

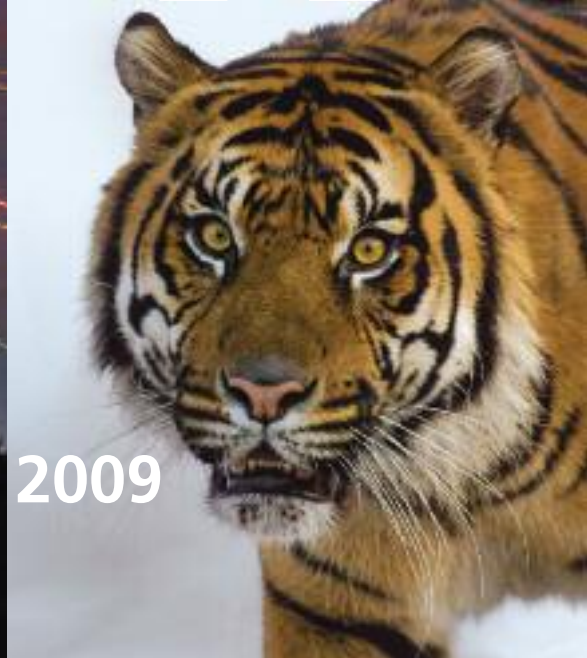
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ANNUAL REPORT 2009

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ENABLING THE SMITHSONIAN'S MISSION **PAGE 6**

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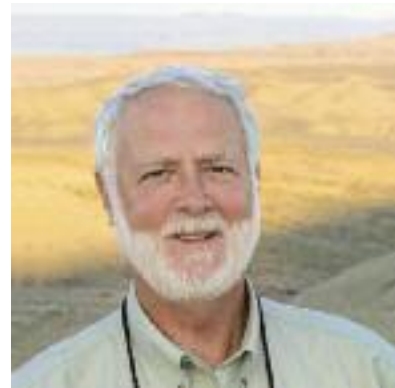
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NEXT.

Conventionally, annual reports detail **ACHIEVEMENT**, but at the Smithsonian, the biggest story of 2009 was all about **OPPORTUNITY**. Last year, we talked about **CHARTING COURSE** and announced a strategic planning process that would guide our work over the next five years. This year, we have a plan and we are proud to report that our **FUTURE** is taking shape. What will be different? In our aggressive pursuit of **EXCELLENCE**, we will deploy traditional strengths in innovative ways. We will focus our energies and resources on **FOUR GRAND CHALLENGES**, areas where our unique expertise can do the most good in the world. We will create and disseminate knowledge, and **INTEGRATE IT ACROSS DISCIPLINES** bringing the power of science, the aesthetic of art, and the insight of history to bear as only we can. We will embrace 21st-century tools to extend our reach and **OPEN DOORS**. We will apply our great resources to enliven education. We will **PRESERVE THE COLLECTIONS** that represent our heritage and the world's treasure. We will partner with individuals, institutions, and nations whose interests and **PASSION** match our **PRIORITIES** so we can effect lasting change. The stories that follow represent just a few of the ways we are turning our **VISION** into reality. **JOIN US** on the journey. Together, we can make a real difference.

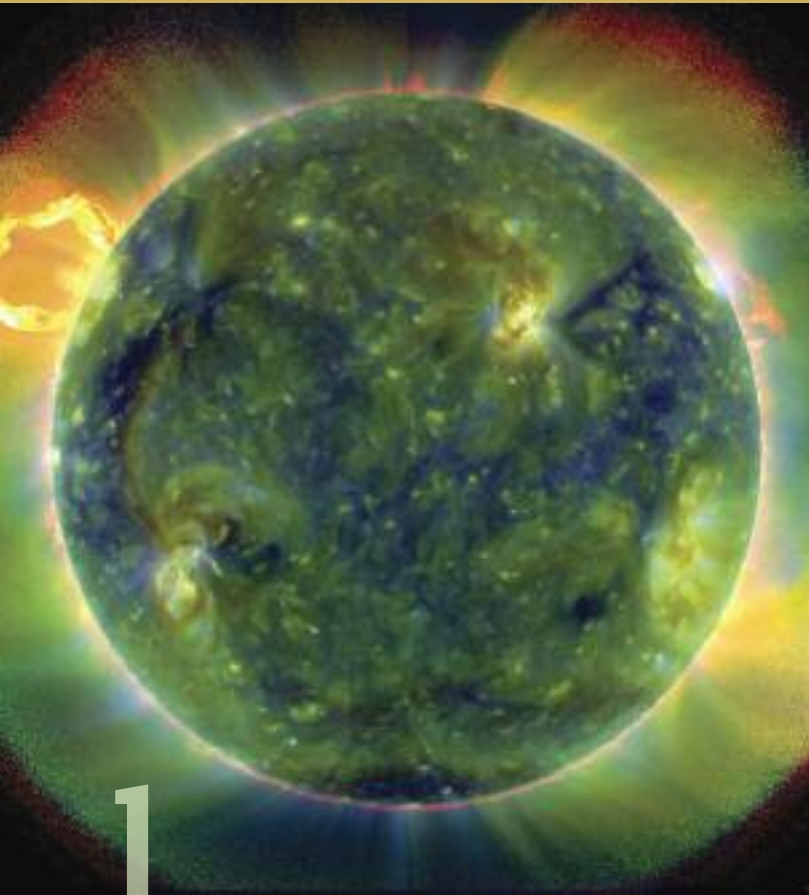



SECRETARY G. WAYNE CLOUGH

INSPIRING GENERATIONS THROUGH KNOWLEDGE AND DISCOVERY: A VISION FOR THE FUTURE

FOUR GRAND CHALLENGES

IN THE DECADE AHEAD, THE SMITHSONIAN WILL FOCUS OUR GREAT RESOURCES ON FOUR MAJOR CHALLENGES THAT SPEAK TO OUR STRENGTHS AND ADDRESS SIGNIFICANT ISSUES FACING THE NATION AND THE WORLD.



1

UNLOCKING THE MYSTERIES OF THE UNIVERSE

Understand the fundamental nature of the cosmos, exploring our solar system, meteorites, the Earth's geological past and present, and the paleontological record of our planet.



2

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

Significantly advance our knowledge and understanding of life on Earth, respond to environmental change, and sustain human well-being.



3

VALUING WORLD CULTURES

Build bridges of mutual respect, and present the diversity of world cultures and the joy of creativity with accuracy, insight, and reverence.



4

UNDERSTANDING THE AMERICAN EXPERIENCE

Explore what it means to be American — our history, ideals, and indomitable, innovative spirit — and how individual experiences strengthen the whole, then share our story with the world.

INSPIRING GENERATIONS THROUGH KNOWLEDGE AND DISCOVERY: A VISION FOR THE FUTURE

FIVE INSTITUTIONAL PRIORITIES

ACROSS MUSEUMS AND DISCIPLINES, THE SMITHSONIAN HAS EMBRACED FIVE INITIATIVES THAT WILL INCREASE OUR ABILITY TO ADVANCE KNOWLEDGE, ENHANCE EDUCATION, AND SHARE OUR TREASURES GLOBALLY.



1



2



3



4



5

BROADENING ACCESS

Purpose the latest tools and technology to exponentially broaden the world's access to Smithsonian resources and improve the visitor experience for those who come in person.

REVITALIZING EDUCATION

Enhance American education by creating a dynamic, centralized approach to formal and informal learning that leverages our resources and rewards inventive thinking.

CROSSING BOUNDARIES

Marshal Smithsonian resources across disciplines and strengthen relationships with our external partners to bring more expertise to bear on society's most complex challenges.

STRENGTHENING COLLECTIONS

Enhance the preservation of our vast and irreplaceable collections — fundamental to our work and the work of countless scholars and scientists — to ensure their availability for future generations.

ENABLING MISSION THROUGH ORGANIZATIONAL EXCELLENCE

Create a culture that is entrepreneurial, innovative, and transparent; improve communications with our audiences, partners, and funders; support our dedicated workforce; and ensure financial strength.

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

BEFORE WE CAN SUSTAIN the biodiversity of our planet, we must first understand it. This challenge is taking on a new urgency in the face of accelerating environmental change. The Smithsonian has the breadth of collections and expertise to help endangered species survive and eventually flourish.

GLOBAL TIGER INITIATIVE

Our biological resources, and the very fitness of our global ecosystem, are diminished every time a species goes extinct. The loss of a top predator especially wreaks havoc throughout the food chain. Such is the case with the sleek and powerful tiger, on the verge of extinction in the wild. Only about 3,500 tigers remain in their natural habitats. A century ago, their numbers exceeded 100,000. The Smithsonian's National Zoo has joined The World Bank as a founding partner in the Global Tiger Initiative, an international alliance of governments, agencies, and private-sector organizations that have united to save wild tigers from India to Southeast Asia to Russia. Illegal poaching and killing, along with habitat loss, are the driving forces behind the tigers' disappearance. Development and deforestation have placed people in close proximity to tigers, resulting in tigers being killed at an alarming rate. Smithsonian conservationists are leading an effort funded by The World Bank to tackle this problem. One strategy focuses on training managers in the world's tiger reserves on conservation and monitoring techniques. Another strategy communicates the tangible advantages of saving the tigers to senior policy-makers, and enlists their cooperation in cracking down on illegal trafficking of tiger body parts.

"The Smithsonian is at the center of a global conservation network that connects people working to save tigers to knowledge, experts, and most important, to each other. We are training the next generation of conservation leaders, while governments and non-governmental organizations will form ongoing relationships to police illegal poaching and trafficking. The World Bank has become the global convener; they have the resources and the commitment to change practice in all the countries in the Tiger Range."

STEVEN L. MONFORT, DIRECTOR, SMITHSONIAN CONSERVATION BIOLOGY INSTITUTE, NATIONAL ZOOLOGICAL PARK

TO LEARN MORE ABOUT SAVING TIGERS IN THE WILD VISIT: GLOBALTIGERINITIATIVE.ORG



SAVING TIGERS IN THE WILD



"Tigers are moving fast toward the brink of extinction. Not only does their situation require urgent intervention, but they are a symbol for broader issues around eroding biodiversity and ecosystem management. We have built an amazing partnership with the Smithsonian, and they are helping to connect global knowledge to local practice. Working together, we will increase the skill level of practitioners in the field and attract the attention of decision makers to the plight of the tiger."

KESHAV VARMA, PROGRAM DIRECTOR, GLOBAL TIGER INITIATIVE, THE WORLD BANK

UNLOCKING THE MYSTERIES OF THE UNIVERSE

ADVANCING TECHNOLOGY is rapidly shedding light on the mysteries of space. Yet the sophisticated instruments that increase our understanding only fuel our fascination, giving rise to deeper questions. To unlock the mysteries of the universe, the Smithsonian has set forth an ambitious plan of integrated research that will address big questions about the history and evolution of the cosmos, from our own solar system to the earliest stars and galaxies.

FASTER, FARTHER, SHARPER, STRONGER: THE NEXT GENERATION OF X-RAY TELESCOPES

Piercing the vast darkness of space requires powerful tools that can detect even the faintest energy from stars, celestial objects, and events in distant reaches of the universe. The Smithsonian Astrophysical Observatory has already engineered some of the world's most advanced instrumentation. Now, its scientists are at work on the next generation of X-ray telescopes that will broaden our understanding of the universe. With a generous grant from the Gordon and Betty Moore Foundation, Smithsonian astrophysicists are developing novel X-ray optics and integrating them with new detector technologies to give us more accurate images. The next generation of X-ray telescopes will be more reliable, capture images faster, and survive better in space. Their resolution also will be better than current instruments. A collecting area expanded by a factor of ten will let us see more and see it more clearly. This enhanced telescope will help us discover how galaxies form and interact and help us answer essential questions about the origins of the cosmos.



"To tell the story of how the universe began and where it is headed, we have to look through many observational windows at once. This requires new tools and substantial resources, much of them spent in the experimental phase where it is hard to find funding. The Gordon and Betty Moore Foundation grant will let us accomplish in three years what would otherwise take ten."

STEPHEN S. MURRAY, SENIOR ASTROPHYSICIST AND DIRECTOR, CENTER FOR X-RAY TECHNOLOGY, SMITHSONIAN ASTROPHYSICAL OBSERVATORY,

ALMUS KENTER, RESEARCH PHYSICIST, SMITHSONIAN ASTROPHYSICAL OBSERVATORY

TO SEE IMAGES CAPTURED BY THE SMITHSONIAN ASTROPHYSICAL OBSERVATORY X-RAY TELESCOPES, VISIT: SAO-WWW.HARVARD.EDU/NEWS/IMAGEGALLERY/X-RAY.HTML



SHARPENING X-RAY VISION

"The Gordon and Betty Moore Foundation supports leading-edge science that can take us somewhere new. We often fund early-stage work, too early for some federal agencies that require more data up front. The Smithsonian's project was very appealing; what they propose requires new approaches, and therefore risk. Part of our culture is to take smart risks because major leaps forward in science won't happen without them. What we learn from this work has the potential to impact astrophysical research all over the world. And we believe the Smithsonian scientists are the best qualified in the world to try it."

VICKIL L. CHANDLER, CHIEF PROGRAM OFFICER, SCIENCE, GORDON AND BETTY MOORE FOUNDATION



UNDERSTANDING THE AMERICAN EXPERIENCE

WHAT DOES IT MEAN to be an American? In a nation that is rapidly diversifying, the Smithsonian is exploring events and concepts that unite us as a people while honoring our varied backgrounds. As stewards of the national collections and interpreters of the American experience, we are continually expanding our physical and online presence to present America's art, history, and culture in fresh new ways.

POSTAL COLLECTIONS TELL A VISUAL HISTORY

Strange to think that an object as small as a postage stamp can tell a story as expansive as America's, but at the Smithsonian's National Postal Museum, stamps regularly transport visitors on journeys across geography and history. Since the debut of American postage stamps in 1847, their engraved images have served as a visual history of the United States, featuring our founding fathers, national parks, famous artists, and leaders in the fight for civil rights. Stamps commemorate our history and document our achievements. They also get personal, delivering congratulations and condolences and conveying news between the home front and the front lines in every conflict since the Civil War. The National Postal Museum collection holds more than six million stamps, postal documents, and objects, yet limited exhibition space allows the display of only a small fraction. Now, a significant gift from stamp collector William H. Gross will allow the museum to proceed with a new 12,000-square-foot gallery, featuring the latest in conservation technology and adding space for exhibition, education, and a welcome center. When it opens in 2012, this gallery will offer a new window on the American experience.

"Postage stamps provide a unique perspective on American history and culture. Stamps and mail are lenses through which we can view America's diversity and also connect to the world. Bill Gross's support for a new gallery and his loan of three very famous objects will let us showcase more of our collections and get a wider audience excited about stamps — and through them, our nation's history."

CHERYL R. GANZ, CHIEF CURATOR OF PHILATELY, NATIONAL POSTAL MUSEUM



SMALL STAMPS, BIG HISTORY



"The American public deserves the best home possible to display its history, and in this case, it is history as told through stamps. By adding gallery space, the Smithsonian can give its wonderful collection a greater presence. Every stamp tells a part of America's story, as do the various postmarks and routings. And by loaning three very rare postal objects such as the Inverted Jenny block, I hope we can attract a broader audience and get visitors interested in collecting or just learning more about history."

WILLIAM H. GROSS



In addition to his generous support of the new gallery named in his honor, William H. Gross is loaning three philatelic treasures.

1. JULY 2, 1847 ENVELOPE WITH FIRST U.S. STAMP ISSUE
On July 1, 1847, the first stamps ever produced by the U.S. government were issued to the general public. On one envelope is a pair of the ten-cent stamps, used on July 2, 1847. To date, this example remains the earliest known use of a United States postage stamp, making it the most famous, and valuable, example in existence.



2. 1860 PONY EXPRESS LETTER RECOVERED AFTER AMERICAN INDIAN ENCOUNTER
American Indians in Nevada disrupted the delivery of this Pony Express service letter. The Pony Express rider was overtaken, but the pony escaped with the letter pouch. The pouch was later recovered on the open plains, and the letters in it were forwarded to their destination in 1862. This example, the only known surviving piece of mail, is marked "recovered from a mail stolen by the Indians in 1860."



3. 1918 24-CENT "INVERTED JENNY" AIR POST BLOCK OF FOUR
One of the most iconic and recognizable stamp errors ever discovered is the 1918 24-cent "Inverted Jenny" air post stamp. In 1918, the Post Office issued its first air mail postage stamp to promote the newly established air mail service. A special 24-cent stamp was prepared, depicting the "Curtiss Jenny" biplane. One sheet of 100 stamps was discovered with all of the stamps within the sheet having had the biplane printed upside down.



FOR MORE INFORMATION ON THE NATIONAL POSTAL MUSEUM'S ONLINE DATABASE OF PHILATELY, VISIT: ARAGO.SI.EDU

BROADENING ACCESS

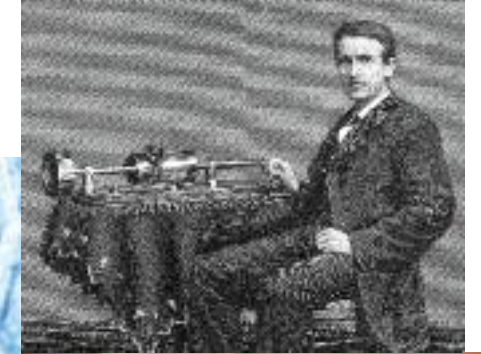
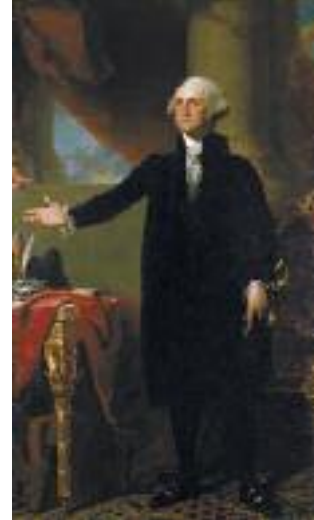
OUR VAST COLLECTIONS are one of the Smithsonian's top priorities. Today, we have the technology to share our treasures more fully with scientists, educators, students, and families anywhere in the world.

OBJECTS COME TO LIFE

Over the next decade, we will digitize thousands more of our objects, and the information that supports them, and make them available online. Digitization will make our collections available anytime, anywhere. It will dramatically extend the length of our reach and help increase access to objects too fragile to travel. Objects will come to life as we incorporate sound and movement, and the ability to tag items with additional information will deepen understanding. For the first time in our history, we will be able to connect items across collections, giving students and scholars alike a more complete view of our holdings.



ENLIVEN EDUCATION



THE DIGITAL SMITHSONIAN

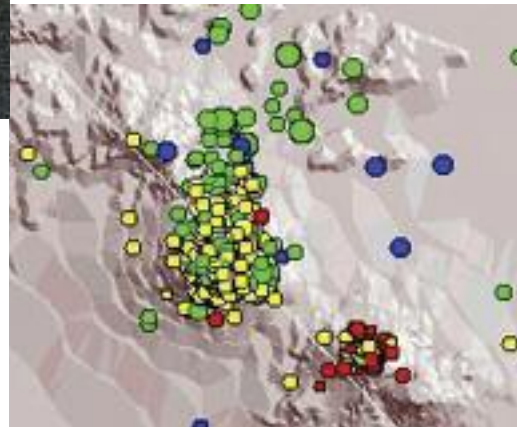


HELP PEOPLE HEAR AND SEE HISTORY

CONNECT ITEMS ACROSS THE SMITHSONIAN

PRESERVE FRAGILE OBJECTS

EXTEND OUR REACH



SPEED SCHOLARSHIP



DEEPEN THE MUSEUM EXPERIENCE



REVITALIZING EDUCATION

TO SUSTAIN A LEGACY of innovation, America must deepen the competencies of its students in science and math and increase their understanding of the physical world. To forge better citizens, we must understand who we are and what it means to be an American. And to nurture cultural innovation and creativity, we must encourage people to produce art and literature. The Smithsonian is applying its resources to re-energize education in America, inspiring tomorrow's knowledge-seekers today. Nothing we do will make a bigger difference to our collective future.

SPARKING INQUIRY INSIDE AND OUTSIDE THE CLASSROOM

The Smithsonian's potential to spark learning is boundless. What better object to communicate the inspiration of history than the Star-Spangled Banner? How better to learn about the importance of the world's ocean than by a visit to The Sant Ocean Hall? Every day, more and more of our collections are going online, while some of our curricula are used by approximately 40 percent of the nation's schools. Yet we have not begun to fulfill our potential. The work ahead includes better coordination between museums, research centers, and programs, as well as upgraded technology. The Smithsonian has made good strides in connecting resources to the classroom, but we can do much more and also enhance learning beyond the classroom. While we currently use digital media to deliver some of our content, we have yet to translate the power in the physical presence of a 60-foot whale to a 12-inch computer screen, where many more people will experience it. Smithsonian Regent Robert Kogod and his wife, Arlene, have made a generous gift that will help us create a coordinated, focused approach toward education. Their gift supports a Smithsonian staff leader who can redefine our strategy to expand and leverage educational resources for maximum impact.

TO FIND OUT MORE ABOUT SMITHSONIAN EDUCATION RESOURCES AND PROGRAMS, VISIT: SMITHSONIANEDUCATION.ORG



ENGAGING LEARNERS

"Knowledge can help us survive and live a more humane life. Knowledge supports democracy and helps citizens better understand the world. And the Smithsonian has a role to play in generating and sharing knowledge. Because of Robert and Arlene Kogod's gift, we will have a senior leader who can build a whole new strategy for education and public programming and help us better use the Internet and other digital means to deliver, develop, and foster knowledge for a new generation. We now have the unprecedented opportunity to take the educational benefit of the Smithsonian to the people, across the United States and around the world. The Kogods' gift will help us do that."

RICHARD KURIN, UNDER SECRETARY FOR HISTORY, ART, AND CULTURE

EVA J. PELL, UNDER SECRETARY FOR SCIENCE



"In these early years of the 21st century, we are literally defining the Smithsonian Institution's future. Education has a major presence throughout the Smithsonian, and it is important to coordinate its efforts to ensure it reaches its full potential. Strong staff leadership, a well-defined strategic direction, more advanced technology, and a confluence of other factors, will enable us to make better use of our great advantages. Education is one of the critical issues facing our society, and the Smithsonian is a resource for the whole world. We are very happy to be a part of this endeavor."

ROBERT AND ARLENE KOGOD



VALUING WORLD CULTURES

WITH EXPERTISE, collections, and relationships that span the globe, the Smithsonian is in a unique position to promote the common language of art and creativity and unite cultures through increased knowledge and heightened understanding.

CONNECTING CULTURES

For curators and educators at the Freer Gallery of Art and the Arthur M. Sackler Gallery, knowledge is the first step to bridging the gap between cultures. Better yet is experiencing the emotional connection that comes from understanding a culture's story — the tales people tell and depict, the dances they perform, their language, music, and film. On any given day, in addition to viewing a superior collection of Asian art, visitors to the Freer and Sackler galleries might find Tibetan monks creating an intricate sand mandala, a sacred exercise that teaches patience and tranquility. These same visitors might next witness a Cambodian dancer interpreting a classic Hindu story through movement and music, or attend a performance by mystic Bengali minstrels. They might listen to a visiting scholar recreating wondrous ancient temples in the mind's eye, or even work with staff to create their own origami flowers inspired by Japanese ceramics. Many additional onsite and online exhibitions and cultural programs at the galleries engage visitors in other ways, deepening their awareness and appreciation of other cultures. Recently, the galleries received help in accomplishing their work through an unrestricted endowment gift from Jeffrey Cunard, a former chairman of the galleries' advisory board. Initially, the gift will benefit Southeast Asian art, but his broader intent is to allow the Freer and Sackler galleries the freedom to deploy their resources where they are most needed.

VISIT THE FREER AND SACKLER GALLERIES ONLINE AT:
ASIA.SI.EDU



"Our goal is for people to be entranced by the art they encounter in our museums, and intrigued by a glimpse of living cultural traditions. We want people to be moved, and to have lasting memories that encourage them to learn. No one understands this better than Jeff Cunard. He has given us financial support with the freedom to invest it where we feel it will do the most good."

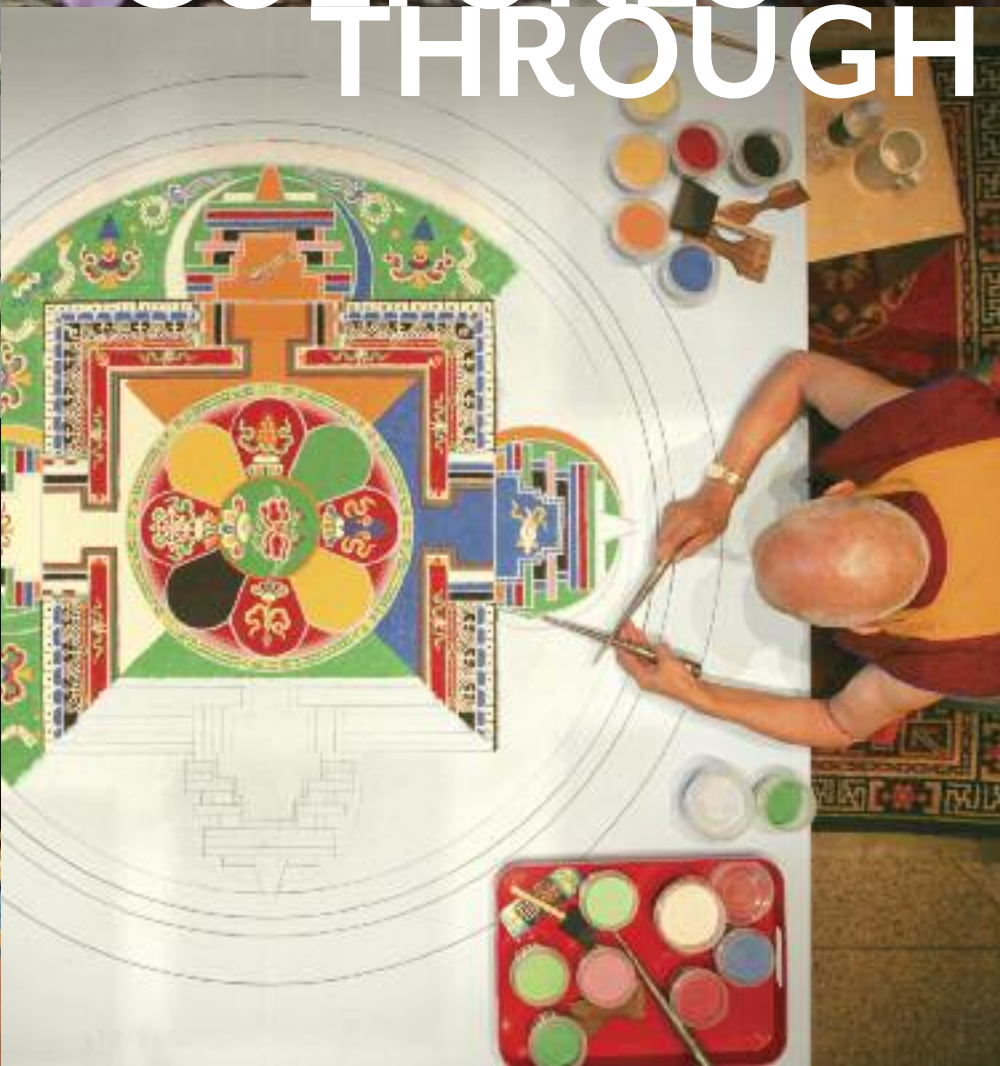
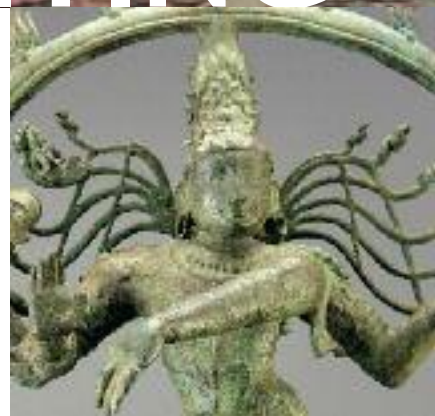
JULIAN RABY, DIRECTOR, FREER GALLERY OF ART AND ARTHUR M. SACKLER GALLERY



"Asia is a vast region with widely disparate artistic and cultural traditions, and the Freer and Sackler galleries have a very ambitious agenda that aims to share them. Our programs are a source of endless wonder and enjoyment for tens of thousands each year. But we also have a very rich collection of Asian art that we display in the galleries, and increasingly on the Web. I have a good sense of the galleries' vision and the increase in resources needed to sustain it. It seems clear that to maintain this standard of excellence, the director and his team need the financial flexibility to take advantage of opportunities they might otherwise have to forego."

JEFFREY P. CUNARD

UNITING CULTURES THROUGH ART



ENABLING MISSION THROUGH ORGANIZATIONAL EXCELLENCE

TO MAINTAIN AN ORGANIZATION that is responsive to the needs of the public and our stakeholders and makes the best use of our great resources, the Smithsonian must first build an innovative and agile culture that is based on collaboration across boundaries, both internal and external. This requires us to employ the best tools and technology to connect people with information quickly and efficiently, a critical step in speeding the transfer of knowledge.

TECHNOLOGY PROMOTES ORGANIZATIONAL EXCELLENCE
 In more than 160 years of sharing knowledge with the world, the Smithsonian has embraced excellence in many forms: in the scope and depth of our collections; in the caliber and expertise of our curators, scientists, and educators; and in the quality of the relationships we build with global partners. While our mission remains the same, we continually seek the best tools to fulfill it. The Smithsonian is turning to emerging technologies to enable collaboration and information sharing, streamline organizational processes, and provide a new standard in transparency and accountability. For scholars to collaborate online with Smithsonian researchers, for experts across the Institution to work together on mission-critical projects, and for our leaders to communicate objectives and track performance, we must build an internal infrastructure to support the rapid transfer of information. Microsoft Corporation's generous contribution of its SharePoint® software, an integrated suite of applications, is enabling Smithsonian staff to share knowledge and collaborate across disciplines and museums, accessing information and communicating online to tackle complex problems. Once we master these internal conversations, we will broaden our scope and technologies to include the external world in a digital dialogue.



"Microsoft's gift of SharePoint licenses will enable us to break down walls between information and expertise and build one Smithsonian. Imagine a world in which scientists, curators, and educators from around the world can collaborate with Smithsonian experts, sharing information, images, and discussions as if they were in the same building. Pan-Institutional teams will be able to plan and execute exhibitions and other projects more quickly. By first allowing information sharing internally, SharePoint will ultimately engage people across boundaries and disciplines, advancing the increase and diffusion of knowledge. It is a great leap forward."

JEAN SHERMAN AND JIGESH PATEL,
 PROJECT MANAGERS, OFFICE OF THE CHIEF INFORMATION OFFICER

TO READ MORE ABOUT THE SMITHSONIAN'S PLANS TO USE TECHNOLOGY, VISIT: SI.EDU/OCIO/PDFS/STRATEGICOVERVIEW.PDF



**CONNECTING PEOPLE
 SHARING KNOWLEDGE**

"Microsoft has a deep commitment to help non-profits advance their missions by deploying technology in the most efficient way possible. The Smithsonian presents a wonderful opportunity for us and our employees to work with a national treasure. SharePoint is a tool that helps people come together to create and share ideas. In making the software available to the Smithsonian, we will help the Institution collaborate across disciplines, inspire innovation, and eventually amplify its reach around the world."

PAMELA S. PASSMAN, VICE PRESIDENT, GLOBAL CORPORATE AFFAIRS, MICROSOFT CORPORATION



ENDOWED BY JAMES SMITHSON and created by an act of Congress in 1846, the Smithsonian is dedicated to the increase and diffusion of knowledge. Visit us in person 364 days a year and online 24/7 to experience a multitude of ways to engage with — and learn from — our incomparable collections and dynamic educational programs.



NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE, INTERIOR DESIGN CONCEPT



RESEARCH IN 81 COUNTRIES



6,692 VOLUNTEERS



SMITHSONIAN IN 2009



WRITTEN IN BONE: FORENSIC FILES OF THE 17TH CENTURY CHESAPEAKE



INVENTION AT PLAY



ALAN BEAN: PAINTING APOLLO, FIRST ARTIST ON ANOTHER WORLD



86,140 CONTRIBUTING MEMBERS



FOLKLIFE FESTIVAL 1 MILLION VISITORS

90 EXHIBITIONS

1934: A NEW DEAL FOR ARTISTS

52 TRAVELING EXHIBITIONS ON VIEW IN 697 VENUES IN ALL 50 STATES



CLOUDED LEOPARD CUBS



7.09 MILLION EDUCATION PROGRAM ATTENDEES

125 WEB SITES



137 MILLION COLLECTION OBJECTS

MODERN HEAD BY ROY LICHTENSTEIN



188 MILLION ONLINE VISITORS



165 AFFILIATE ORGANIZATIONS

30 MILLION IN-PERSON VISITORS

WWW.SMITHSONIAN.ORG



BOARD OF REGENTS REPORT

IN 2009, the Smithsonian's Board of Regents focused on the major strategic issues facing the Institution. Guided by its new chair, Patricia Q. Stonesifer, leadership, relevance, and execution are the principles guiding the Board.

LEADERSHIP

The Regents supported the strong leadership team assembled by Secretary Wayne Clough, including new additions Dr. Eva J. Pell, under secretary for science; Johnnetta Cole, director of the National Museum of African Art; Dennis W. Kelly, director of the National Zoological Park; Richard Koshalek, director of the Hirshhorn Museum and Sculpture Garden; Bill Moggridge, director of Cooper-Hewitt, National Design Museum; Judith Leonard, general counsel; and Claudine K. Brown, the first Smithsonian director of education. These talented people, along with others already in place, bring to the Smithsonian a leadership team equal to its world-class status as a center for knowledge and learning. The Board of Regents strengthened its own number with the addition of Dr. France A. Córdova, president of Purdue University and a leading astrophysicist, and David M. Rubenstein, co-founder of the Carlyle Group and a member of the advisory boards of both the National Museum of American History and the National Museum of Natural History.

RELEVANCE

By approving the Institution's strategic plan in September 2009, the Board took a giant step to ensure that the Smithsonian remains relevant in the twenty-first century. Each of the plan's four grand challenges identifies an area in which the Institution is uniquely qualified to make important contributions. The plan also will enable the Smithsonian to better communicate with its many audiences, including Congress, foundations, corporations, and donors. The Board oversaw the Institution's expanded

outreach efforts in 2009, particularly on the Web and through "off-the-Mall" venues, even as the Smithsonian continued to enhance its traditional physical presence. The soon-to-begin construction of the National Museum of African American History and Culture and the revitalization of the Arts and Industries Building represent enormous opportunities to bring new and vital learning experiences to millions of visitors each year.

EXECUTION

In partnership with the Secretary and his leadership team, the Board focused on securing the resources necessary for the Smithsonian to thrive. In a year marked by a weakened economy, the Institution's public and private support remained strong. The Board encouraged the development of new and creative partnerships with government agencies, cultural organizations, and universities. It oversaw the creation of ambitious plans for the Smithsonian's first-ever national fund-raising campaign. The Board also supported Secretary Clough's efforts to improve business practices. It continued to strengthen its relationships with the Institution's many advisory boards. Through these and other efforts, the Board is supporting a Smithsonian that is a stronger, nimbler, and a more accessible institution than at any other time in its 164-year history.



In January 2009, Patty Stonesifer was elected chair of the Smithsonian Board of Regents.

INFORMATION ON THE ACTIVITIES AND ACCOMPLISHMENTS OF THE SMITHSONIAN'S BOARD OF REGENTS IS AVAILABLE ONLINE AT WWW.SI.EDU/ABOUT/REGENTS

FINANCIAL REPORTS

FISCAL YEAR ENDING SEPTEMBER 30, 2009

FINANCIAL REPORT

Despite the continued unfavorable economic climate, the Smithsonian ended 2009 in a sound financial position, benefiting from the strong performance of its business operations and raising \$126.6 million in private contributions.

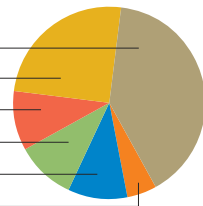
The Smithsonian receives funding from direct federal government appropriations, from other governmental entities, and from private sources. With private funds, the Institution can undertake new ventures and carry out innovative research, expand and strengthen the national collections, develop and build new facilities, open state-of-the-art exhibitions, and reach out to America's diverse communities. Federal appropriations conserve our national collections; sustain research; educate the public; operate, maintain, and protect the Smithsonian's museum and research complex; and provide administrative and support services. The 2009 annual audit was conducted by KPMG, LLP. For a set of audited financial statements, contact the Office of the Comptroller at (202) 633-7250.

ENDOWMENT REPORT

The Smithsonian endowment continued to provide a stable, growing stream of payouts for current expenditures. Return for the fiscal year was slightly positive at 0.1%, a marked improvement over the previous year's recessionary returns. The Smithsonian's endowment management objectives are to protect endowment purchasing power (net of new gifts and transfers) against inflation and to earn a long-term, real return (net of management fees) of at least 5.5% while minimizing risk. The endowment's long-term asset allocation is shown in the accompanying table.

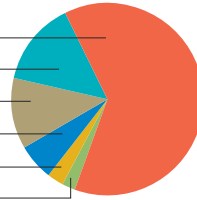
ASSET ALLOCATION

Asset Class	Long-Term Policy Allocation
Global Equity	40%
Absolute Return	25%
Private Equity & Venture Capital	10%
Real Assets	10%
Fixed Income & Cash	10%
Emerging Markets	5%
TOTAL	100%



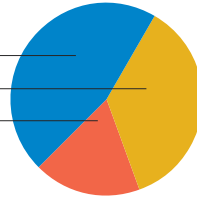
REVENUES

Federal Appropriations	63%
Contributions & Private Grants	14%
Government Grants & Contracts	12%
Investment Earnings	6%
Business Ventures	3%
Other	2%



EXPENSES

Other Operating Expenses	46%
Salaries & Benefits	36%
Capital Expenses	18%



FINANCIAL ACTIVITY, IN MILLIONS OF DOLLARS, FY 2009 AND 2008

	2009	2008
Operating Revenue	\$1,086	1,007
Operating Expenses	950	898
Increase in Operating Net Assets	136	109
Increase (Decrease) in Other Assets	(57)	(210)
Total Increase (Decrease) in Net Assets	\$79	(\$101)

FINANCIAL POSITION, IN MILLIONS OF DOLLARS, FY 2009 AND 2008

	2009		2008	
	Trust	Federal	Total Funds	
Assets	\$1,894	\$1,314	\$3,208	\$3,072
Liabilities	349	386	735	678
Net Assets	\$1,545	\$928	\$2,473	\$2,394

GROWTH IN NET ASSETS, IN MILLIONS OF DOLLARS, OVER FIVE YEARS

2009	\$2,473
2008	\$2,394
2007	\$2,495
2006	\$2,274
2005	\$2,128

SMITHSONIAN ENTERPRISES REPORT

Smithsonian Enterprises provides unrestricted funds to the Institution and its museums through the operation of revenue-generating activities that include museum stores, restaurants, IMAX theaters, the Smithsonian Catalog, *Smithsonian* and *Air & Space/Smithsonian* magazines, the Smithsonian Channel, Smithsonian Books, and family, adult, and student travel programs.

Smithsonian Enterprises contributed \$27 million in net gain to the Institution in fiscal year 2009 on revenues of \$155.2 million, an increase of 1.1 percent over 2008.

2009 HIGHLIGHTS:

- As part of a LICENSING ARRANGEMENT with 20th Century Fox, the Smithsonian played a central role in the feature film *Night at the Museum: Battle of the Smithsonian*. The movie increased awareness of the Institution and its collections worldwide while earning licensing fees and additional revenues.
- RETAIL group revenue grew 7 percent, due largely to the reopening of the National Museum of American History, increased visitation due to the presidential inauguration, and the release of *Night at the Museum*.
- The SMITHSONIAN CATALOG began integrating its store and catalog organizations — including its online presence at *SmithsonianStore.com* — and broadening its consumer audience with the introduction of new products.
- SMITHSONIAN NETWORKS signed distribution agreements with TimeWarner and Cablevision and received an Emmy Award nomination for its program *D-Day: The True Story of Omaha Beach*.
- SMITHSONIAN MAGAZINE launched a 'bookazine' business with the creation of two collector's editions of the magazine: a special issue on Abraham Lincoln in celebration of the 200th anniversary of his birthday, and *Mysteries of the Ancient World*, a compilation of articles exploring archaeological mysteries.
- SMITHSONIAN BOOKS' notable publications included *Alan Bean: Painting Apollo* to accompany the exhibition at the National Air and Space Museum, *The Scurlock Studio and Black Washington*, an exhibition from the National Museum of African American History and Culture, and *A Guide to Smithsonian Architecture*, which details the architectural history of Smithsonian buildings.
- SMITHSONIAN JOURNEYS organized unique tours such as *Extraordinary Cultures: Around the World by Private Jet*, a 26-day tour to 13 countries, and *Lincoln in Washington*, an intimate look at America's 16th president.

PHILANTHROPY REPORT

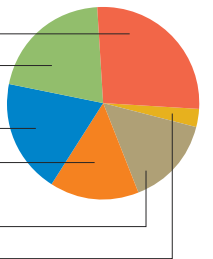
FISCAL YEAR ENDING SEPTEMBER 30, 2009

AS THE SMITHSONIAN EMBARKS on the course charted by its new strategic plan, addressing some of society's greatest challenges, generous donors are responding with their support. Their contributions are enabling the Smithsonian to share its resources and expertise more broadly and with greater impact. We are most appreciative of our benefactors, whose philanthropy furthers innovative approaches to carrying out the Smithsonian's mission.

The following tables and graphs show the Institution's fundraising results for 2009. The pages that follow highlight the Leadership Gifts made to the Institution and recognize our generous donors.

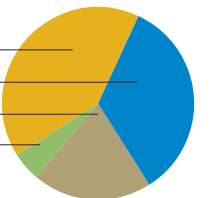
PURPOSE OF FUNDS RAISED, IN MILLIONS OF DOLLARS

Facilities & Public Spaces	\$34.2	27%
Smithsonian, General Support	26.9	21%
Museums & Research Centers, General Support	24.1	19%
Research	18.7	15%
Exhibitions, Education, & Public Programs	18.6	15%
Acquisitions & Collections	4.1	3%
TOTAL	\$126.6	100%



FUNDS RAISED BY SOURCE, IN MILLIONS OF DOLLARS

Individuals	\$51.5	41%
Foundations	43.6	34%
Corporations	25.6	20%
Other	5.9	5%
TOTAL	\$126.6	100%



LEADERSHIP GIFTS PRIVATE SUPPORT STRENGTHENS THE SMITHSONIAN

THE INSTITUTION IS DEEPLY GRATEFUL for the generous new gifts and pledges of \$1 million or more made in 2009 by the valued donors recognized in these pages. Their thoughtful and wide-ranging support has been essential in advancing Smithsonian initiatives in all fields.

AIRBUS

The generosity of Airbus helped build the National Air and Space Museum's Steven F. Udvar-Hazy Center and will now help expand it. The company's most recent gift of \$6 million supports Phase Two construction, which will provide restoration, conservation, and archival facilities. T. Allan McArtor, Chairman of Airbus Americas, Inc., serves on the National Air and Space Museum Board. To honor the company's long-standing commitment and generosity to the museum, the Center's IMAX Theater is named the Airbus IMAX Theater.



AIRBUS

BILL & MELINDA GATES FOUNDATION

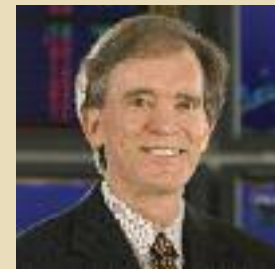
The Bill & Melinda Gates Foundation's grant of \$10 million supports the design and construction of the National Museum of African American History and Culture's planned 350,000-square-foot building on the National Mall. The grant is the largest yet received by the Smithsonian's nineteenth museum, which will document

BILL & MELINDA GATES foundation

and celebrate African American history and culture. Exhibitions within the facility and the Museum's programs will tell a quintessential American story — a story of hope, resilience, struggle, and triumph — that will deepen understanding of the nation's identity, diversity, and culture. Ground-breaking for the new facility is scheduled for 2012 and its opening for 2015.

WILLIAM H. GROSS

Launching efforts for a major expansion of the National Postal Museum with his gift of \$8 million, William H. Gross is helping to transform how visitors learn about philately. His gift will enable the museum to create a 12,000-square-foot Stamp Gallery that will triple exhibition space; add



a welcome center; permanently display the National Stamp Collection; and install interactive exhibits. The Stamp Gallery will also be home to three rare philatelic treasures — the Inverted Jenny block, the Pony Express cover, and the 1847 cover with the first use of the 10 cent stamp — on loan from William Gross. The new Stamp Gallery will be named for him in recognition of his philanthropy. William Gross is the founder of global investment management firm PIMCO, based in Newport Beach, California.

JOHN R. HUGGARD

A bequest of \$1.636 million was received from the estate of John R. Huggard. John Huggard was an active member of the Contributing Membership, now Friends of the Smithsonian, for more than two decades, and also a member of the Smithsonian Legacy Society.



GEORGETTE AND HERMAN KAMENETZ

Expressing gratitude in her will "for opportunities afforded to myself and my husband by the United States of America," Georgette Kamenetz named the Smithsonian as a beneficiary of her estate. She and her husband, Herman Kamenetz, emigrated in the early 1950s from France to the United States. Georgette Kamenetz contributed to the



Smithsonian's membership program for nearly 15 years. Her bequest of \$1.15 million builds the Smithsonian's endowment and helps ensure that future generations will continue to be inspired by American opportunity, ingenuity, and culture.

ROBERT AND ARLENE KOGOD

Robert Kogod and his wife, Arlene, continue three decades of commitment to the Smithsonian with a gift of \$1.3 million to support a strategic priority to revitalize education. Their gift enables the Smithsonian to establish a new position, a director of education, whose holder will work to solidify



and extend the Smithsonian's standing as one of the world's education and access leaders. Robert Kogod has served on the Smithsonian's Board of Regents since 2005. He and his wife have been strong benefactors of the arts at the Smithsonian and are longtime members of the Archives of American Art and the Smithsonian American Art Museum's American Art Forum. The couple's generosity helped renovate the Donald W. Reynolds Center for American Art and Portraiture's enclosed courtyard, which is named in their honor.

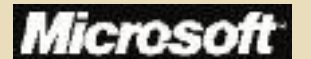
JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION

The John D. and Catherine T. MacArthur Foundation has made a second \$10 million grant to the Encyclopedia of Life (EOL), underscoring its historic support for science. The Foundation's first \$10 million grant to EOL was made in 2007. The Encyclopedia of Life Secretariat is hosted by the National Museum of Natural History and intends, by 2017, to publish Web pages for all 1.9 million known species on Earth. The Biodiversity Heritage Library, an EOL partner, works with Smithsonian Institution Libraries to digitize classic works of scientific literature and link them to appropriate EOL species pages. With the progress of the two undertakings, scientists and the public everywhere are gaining unprecedented access to scholarly information on the world's biodiversity. The Foundation is a longstanding contributor to Smithsonian museums and research centers.

MacArthur
Foundation

MICROSOFT CORPORATION

Microsoft Corporation's in-kind contribution valued at \$4 million of SharePoint® software, enterprise-wide licenses, and related technology brings to the Smithsonian tools that enable staff members to collaborate online, a capability especially important to the Institution as it works to cross boundaries and tackle complex problems working in interdisciplinary teams. Over nearly two decades, Microsoft has contributed financial and technological support to the Smithsonian along with its National Museum of the American Indian; Cooper-Hewitt, National Design Museum; and National Museum of American History.



GORDON AND BETTY MOORE FOUNDATION

Smithsonian Astrophysical Observatory scientists have helped engineer some of the world's most sophisticated astronomical instruments, including key components for NASA's Chandra and Spitzer observatories. The Gordon and Betty Moore Foundation's grant of \$2.6 million to the Astrophysical Observatory supports continued technological innovation by funding the development of advanced optics and detectors for the next generation of satellite-based X-ray telescopes. Along with telescopes in Massachusetts, Arizona, and Hawaii, telescopes in space enable Smithsonian astronomers to explore the universe and study the basic physical processes that determine its nature and evolution.

GORDON AND BETTY
MOORE
FOUNDATION

LEADERSHIP GIFTS PRIVATE SUPPORT STRENGTHENS THE SMITHSONIAN

THE PRUDENTIAL FOUNDATION

A \$1 million grant from The Prudential Foundation furthers planning for the future home of the National Museum of African American History and Culture, a museum that will encourage all Americans to explore how our nation has been, and continues to be, transformed by the African American experience. The grant supports the architectural design and construction of the new museum facility. When completed, the building will incorporate an innovative design for environmental conservation based on the Leadership in Energy and Environmental Design (LEED) Green Building Rating System, thus making it the first “green” museum to be built on the National Mall. Prudential is a past participant in the Smithsonian Corporate Membership Program.



ROCKEFELLER FOUNDATION

A \$3 million grant by the Rockefeller Foundation brings the National Museum of African American History and Culture closer to the construction of its future home. The grant funds the architectural design of the Smithsonian’s nineteenth museum, where millions will come to explore African American history and culture and gain a richer, fuller understanding of America’s story. The museum, which plays an important part in the Smithsonian’s efforts to include and highlight the many voices that make up the American identity, is scheduled to open in 2015. Since 1984, the Rockefeller Foundation has provided generous financial assistance for Smithsonian exhibitions, education, projects, and scientific research.



ARTHUR ROSS

The late Arthur Ross was a founding member of Cooper-Hewitt, National Design Museum’s Board of Trustees and a dedicated friend who provided advice and support for the museum’s programs and exhibitions over more than three decades. The museum’s terrace and garden, renovated through the generosity of Arthur Ross and dedicated in 1991, were named in his honor. He continued his commitment with a \$1 million gift made through his estate to create an endowment to provide for the maintenance of the terrace, garden, and surrounding fence, as well as support of the museum. His gift will ensure that future generations enjoy this outdoor space, which is often the setting for innovative exhibitions and programs.



ALICE AND DAVID RUBENSTEIN

Alice and David Rubenstein’s gift of \$2 million establishes a fellowship program that advances the Encyclopedia of Life initiative at the National Museum of Natural History. The David M. Rubenstein EOL Fellows Program supports early career scientists who are developing a model and process for scientists to compile and upload information into EOL species Web pages. David Rubenstein serves on the Smithsonian’s Board of Regents and the boards of the National Museum of American History and the National Museum of Natural History. His wife, Alice Rogoff-Rubenstein, formerly served on the National Council of the National Museum of the American Indian. The couple’s generosity to the Smithsonian includes support for the renovation of the National Museum of American History.



ALFRED P. SLOAN FOUNDATION

A \$2.5 million grant from the Alfred P. Sloan Foundation is the foundation’s second to the Encyclopedia of Life, whose Secretariat is hosted at the National Museum of Natural History. Today, researchers, students, and the public around the world use this unprecedented online resource to access and search more than 170,000 pages of authenticated scientific information about living species. When completed, the EOL will include 1.9 million pages, one each for all the Earth’s named species. In addition to the Foundation’s ongoing commitment to this initiative, it has been a past contributor to other projects in several Smithsonian museums.



ALFRED P. SLOAN
FOUNDATION

ROBERT H. AND CLARICE SMITH

The late Robert H. Smith, and his wife, Clarice, added to their longtime support of the Smithsonian American Art Museum a gift of \$1 million, made through the Robert H. Smith Family Foundation. The gift expands the museum’s teacher training programs by establishing the Clarice Smith American Art Education Initiative. Through it, the museum will train interdisciplinary teams of teachers from across the country to use art and technology in their classes, and will provide follow-up instruction directly to students in classrooms via videoconference. Clarice Smith is a member of the Smithsonian American Art Museum Board of Commissioners.

TARGET

Target’s generosity to Cooper-Hewitt, National Design Museum during the past decade has greatly advanced the museum’s mission to inspire a better understanding of the impact of design on daily life. For the last four years, Target has been lead sponsor of the National Design Awards and National Design Week. The company’s gift this year renews its sponsorship of the National Design Week programs and provides support for the exhibition *Design USA: Contemporary Innovation*, which highlights the work of the winners of the first ten years of the National Design Awards. In addition to its support for Cooper-Hewitt, Target has given to a number of other Smithsonian museums and programs.



THE WORLD BANK

A \$1 million grant from The World Bank to the National Zoological Park’s Smithsonian Conservation Biology Institute aims to stabilize and restore wild populations of endangered tigers across the 13 countries that comprise the remaining tiger conservation landscapes. The program takes place within the framework of the Global Tiger Initiative (GTI), founded in 2008 by The World Bank, the Smithsonian, the Global Environment Facility, and the International Tiger Coalition. Through the GTI’s Conservation and Development Network, the Smithsonian is working globally to enhance the skills of conservation practitioners; to inform and expose leaders and policy makers to diverse economic, social, and political trends; and to develop lasting ways to recruit, train, and mentor the next generation of tiger conservationists and wildlife managers.



DONORS TO THE SMITHSONIAN RECOGNIZING OUR BENEFACTORS

The Smithsonian gratefully acknowledges those donors who made gifts, payments on gifts, or pledges during the fiscal year ending September 30, 2009.

\$1,000,000 OR MORE

We especially value the philanthropic leadership shown by the Institution's most generous donors.

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The Contributing Membership's forty-fourth year continued a remarkable record of dedicated philanthropy while ushering in significant program changes. One of the country's largest museum membership programs, Contributing Members' giving ensured continued excellence in museum experiences, helped share the Smithsonian's treasures with the public, advanced programs and scholarship, and furthered the Institution's mission, guided by the strategic plan. Eighty-six thousand dedicated members, despite a difficult economy, proved their commitment by providing a remarkable \$13.5 million in unrestricted support to the Smithsonian. At year's end, after exhaustive study, the program announced its new name, *Friends of the Smithsonian*, and additional member benefits. These changes are intended to better reflect members' relationship with the Smithsonian and designed to deepen their appreciation of the Institution and its accomplishments.



The 2009 James Smithson Society Members' Weekend was the largest ever. Attendees enjoyed three days of exclusive receptions and events. Shown at the Opening Reception at the Freer Gallery of Art are (back row, left to right) Michael Finan, Dennis Miller, and Tom Woodson; and (front row, left to right) Pamela Frazier, Patricia Miller, and Anne Woodson.

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This past year, the Board participated in the Institution's strategic planning process, providing valuable contributions to framing the plan's priorities and focus. In addition, the Board exercised its mission of support and advocacy by assisting in the development and dissemination of programs on tropical extinction and the Smithsonian's use of emerging technology. Throughout the year, members worked within their own communities and with the Smithsonian to increase awareness among educators and education leaders about the resources the Institution offers. Members and alumni served as advisors in their areas of expertise, counseling Smithsonian leadership. By reaching out to community and cultural leaders, they strengthened the national scope of the Smithsonian. As ambassadors for the Institution, they welcomed Secretary Clough to their home towns, renewing ties and making new friends for the Smithsonian in seven cities. National Board Chair L. Hardwick Caldwell III completed his three-year term, and members elected Vice Chair Paul Neely as his successor. Continuing their 40-year tradition of generous philanthropy, Board members and alumni gave a total of \$12.1 million in gifts to projects across the Institution. This figure includes more than \$1 million in unrestricted Board annual giving to support Secretarial priorities.



Leadership of the 2009 Smithsonian National Board: from left, L. Hardwick Caldwell III, Chair; Paul Neely, Vice Chair; Peggy P. Burnet, Vice Chair.

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PHOTO CAPTIONS

Front Cover, clockwise: Smithsonian Castle, July 4; Colombian folk dancers, Smithsonian Folklife Festival; tiger, National Zoological Park; hands-on science activity, National Air and Space Museum; composite image of galaxy M82 using data from the Hubble Space Telescope, Chandra X-Ray Observatory, and Spitzer Space Telescope. **Pages 2–3**, from left: image of the sun, NASA/Smithsonian Astrophysical Observatory; HSBC volunteers and Smithsonian Tropical Research Institute staff collaborate on a Panama reforestation project; Bhutanese woodcarver, Smithsonian Folklife Festival; the Star Spangled Banner and its conservators, National Museum of American History. **Pages 4–5**, from left: Hirshhorn Museum and Sculpture Garden mobile phone application; Secretary Clough and interns at a paleontological dig in Wyoming; a researcher adjusts an antennae used to monitor the movement of animals in Panama, Tropical Research Institute; Wooden mask (19th–20th century), Tsogo peoples, Gabon, National Museum of African Art; volunteer with children, The Sant Ocean Hall, National Museum of Natural History. **Pages 6–7**, clockwise: tracking tigers in the snowy landscapes of the Russian Far East; tiger family, Ranthambore Tiger Reserve, India; tiger historic range map, Global Tiger Initiative. **Pages 8–9**, clockwise: the sun, as seen by NASA's Solar Dynamics Observatory; star-forming complex W3, a region where many massive stars are forming; the globular cluster Messier 3; artist's conception, Chandra X-ray Observatory in orbit. **Pages 10–11**: museum atrium and Family Day participants, National Postal Museum. **Pages 12–13**, from left: visitors and interpreter, Air and Space Museum; Ford 5-AT Tri-Motor, Air and Space Museum; seismic and volcanic activity map, Global Volcanism Program, National History Museum; Lansdowne portrait of George Washington, Gilbert Stuart, National Portrait Gallery; film reel documenting Charles Lindbergh's 1927 Atlantic crossing, Air and Space Museum; scientist in Panama observing an orchid bee, Tropical Research Institute; volunteers measuring tree trunk diameters, Smithsonian Environmental Research Center; Multi-Touch Wall by Perceptive Pixel, 2009 National Design Award Winner, Cooper-Hewitt, National Design Museum; acrylic on canvas painting "J'aime la couleur" (2003), by Chéri Samba, African Art Museum; participants, Save Our African American Treasures, presented by the National Museum of African American History and Culture; lithograph of Thomas Edison taken from a Matthew Brady photograph, American History Museum; Panamanian orchid bee with transmitter on its back, Tropical Research Institute. **Pages 14–15**, clockwise: A young painter at the Smithsonian Folklife Festival; Smithsonian Migratory Bird Center scientist with children; taking sediment samples, Environmental Research Center; program participants meet an armadillo, National Zoo. **Pages 16–17**, clockwise: Asia After Dark program featuring Bhangra folk dancers, Freer Gallery of Art; a monk creating a sand mandala, Sackler Gallery pavilion; Cambodian master dancer performing; bronze sculpture "Shiva Nataraja," circa 990, Chola dynasty, India, Freer. **Pages 18–19**, clockwise: measuring tree seedlings in Panama, Tropical Research Institute; bronze sculpture "Eros, Inside Eros" (1986), by Arman, Hirshhorn Sculpture Garden; working on a microfilm project, Air and Space Museum Archives; conducting a video conference with elementary school children, Environmental Research Center; inspecting new microfilm, Smithsonian Institution Libraries. **Pages 20–21**, from left: oil on canvas painting, "Valley Farms" (1934), Ross Dickinson, Smithsonian American Art Museum; Mexican folk musicians, Smithsonian Folklife Festival; newborn clouded leopard cubs, National Zoo; National Zoo school presentation, Brazil; an anthropologist excavates a colonial American gravesite, National History Museum; sailboard

simulator, Lemelson Center for the Study of Invention and Innovation, American History Museum; interior design concept, National Museum of African American History and Culture, Freelon Adjaye Bond/SmithGroup; acrylic on masonite painting "Tiptoeing on the Ocean of Storms" (1982) by Alan Bean, Air and Space Museum; stainless steel sculpture "Modern Head" (1990), by Roy Lichtenstein, American Art Museum; rare book conservation, Smithsonian Institution Libraries; scientists monitor the movements of an orchid bee from a helicopter, Tropical Research Institute; instructor, Smithsonian Journeys Studies Abroad Program for High School Students; participants Garden Fest, Smithsonian Gardens; searching for clues, interactive game, American Art Museum; Apollo 9 space capsule, on loan to the San Diego Air and Space Museum, National Air and Space Museum. **Page 22**: Smithsonian Castle and Enid A. Haupt Garden in spring. **Page 31**: hummingbird, Panama, Tropical Research Institute. **Page 32**: jade disc, 2nd century, C.E., Eastern Han Dynasty, China, Freer Gallery of Art. **Page 33**: acrylic on masonite painting "Kissing the Earth" (1994), Alan Bean, Air and Space Museum. **Page 34**: watercolor "Large yellow lady's slipper, small yellow lady's slipper," Kathleen Garness, National History Museum. **Page 35**: oil on canvas "Employment of Negroes in Agriculture" (1934), Earl Richardson, American Art Museum. **Page 37**: stainless steel sculpture "Kiepenkerl" (1987), Jeff Koons, Hirshhorn Sculpture Garden. **Page 42**: Tibetan monks, Smithsonian Folklife Festival; sculpture made from steel, suitcases, and a rowboat "Crux (as seen from those who sleep on the surface of the Earth under the night sky)," (2008), Brian Jungen (Dunne-za First Nations/Swiss-Canadian), National Museum of the American Indian. **Page 43**: Colombian accordionist Náfier Durán, Smithsonian Folklife Festival. **Page 44**: Sleeping car porter hat, Museum of African American History and Culture. **Page 46**: Smithsonian Scientific Diving Program diver; water vessel (1965), Peru, American Indian Museum. **Page 47**: Abraham Lincoln's gold watch with repairman's inscription; American History Museum. **Back cover**, clockwise: architectural detail, Smithsonian Castle Building; scientists, National History Museum; mosen (wool, felted and shibori-dyed) from Mongolia, late 19th century, Cooper Hewitt, National Design Museum; NASA astronaut and children, Air and Space Museum; Smithsonian Scientific Diving Program divers; human figure on a wooden door (19th–20th century), Tsogo peoples, Gabon, African Art Museum.

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