby the City would indemnify the Asian Art Museum Foundation trustees, officers and employees for claims related to construction improvements to the museum**

WHEREAS, On September 23, 2014, the Asian Art Museum Foundation established the Transformation Project Committee (TPC), an ad hoc Board Committee, to oversee the work of the Museum staff in the process of designing and implementing transformation of the visitor experience (Transformation Project) as stated in the museum's long-range Business Plan adopted on September 24, 2013 which called for (i) enhancing special exhibition spaces and capabilities, (ii) transforming the collection galleries, (iii) building staff, capabilities and programs, and (iv) growing the endowment; and

WHEREAS, On October 27, 2015, the Commission approved Resolution C15-028 Acknowledging the Foundation's approval of Resolution F15-019 which approved the Asian Art Museum's Transformation Plan consisting of (i) the Transformation Project concept featuring a new exhibition pavilion and targeted enhancements throughout the galleries, education classrooms, and public spaces, (ii) a comprehensive Capital Campaign goal for the project, bridge funding and endowment, and (iii) the Transformation Project budget, with the understanding that TPC will seek additional board authorization before the start of major construction; and

WHEREAS, The Foundation has proposed to provide an in-kind grant with an approximate value of \$38 million to complete the Transformation Project (Grant); and

WHEREAS, The City and County of San Francisco (City), acting through the Commission, intends to accept the Grant through a proposed Grant Acceptance Agreement and Permit to Enter (Agreement) with the Foundation; and

WHEREAS, The Foundation has requested the Agreement include a provision that should the Foundation's insurance not cover a claim related to the Transformation Project, the City would indemnify the Foundation's trustees, officers and employees against liabilities related to the Transformation Project; and

WHEREAS, The City agrees the Transformation Project is in the best interests of the City; and

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WHEREAS, The proposed indemnity requires the approval of the Board of Supervisors of the City; now therefore, be it

RESOLVED, That the Commission delegates authority to the Executive Director/CEO to sponsor or to request the Mayor and/or members of the Board of Supervisors to sponsor a resolution whereby the City authorizes the Commission to execute an Agreement on behalf of the City whereby the City would agree to indemnify and hold harmless the Foundation's trustees, officers and employees for claims related to the Transformation Project that are not fully covered by the Foundation's insurers provided that the Foundation maintains insurance at no less than current levels.

b. Acknowledgement of Foundation Approval of Revised Asian Art Museum Business Plan 2017 and Transformation Project Plan Updating Facility Budget Based on Defined Scope and New Campaign Goals

WHEREAS, The museum's long-range Business Plan adopted on September 24, 2013 called for (i) enhancing special exhibition spaces and capabilities, (ii) transforming the collection galleries, (iii) building staff, capabilities and programs, and (iv) growing the endowment; and

WHEREAS, In September of 2014, the Foundation established two ad hoc committees: Transformation Project Committee (TPC) to oversee the work of the museum staff in the process of designing and implementing the transformation, and the Campaign Executive Committee (CEC) to oversee the work of the staff in implementing a capital campaign; and

WHEREAS, On October 27, 2015, the Foundation passed Resolution F15-019 approving:

- the Transformation Project concept featuring a new exhibition pavilion and targeted enhancements throughout the galleries, education classrooms, and public spaces; and
- a comprehensive Capital Campaign goal of \$125 million: \$25 million for Transformation Project, \$27 million for Bridge Fund, \$73 million for Endowment; and
- the Transformation Project budget of \$25 million, with the understanding that TPC will seek additional board authorization before the start of major construction; and

WHEREAS, The TPC has continued to develop the goals related to changes in the facility, and the CEC has successfully secured over \$56.6 million in campaign cash and pledges; and

WHEREAS, The Museum has updated its Business Plan financial model to reflect FY18 and future operating plans; now, therefore, be it

WHEREAS, On February 28, 2017, the Foundation Executive Committee approved Resolution F17-005 approving the following updated goals:

- the Transformation Project concept featuring a new exhibition pavilion, roof gallery and targeted enhancements throughout the galleries, education classrooms, and public spaces; and
- a comprehensive Capital Campaign goal of \$90 million: \$39 million for Transformation Project, \$26 million for Bridge Fund and packages, \$25 million for Endowment; and
- the Transformation Project budget of \$39 million, with the understanding that TPC will seek additional board authorization before the start of major construction; and

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- the revised Business Plan 2017, reflecting the new campaign and Transformation Project goals and concepts and the use of board reserve funds in FY18 to cover one-time costs and up to \$1M in revenue shortfall.

now therefore, be it

RESOLVED, The Commission hereby acknowledges the Foundation's approval of the revised AAM Business Plan 2017 and Transformation Project Plan updating facility budget based on defined scope and new campaign goals.

c. Appreciation to S. Timothy Kochis for Commission Service

WHEREAS, S. Timothy Kochis has recently resigned from the Asian Art Commission, having been a board member at the Asian Art Museum since March 21, 2005 when he became a Foundation Trustee, followed by Commissioner on September 27, 2011; and

WHEREAS, During his 12 years of board service, Mr. Kochis has been an active member of the Investment Committee (serving as chair from 2008 until recently), and the Foundation Executive Committee, and he has participated in important strategic processes that have guided the museum's progress; now, therefore, be it

RESOLVED, That the members of the Asian Art Commission wish to acknowledge with gratitude the dedication, worthwhile efforts and generosity of Mr. Kochis throughout his years of service.

d. Nomination of Kenneth P. Wilcox to Asian Art Commission

WHEREAS, The Nominating Committee recommends the election of Kenneth P. Wilcox to the Asian Art Commission; now, therefore, be it

RESOLVED, That the Commission hereby endorses the nomination of Kenneth P. Wilcox and respectfully submits his recommendation to Mayor Lee for appointment.

Kenneth Wilcox is the former Chairman of Silicon Valley Bank. Mr. Wilcox led SVB's creation of a joint banking venture with Shanghai Pudong Development Bank Co. Ltd. Previously, Wilcox was CEO of SVB Financial Group. In that role, he successfully pursued a strategy of expansion and diversification, while remaining focused on the company's core niches of technology, life sciences, venture capital and premium wineries. Wilcox joined Silicon Valley Bank in 1990 when he co-founded the company's East Coast Technology Division. In this role, Wilcox managed the first regional office of Silicon Valley Bank and was responsible for all lending activity east of the Mississippi River. Upon promotion to chief banking officer in 1997, Wilcox moved from Massachusetts to California and became president and CEO within four years. Prior to joining Silicon Valley Bank, Wilcox spent two years as a member of the Technology Lending Group with the Bank of New England and five years at Shawmut Bank in Boston. Prior to his banking career, Wilcox was a professor of German at The University of North Carolina at Chapel Hill. Wilcox received a bachelor's degree in German studies from Oakland University and a Ph.D. in German Studies from The Ohio State University. He also earned a master's of business administration from Harvard Business School. Since the opening of SVB Financial Group's first location in Shanghai in 2005, SVB has

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become an important part of the local technology and venture capital ecosystem in China, has added locations in Shanghai and Beijing, and has brought more of its banking and entrepreneurial services to local entrepreneurs. Wilcox is a member of the board of directors of the Federal Reserve Bank of San Francisco, the Asia Society, the Equilibrium Capital Group, the Bessemer Venture Partners, and the Young Adult and Family Center at UCSF. He is also an executive committee and board member of the Bay Area Council. Wilcox is an adjunct professor at Fudan University in Shanghai. In 2008, Wilcox was named Banker of the Year by American Banker. He earned the distinction of Entrepreneur of the Year by Ernst & Young in 2009 and in 2010, the Yangpu District of Shanghai honored Wilcox with an innovation contributor award.

e. Appreciation to Anthony Sun for Service as Treasurer of the Asian Art Commission and Election of Kenneth P. Wilcox as Treasurer to Complete Term of Office through Annual Meeting 2018

WHEREAS, Anthony Sun has recently resigned as Treasurer and Chair of the Budget & Finance Committees of the Commission and Foundation, having taken on that role in September 2014; and **WHEREAS**, Kenneth P. Wilcox is nominated to fill the vacated office of Treasurer for the balance of the term of office ending Annual Meeting 2018; now, therefore, be it **RESOLVED**, That Commission expresses its deepest gratitude for the dedication and hard work of Anthony Sun during his years of service as Treasurer and elects Kenneth P. Wilcox to the office of Treasurer to fulfill the balance of the term ending Annual Meeting 2018.

f. Ratification of Executive Committee Members as of March 25, 2017

WHEREAS, Article VII, Section 1.a. of the Asian Art Commission Bylaws states that the Executive Committee shall be composed of the Chair, the Vice Chairs, the Secretary, the chairs of each of the Commission's standing committees and, at the Chair's discretion, up to seven other Commissioners selected by the Chair, and that the members shall be ratified by a majority vote of the Commission; now, therefore, be it

RESOLVED, The members of the Commission Executive Committee are:

Akiko Yamazaki
Alexander D. Calhoun
Joan Danforth
Timothy F. Kahn
Bill S. Kim
James D. Marver
Anthony Sun
Jane Chang Tom
Judith F. Wilbur
Kenneth P. Wilcox

g. Approval of Renewal of Loan No.: OL1990.02 to the San Antonio Museum of Art

WHEREAS, On May 1, 1990 the Asian Art Commission approved Loan No. OL1990.02 to the San Antonio Museum of Art in San Antonio, Texas, consisting of 27 objects, a long-term loan,

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renewable biennially; and

WHEREAS, The Commission has renewed various aspects of the loan numerous times, the details of which have been tracked by and are on file with the Asian Art Museum's registration office; and

WHEREAS, The San Antonio Museum of Art has requested a two year renewal of B60S50+ (below) and a six month renewal (April 1, 2017 – September 1, 2017) of B61S7+ and B65S2 (below), which were approved by the Commission on March 25, 2015, Resolution C15-012, from April 1, 2015 through April 1, 2017; and

WHEREAS, The Director and Curator recommend the renewal extension as stated; now, therefore, be it

RESOLVED, That the Asian Art Commission approves the extension of Loan No. OL1990.02 to the San Antonio Museum of Art.

B61S7+
Seated Buddha
India, Bihar, Pala dynasty
Stone
H: 21 in x W: 14 3/8 in

B60S50+
Standing figure of Parvati
India, Vijayanagar dynasty
Stone
H: 41 in x W: 12 in

B65S2
Standing Figure of Uma
Cambodia, Khmer, Angkor Wat style
Sandstone
H: 24 1/2 in x W: 7 1/2 in

9. Public Comment

Members of the public were invited to address the Commission on items that were within the subject matter jurisdiction of the Asian Art Commission. The public may address the Commission for up to three minutes and the Chair may limit total testimony to thirty minutes. Members of the public present did not wish to comment. There being no outside members of the public present, no public comment was made.

10. Adjournment

There being no further business to discuss, the meeting was adjourned at 5:55 p.m.