

2010 ANNUAL REPORT

WHERE  
LEARNING  
HAPPENS



Smithsonian Institution



IT  
HAPPENS  
HERE



AND  
HERE



...AND  
HERE.

# FROM THE SECRETARY

EVERY DAY, MILLIONS  
EXPERIENCE THE WONDER OF  
THE SMITHSONIAN.

Children engage with timeless artwork on view in a National Mall museum, while adults enjoy Americana shared in a traveling Smithsonian exhibition. Teachers spark students' interest in science with lessons the Smithsonian shapes, and jaws drop as we unveil the splendor of our nation's aeronautic icons in new settings.

This year's annual report showcases the Smithsonian's ability to translate wonder into learning and impact. It begins with the reshaping of the Institution's own educational outreach, helped by digital technology, then shares stories of active learning that illustrate our potential to help change the way America learns.

Join researchers on personal journeys of discovery as they navigate the vastness of the ocean and explore the biodiversity of Panama. Read about our broadening reach into America's communities. See how we have a true impact on the world, preserving our national stories to resonate long into the future and reaching beyond our borders to save endangered species. Hear about our plans to connect expertise across disciplines, inspiring questions that take us to unexpected places.

To all who accompany us on these journeys, and to all who support us, thank you for the difference you make.



SECRETARY G. WAYNE CLOUGH

# FOREVER LEARNING

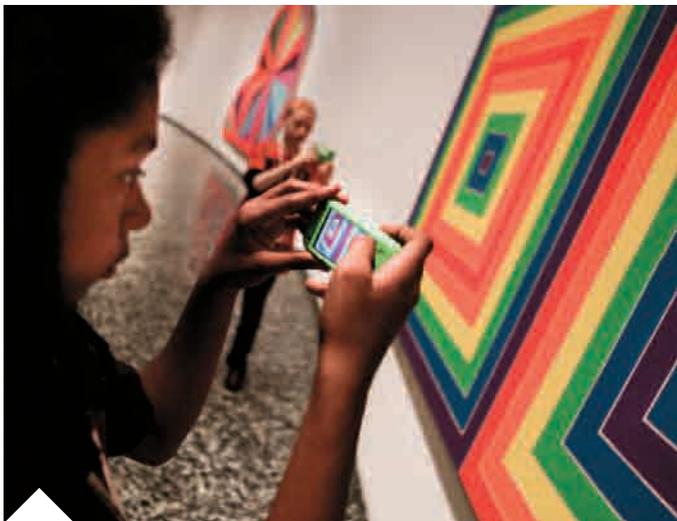
LEARNING IS ESSENTIAL TO AMERICA'S LEADERSHIP AND HUMANITY'S SUCCESS. The Smithsonian was founded on the principle that education can empower a nation and enlighten the world. Today, our potential to inspire learning has grown exponentially. Technology enables our educators to take Smithsonian resources across the nation and around the globe, connecting every community with the power of discovery.





# MOVING LEARNING FORWARD:

## EDUCATION AND ACCESS



### STUDENTS AS EXPERTS

The **Mobile Learning Institute at the Smithsonian** supports young technology users in their quest to become technology innovators. At the Hirshhorn Museum and Sculpture Garden, teens can create their own learning opportunities as they look at art with new eyes, make connections independently, and work in teams with smart phones and point-and-find technology to research and design interactive games that immerse peers and visitors in collections.

**SMITHSONIAN EXPERIENCES** and interactions open doors of learning. From connecting impressionable youngsters with passionate scientists — on the museum floor and in classrooms nationwide — to using collections on site and online to prompt curiosity and questions, the Smithsonian transforms wonder into an opportunity for learning.

The Smithsonian is poised to expand its educational outreach in new and dynamic ways. Overseeing this effort is the Institution's first Assistant Secretary for Education and Access, **Claudine Brown**. "We must be an entrepreneurial force for 21st-century education.



That means embracing new technologies, engaging millions more with our knowledge and collections, and showing how our brand of education translates into the skills students urgently need.

"Local partnerships are essential. Schools alone cannot do what needs to be done. Museums have always been informal places of education. Now the Smithsonian must play an even more active role by working with school communities to help children reach their greatest potential."

**FORGING COLLABORATIVE RELATIONSHIPS** with schools builds on the Smithsonian's strengths: expanded opportunities for STEAM (science, technology, engineering, arts, and mathematics) education; continued emphasis on active learning; and a balanced approach that supports learning on site, in classrooms, and online. "The Smithsonian has outstanding educators who are experts at generating wonder and experienced researchers who are skilled at sharing what they know," says Brown. "We capture the imagination of young people and provide opportunities for exploration and engagement for learners of all ages."

## HOW PHILANTHROPY MATTERS:

### AMY K. CARTER

Senior Program Officer,  
Bill & Melinda Gates Foundation



Connecting tens of thousands more school children to Smithsonian treasures inspired the **Bill & Melinda**

**Gates Foundation** to establish the Youth Access Endowment with a transformative gift. It will bring Smithsonian programming to under-resourced communities, in person and online. "Students, regardless of where they live, should have the opportunity to enrich their studies and feed their curiosity with access to the Smithsonian's unique learning experiences — experiences not bounded by a physical visit to the museum's galleries but accessible via the Internet. The Foundation understands the powerful learning that comes with an interaction — in person or virtually — between a student and a historic, scientific, or artistic object. The chance to examine the Lorton Meteorite or a copy of a Martin Luther King, Jr. speech creates deeper understanding and connection, sparking a student's imagination and future exploration."



### CAN YOU HEAR US NOW?

The online **SHOUT** program encourages young people to engage in global issues, participating in their own communities and online. For example, students on six continents are measuring tree growth in their backyards and sending the results to a Smithsonian Environmental Research Center database. The dynamic electronic platform at [shoutlearning.org](http://shoutlearning.org) hosts online discussions with Smithsonian experts, posts student work, and propels teachers to hone their own craft.

### DIRECT FROM D.C.

**The Smithsonian Associates** promotes learning in local classrooms by bringing experts and students face-to-face. The Lafayette, Louisiana, public school system is a case in point. In 2010, scholars and researchers from the National Air and Space Museum and the Smithsonian Astrophysical Observatory, among others, delivered hands-on lessons about Earth and space science to 700 local eighth-graders.

# TRANSFORMING SCIENCE EDUCATION:

## NATIONAL SCIENCE RESOURCES CENTER

**MAKING SCIENTIFIC LITERACY A PRIORITY** for American education is critical to building a globally competitive workforce and to ensuring our children can lead in cutting-edge fields and become stewards of the environment. Twenty-five years ago, the Smithsonian, together with the National Academies, formed the National Science Resources Center to transform science education in our nation's classrooms.

In 1985, one percent of our students had access to effective science programs. The picture has changed through the Center's Leadership and Assistance for Science Education Reform (LASER) initiative, which



helps districts and states build the leadership and school system commitment needed to prepare and support teachers in bringing science to life in their classrooms.

"Transforming science education is an urgent national matter," says Center Executive Director

**Sally Goetz Shuler.** "We need to be developing students who love and appreciate science and are good problem solvers and critical thinkers."

**TODAY THE CENTER'S LASER** programs are reaching districts serving 30 percent of the U.S. student population. These programs are providing new learning opportunities and experiences that lead to significant gains in student achievement.

In 2010, the Center took a major step toward broader national expansion by winning a competitive, five-year U.S. Department of Education Investing in Innovation (i3) validation grant, which is leveraged by additional support from 12 foundations and corporations. These important new resources will launch a national research study for testing and validating the LASER program with 75,000 rural and urban students and 3,000 of their teachers.





### THE SCIENCE OF LIFE

The **LASER** initiative enables schools to nurture and sustain children's innate passion for inquiry. Beginning with school-specific plans that bring teachers together in professional learning communities, LASER provides a platform for engaging students. In under-resourced classrooms, students may get the chance to try simple experiments using a prism, scales, or a compass for the first time, or take a field trip to meet scientists at work in their own communities. LASER adapts to learning styles, helps students become better problem solvers, opens their eyes to careers in science, and draws a bright line between scientific principles and real-world phenomena. "LASER nurtures in students a wonderful relationship with the world around them," says Kristin Bedell, a teacher at Efland Creek Elementary School in North Carolina. "It gives teachers in our district a common language to focus on building capacity and creating better futures for our children."

### HOW INVESTMENT MATTERS:



#### ARNE DUNCAN

*U.S. Secretary of Education*

"I am thrilled with the early successes of the Investing in Innovation (i3) Fund, which inspired nearly 1,700 applicants to develop approaches for serving high-need students. I am eager to find out whether i3 can help discover and bring to scale innovative and effective programs, and I am excited to support partners like the Smithsonian that have education as a core mission."

# UNDERSTANDING THE WORLD OF NATURE

1910 WAS A WATERSHED YEAR FOR SMITHSONIAN SCIENCE. The National Museum of Natural History opened its doors, and President William Howard Taft backed a Smithsonian biological survey of Panama, paving the way for the creation of the Smithsonian Tropical Research Institute. Since then, Smithsonian discovery has reshaped science and changed forever our understanding of the depth of time, the diversity of life on Earth, and the universe itself.





# CELEBRATING A CENTURY OF DISCOVERY:

## NATIONAL MUSEUM OF NATURAL HISTORY

**WHAT WE KNOW** about the world, and how we view it, are vastly different because of knowledge generated during the 100 years of the National Museum of Natural History.

Evolution's story would be incomplete without Smithsonian Secretary Charles D. Walcott's discovery of the Burgess Shale's exceptional fossil record. The majority of our planet's biodiversity might be obscured without entomologist Terry Erwin's findings, which multiplied thirty-fold estimates of the number of species on Earth. And the next time you watch a crime drama, thank anthropologist



Aleš Hrdlička for inventing forensic science, a tradition continued through the work of museum scientists Doug Owsley and Doug Ubelaker.

With 300 million visits since it opened in 1910, nearly seven million in 2010 alone, the nation's most-visited natural history

museum is using technology to share its riches with a much larger audience. "Everyone should have full access to our collections online," says Director **Cristián Samper**. "We are already a destination. Now we want to take our collections, content, and science to the world. They are global. They belong to everyone."

**NEW RESEARCH AND BREAKTHROUGHS** promise to broaden the realm of discovery for all visitors during the museum's second century. Environmental science will benefit from more information about rapid periods of transition in Earth's evolution. Molecular biology will uncover insights about the genetics that code all life. Global partnerships will accelerate efforts to preserve the languages, knowledge, and achievements of disappearing cultures. Another collaboration of vast proportions, the Encyclopedia of Life, will provide an unprecedented online compendium of Earth's 1.9 million known species and engage current and future generations as active contributors.



### DEEP BLUE

The award-winning **Ocean Portal**, [ocean.si.edu](http://ocean.si.edu), a collaboration with two dozen organizations, led by the National Oceanic and Atmospheric Administration, dives into the ecosystems, wonder, and mysteries of our oceans. Visitors can navigate the waters that cover 70 percent of the Earth's surface; learn about their biodiversity; take a virtual peek inside The Sant Ocean Hall, one of the museum's most-visited destinations; and understand why humankind's stewardship is essential to the ocean's future.



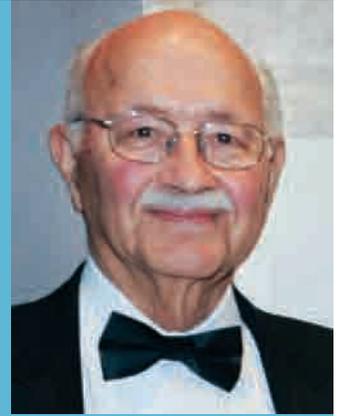
### OUR EPIC JOURNEY

The **David H. Koch Hall of Human Origins**, which opened on March 17, 2010, the museum's 100th anniversary, delves into the evolution of *Homo sapiens*, the course of human civilization, and our impact on this planet. The exhibition, complemented by a popular educational website, challenges visitors to examine *What Does It Mean To Be Human?* and offers new insights into our origins and history. For example, visitors learn that there have been 18 species of hominin, and that our DNA is up to four percent Neanderthal.

## HOW PHILANTHROPY MATTERS:

### DR. PETER BUCK

Inspiring and training the next generation of scientists is the goal of **The Peter Buck Fellowship Program**, established to enable the museum to offer a range of scholarly opportunities, from long-term research fellowships to undergraduate and graduate internships. Dr. Buck's gift endowed the program to build on the museum's tradition of mentorship and strengthen ties to higher education institutions and research centers worldwide. "My hope is that this program will guide the museum's next century, providing a constant influx of new ideas as the museum pursues some of the most significant natural science research questions of our time."



### NORTHERN EXPOSURE

The museum's **Arctic Studies Center** embodies collaboration and relationships with indigenous cultures throughout the polar North. In 2010, the Center loaned 600 objects from the collections of the National Museum of Natural History and the National Museum of the American Indian to create *Living Our Cultures, Sharing Our Heritage: The First Peoples of Alaska*. This landmark, multimedia exhibition at the Anchorage Museum provides opportunities for Alaska Natives to rediscover their heritage and examine artifacts first-hand.

# EXPLORING BIODIVERSITY:

## SMITHSONIAN TROPICAL RESEARCH INSTITUTE

**MORE THAN 2,000 MILES** from Washington, D.C., one of the Smithsonian's most successful research centers is making discoveries not possible anywhere else on Earth.

The Smithsonian Tropical Research Institute in Panama capitalizes on its location, which straddles the Atlantic and Pacific Oceans and enables a unique mix of science. The isthmus's amazing biodiversity, the proximity of land and marine environments, and the migrations of flora and fauna between North and South America benefit the Institute enormously.

But the setting would mean little without a staff



of world-class experts, bolstered by a steady stream of outstanding pre- and post-doctoral researchers, who carry on a tradition of ground-breaking research. "The Smithsonian's 100 years of research in Panama has generated vast knowledge we can apply

to everyday life," says **Eldredge Bermingham**, the Institute's director. "And we're just getting started. Working in the most biodiverse setting, with so many talented scientists, we never know where the next discovery will take us."

**MORE THOROUGH UNDERSTANDINGS** of carbon dynamics shed new light on issues of climate change. Research on plant ecology and chemistry opens pathways to potential new drug discoveries. Studies of coral reefs under stress aim to provide the intellectual tools needed to reverse the coral decline. These discoveries, as diverse as the ecosystems they emerge from, have one thing in common: by addressing today's most pressing global concerns, they are relevant to everyone, no matter where they live.



### RESPECT FOR THE LAND

Work underway to expand the **Panama Canal** has led the Institute to collaborate with the Panama Canal Authority on a large-scale experiment on the canal's surrounding landscape. The Institute is using the canal's watershed as a laboratory to determine how Panama can best steward the precious fresh water that feeds the canal, and determine land-use practices that will conserve it. The findings are important to Panama's future — and that of many other regions of the world as well.



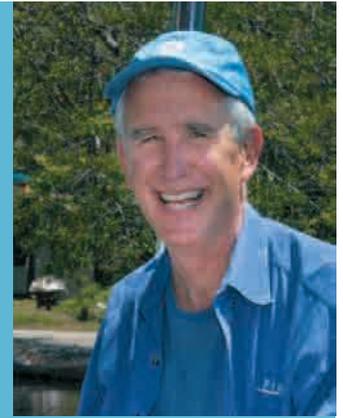
### LOSSES INTO GAINS

The **Panama Amphibian Rescue and Conservation Project** has helped to rescue amphibians on the brink of extinction. As a disease that has devastated dozens of frog species continues to spread, the Institute and the National Zoo's Smithsonian Conservation Biology Institute formed a coalition to gather needed scientific resources and airlift frogs to a new amphibian conservation facility in Panama. The project, which established secure populations of all surviving harlequin frog species in Panama, discovered several new frog species, and successfully bred three kinds of endangered frogs in captivity, is making progress on a cure for the disease.

## HOW PHILANTHROPY MATTERS:

### FRANK LEVINSON

Fascinated by its research, philanthropist Frank Levinson approached the Institute in 2001 to ask how he could help. In the decade since, he has helped launch a number of diverse projects, including the Insect Neurobiology Laboratory, the biological-monitoring work of the Smithsonian Institution Global Earth Observatories, and a dramatic expansion of Panama Canal watershed research, for which Levinson helped the Institute secure 2,500 acres on which to study water flow and human-modified ecosystems. "The Smithsonian is a world-embracing organization. If we can get at better data, we can make better, more informed choices, because everybody's actions affect other people and other places."



### SMALL MARVELS

Bugs and computers usually don't mix. An important exception can be found in the Institute's **Insect Neurobiology Laboratory**, which postulates that the smallest brains on Earth are wired for critical functions — mating, eating, providing for a colony leader — and thus may hold a key to the next generation of nanotechnology.

# TELLING AMERICA'S STORIES

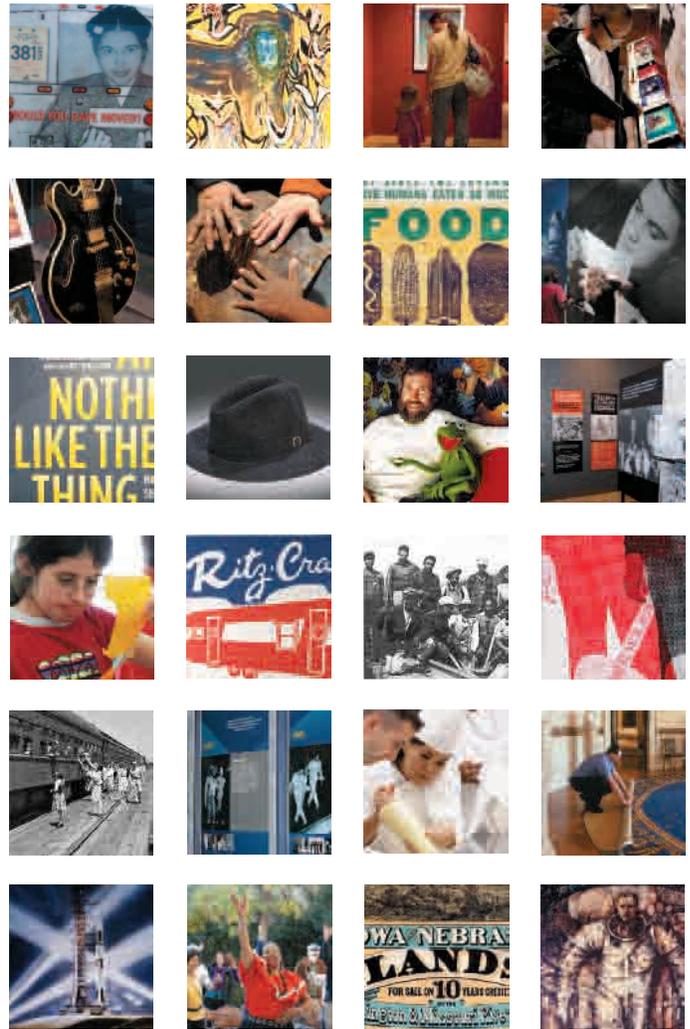
THE SMITHSONIAN TELLS AMERICA'S STORY IN ALL ITS DIVERSITY — how our nation came to be, makes history, and meets the challenges that shape us. We instill pride, inspire dreams, and share the perspectives that make us, out of many, one. On and around the National Mall, through traveling exhibitions, and online, we remind all Americans that this story is theirs to cherish, add to, and pass on to future generations.





# TRAVELING ACROSS AMERICA:

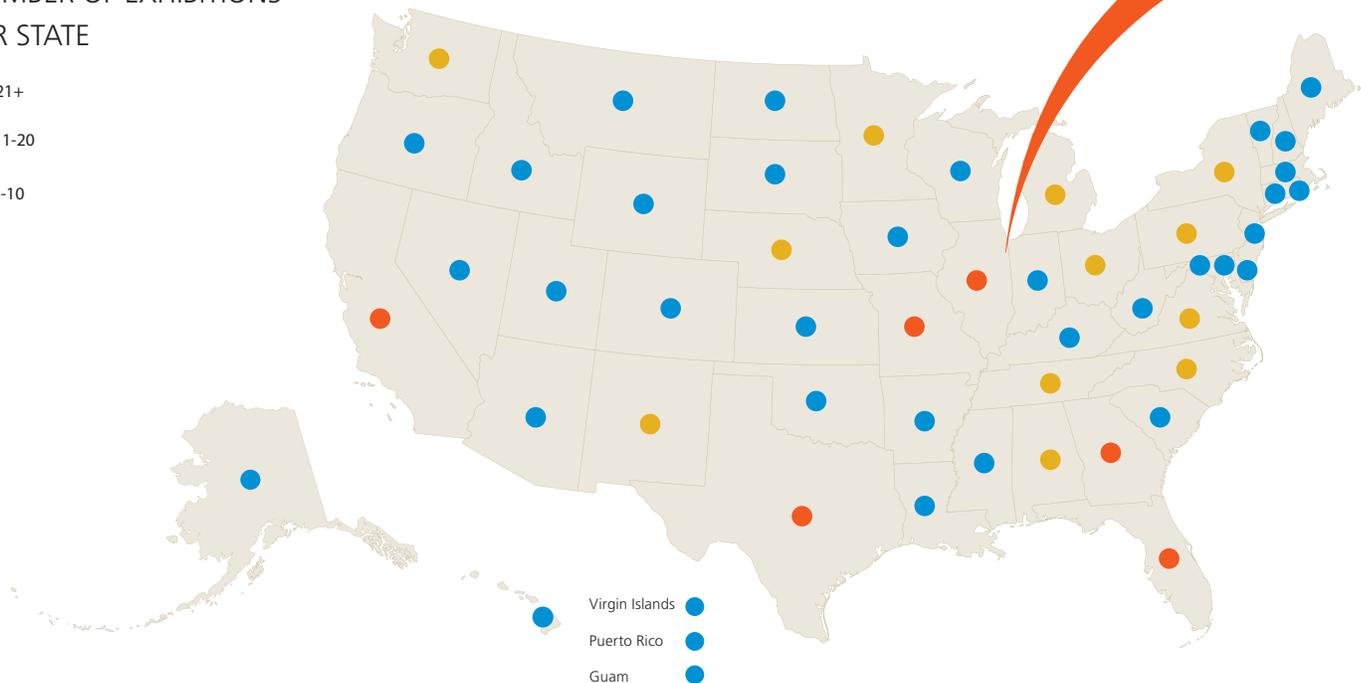
# SMITHSONIAN INSTITUTION TRAVELING EXHIBITION SERVICE



**FOR ALMOST 60 YEARS**, the Smithsonian Institution Traveling Exhibition Service (SITES) has brought our museums to cities and towns in all 50 states, enriching communities, spanning cultures, enlivening the sciences, and celebrating the arts. In 2010, SITES circulated **54 exhibitions** to **512 venues** in all 50 states, reaching **5 million visitors**.

## NUMBER OF EXHIBITIONS PER STATE

- 21+
- 11-20
- 1-10





### LET FREEDOM RING

Chicago's DuSable Museum put a local twist on the Smithsonian's *Freedom's Sisters* and its 20 portraits of courageous, visionary African American women during its three-month engagement that spanned African American and Women's History Months. The DuSable invited audiences to celebrate the local contributions of pioneering Chicago women, sing along at a gospel concert, and meet two of the living-legend Sisters featured in the exhibition — poet Sonia Sanchez, who headlined a spoken-word performance, and revered educator and activist, the late **Dr. Dorothy Height**. "Like all Smithsonian exhibitions, *Freedom's Sisters* met a higher standard," says DuSable's President and Chief Executive Officer Carol Adams. "Like all SITES exhibitions, we were able to make it our own — building on what we do, engaging audiences in an interactive treasure trove of living history, and inspiring them to make history."

### HOW PHILANTHROPY MATTERS:

**JIM VELLA**

President,  
Ford Motor Company Fund and Community Services

"The *Freedom's Sisters* project has been an enormously powerful way for Ford to ensure that inspirational stories of leadership and courage touch people of all ages and backgrounds across the nation. It's deeply gratifying for us to step back and remind ourselves that museumgoers in 10 cities have been enriched by the contributions of the *Freedom's Sisters* in shaping our country and its conscience."

# SEEING OURSELVES:

## SMITHSONIAN AMERICAN ART MUSEUM



### THE SMITHSONIAN AMERICAN ART MUSEUM

brought together three masterful American storytellers in one memorable exhibition, *Telling Stories: Norman Rockwell from the Collections of George Lucas and Steven Spielberg*. The unique exhibition featured 57 works from the collections of the celebrated filmmakers, both avid fans of the American artist and students of his unrivaled, single-frame narrative technique. During a six-month run, Rockwell's art won over many new followers, often captivated by its timeless quality. "Few exhibitions capture the shared experience of *Telling Stories*," says **Virginia Mecklenburg**, the museum's senior curator.

"Watching a teenager explain the pictures to her grandmother as she pushes her wheelchair reminds us that the most compelling art provides a new way to understand what we know — or think we know."

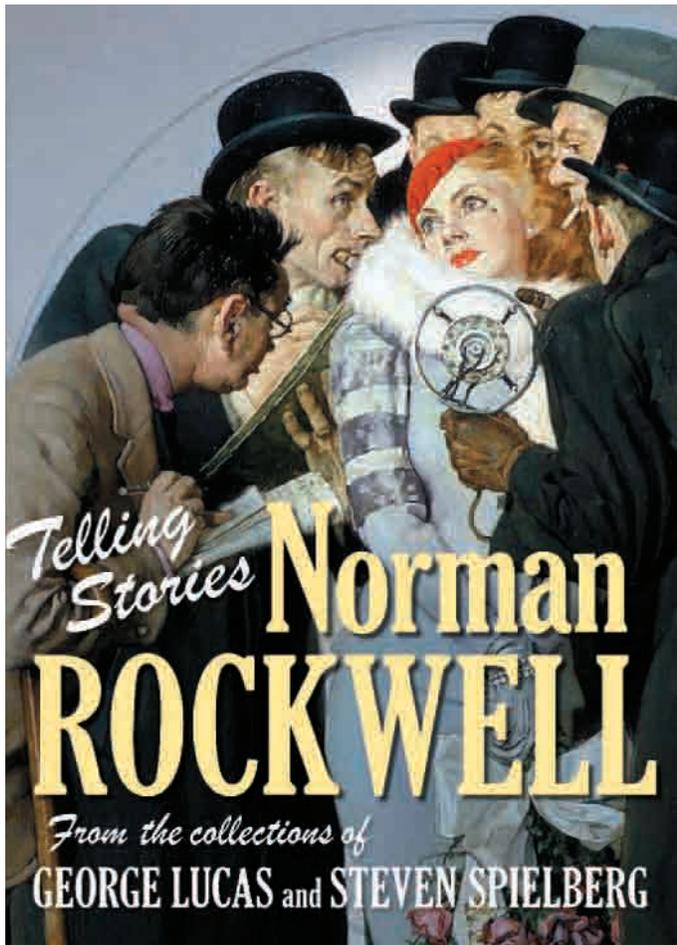


"Thank God [Rockwell] painted pictures to inspire other filmmakers to do better work. I think that's what Rockwell has done for all of us who love him and appreciate his paintings. He has made us better artists."

— Steven Spielberg

"Rockwell symbolized what America was aspiring to and held most dear. He captured society's ambitions and emotions. He talked about real people. He showed you the way real people lived their lives."

— George Lucas



## HOW PHILANTHROPY MATTERS:

### **RALPH W. SHRADER**

*Chairman and Chief Executive Officer,  
Booz Allen Hamilton*

During its six-month run, *Telling Stories* attracted national media attention and played to a packed house — more than 700,000 visitors attended, representing at least 43 countries. Corporate sponsor **Booz Allen Hamilton** was important to the exhibition's success, providing support for the exhibition and its broad range of public programs and student and teacher materials.

"There is no better stage than the Smithsonian American Art Museum to showcase Norman Rockwell's themes of citizenship, honor, and friendship. This was a once-in-a-lifetime exhibition that got a tremendous response from art lovers across our nation and around the world. We were privileged to be a part of making *Telling Stories* happen, and are proud of our continuing Smithsonian partnership."

# SOARING ASPIRATIONS: NATIONAL AIR AND SPACE MUSEUM

**LIKE DREAMERS AND FLYERS** of aviation lore, visitors to the National Air and Space Museum found even more to marvel at in 2010. The Barron Hilton Pioneers of Flight Gallery, a complete update of one of the museum's most popular exhibitions, opened in November. Based on new research and containing a larger number of iconic objects — from aircraft like Amelia Earhart's red Lockheed 5B Vega to artifacts never before seen by the public — the gallery introduces visitors to legendary military and civilian pilots, African American trailblazers, and rocket scientists. The interactive gallery features displays for all age groups, including a section for preschoolers.



## HOW PHILANTHROPY MATTERS:

### **STEVEN M. HILTON**

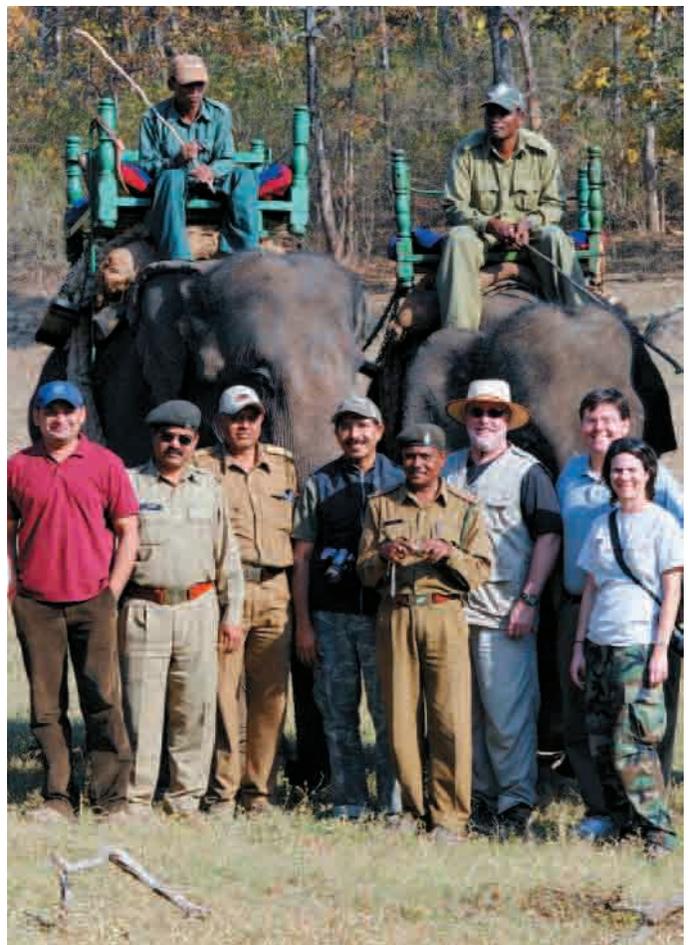
*President and Chief Executive Officer,  
Conrad N. Hilton Foundation*

“Since childhood, my father, Barron Hilton, has always been inspired by the excitement and adventure of flying. I join him in hoping the Smithsonian’s excellent new gallery will infuse future generations with the same passion to pursue their dreams.”



# WINDOW ON THE WORLD

IN THE 21ST CENTURY, EVERYONE IS A GLOBAL CITIZEN. The Smithsonian connects us to the world — school children in earthquake-stricken Haiti, scientists tracking tigers in India, a master drummer from Cameroon sharing his music, Mexican acrobats celebrating a folk tradition. We lend expertise and ambassadorship; cross boundaries, cultures, and disciplines with our network of educators and scholars; and, through these many windows, create opportunities for learning that advance understanding for all.





# CONNECTING NATIONS: NATIONAL MUSEUM OF THE AMERICAN INDIAN

**OPENING EYES TO THE COMPLEXITY** and riches of the Americas' Native cultures underlies the work of the National Museum of the American Indian and its latest landmark exhibition. Built on the remarkable scope of the George Gustav Heye collection, much of which had been out of public view for decades, *Infinity of Nations* became the first permanent exhibition at the museum's Heye Center in New York City when it opened in October 2010.

Showcasing art and artifacts from Tierra del Fuego to the Arctic Circle, and calling on unique knowledge from the originating Native peoples, *Infinity of Nations*



demonstrates both the distinct identities and the interconnectedness of Indian cultures before Europeans arrived. "Native America was astoundingly diverse and vibrant and fully occupied," says Director **Kevin Gover**.

"Our job is to repair misunderstandings while imparting an even deeper sense of American history."

**WHILE INFINITY OF NATIONS** may begin in the past, it does not dwell there, incorporating the work of contemporary Native American artists and using the latest technology to engage audiences. The exhibition introduces the Smithsonian's first bilingual mobile app, which takes remote and on-site visitors on a tour featuring 60 objects. And, like admission, the new app is free.

"The world we know could only have emerged by virtue of contact between Native Americans and the rest of the world," Gover says. "No matter who you are, this exhibition is about your history."





*Infinity of Nations* presents 700 objects of cultural, historical, and aesthetic importance spanning some 5,500 years — from early examples of Western Hemisphere art to the work of today's Native artists.

## HOW PHILANTHROPY MATTERS:

*Infinity of Nations* benefited from the generosity of **The Henry Luce Foundation**, which provided critical pilot funding, and the **Leon Levy Foundation**, which made possible a 320-page companion publication, as well as exhibition technology that extends *Infinity of Nations* into the virtual world.

“What ignites *Infinity of Nations* is the exceptional beauty of the objects. What makes it important is how the National Museum of the American Indian is taking a fresh look at this collection, reaching beyond the aesthetic to interpret the artists’ expressions of their distinctive cultures, and creating opportunities for public education and scholarship.”

— *Michael Gilligan, President, The Henry Luce Foundation*

“We are very pleased to support two important goals: the publication of the *Infinity of Nations* catalog, which adds to scholarship and knowledge of the past, and innovative exhibition technology, which engages visitors of all ages.”

— *Shelby White, Trustee, Leon Levy Foundation*

# BLAZING NEW TRAILS: NATIONAL ZOOLOGICAL PARK

**VISITORS WATCH INTENTLY** as a family of Asian elephants trundles up the road, happy to stretch their legs, the nine-year-old running ahead under the watchful gaze of his mother and the eldest of the herd, 63-year-old Ambika.

In September, the first phase of *Elephant Trails* opened to zoo guests, making majestic moments like this one possible. Years in the making, the new home for the National Zoo's Asian elephants includes the Elephant Exercise Trek, two new outdoor yards, a private barn, and The Homer and Martha Gudelsky Elephant Outpost. These new spaces, designed to



better engage the public, will be complete in 2013 with the elephant house renovation.

"The National Zoo is uniquely positioned to create a brighter future for Asian elephants," says Large Mammal Curator **Tony Barthel**.

"From *Elephant Trails* to our science, breeding, and training programs that prepare the next generation of researchers and caretakers worldwide, our staff is leading the way."

**THE COMFORT** of these highly intelligent, social animals is important: a pool and shaded structures in the yard provide relief from the summer's heat and humidity, while heaters offer warmth from the winter's cold. *Elephant Trails* supports the daily activities of a multi-generational herd, showcases the Zoo's commitment to staying at the forefront of animal care, and provides the flexibility needed to adapt to a larger herd and incorporate future husbandry innovations.





### **ELEPHANT TRAILS**

The Smithsonian believes the best conservation begins at home. That is why, more than a building project, *Elephant Trails* is a campaign to save the diminishing numbers of Asian elephants in the wild by assembling resources and decision-makers, combining them with world-renowned Smithsonian programs, and supporting broader public education. With their numbers decreased by 70 percent, the pachyderms are on the International Union for the Conservation of Nature's Red List of Threatened Species. As no single entity can save Asian elephants, the National Zoo is bringing together partners in dozens of countries — governments, non-governmental organizations, zoos, individual philanthropists — to make this campaign a global priority.

## HOW PHILANTHROPY MATTERS:

### **JOHN W. MARRIOTT III**

The Marriott family's gift to *Elephant Trails* comes from the heart. Says John Marriott, "I love animals in general, and elephants hold a special place." He cherishes memories of seeing elephants in the wild in Africa and Thailand. "My family is proud to invest in a wonderful opportunity to get more kids excited about conservation, science, and animal health, and to teach them how fragile our planet is. The National Zoo is a global leader. Its work sets an example for the world."



# FORGING CONNECTIONS TO ADVANCE KNOWLEDGE: FOUR CONSORTIA SPEARHEAD COLLABORATIONS



## UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

CONSORTIUM DIRECTOR W. JOHN KRESS  
*Curator and Research Scientist,  
Botany Department, National Museum of Natural History*

**"In this new age, scholarship has to be collaborative because issues have become more complex.** During my travels to numerous countries around the globe, I have seen that biodiversity and sustainability go hand in hand. This interconnectedness with every aspect of society shows why the Consortia are needed. In my 22 years here, I've never before had the chance, and the encouragement, to think and work like this. Together we can expand the Smithsonian's impact on the world."

## UNDERSTANDING THE AMERICAN EXPERIENCE

CONSORTIUM DIRECTOR MICHELLE DELANEY  
*Senior Program Officer,  
Office of the Under Secretary for History, Art, and Culture*

**"The Smithsonian's scope, research experience, and expertise will help the arts and sciences come together in unprecedented ways.** I have always been fascinated by the intricate contours of America's diversity, how they interweave and form one great nation. We can unlock the potential of a great institution in much the same way. My colleagues across the Smithsonian are embracing the opportunity to develop, launch, and grow tomorrow's signature projects."



**IN DOZENS OF DISCIPLINES, THE SMITHSONIAN DRIVES SCHOLARSHIP, EXPANDS PARTNERSHIPS, AND ADVANCES NEW KNOWLEDGE.** Imagine, then, the synergy that can flow when we connect such expertise across disciplines. This concept underlies the four Consortia now tackling the Smithsonian's Grand Challenges. With four outstanding researchers at the helm and funding from the **Bill & Melinda Gates Foundation**, the Consortia already have launched 31 projects, which promote new ideas and lay the groundwork for initiatives that transcend single museums — and may, just possibly, improve our world.



### UNLOCKING THE MYSTERIES OF THE UNIVERSE

CONSORTIUM DIRECTOR CHRISTINE JONES  
*Senior Astrophysicist,  
Smithsonian Astrophysical Observatory*

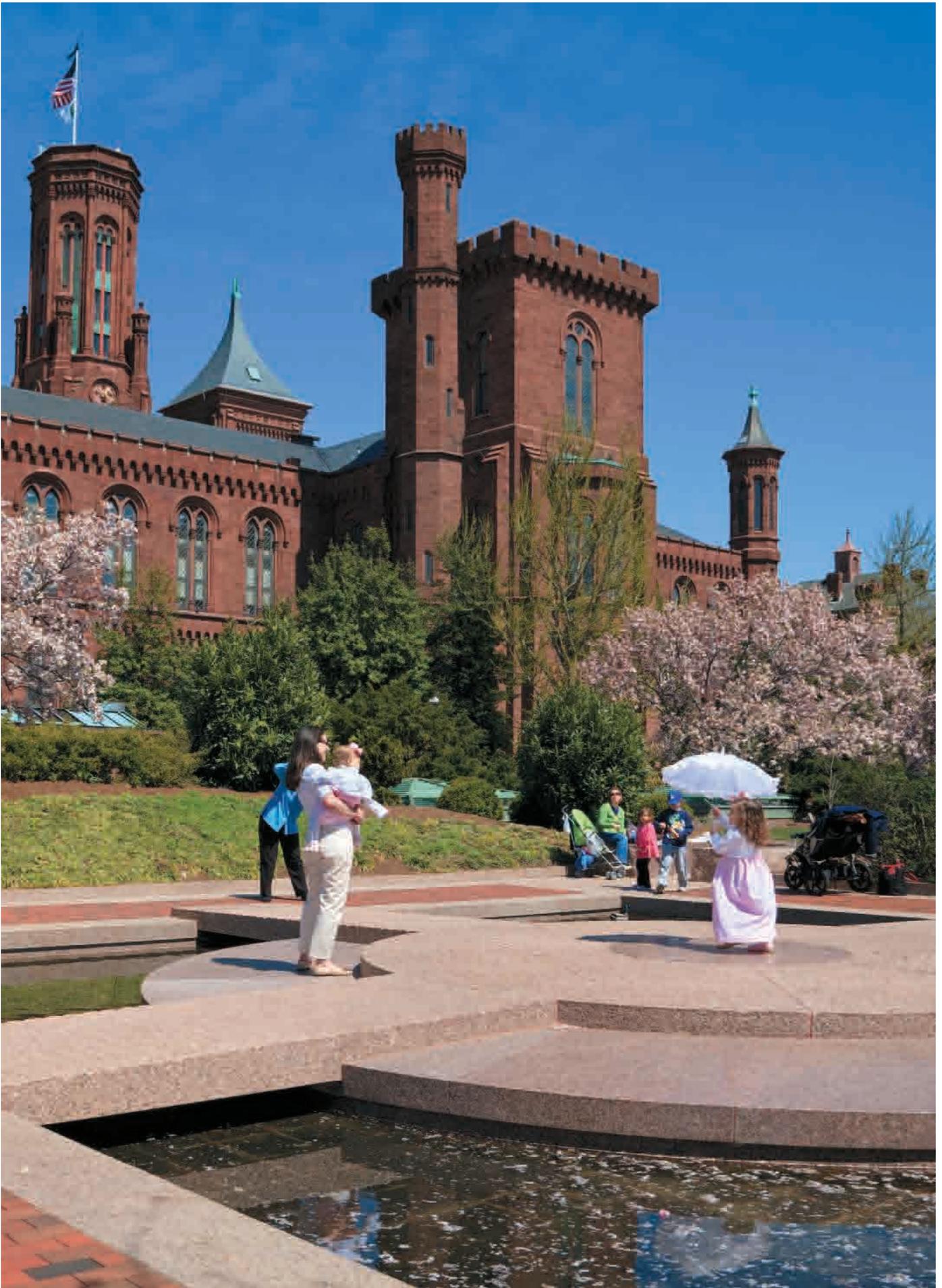
**“Answering expansive questions like ‘Are we alone in the universe?’ requires more than an astronomer’s perspective.** I marvel at the breadth of possibilities the Consortia enable. It starts with the great working relationships I share with my fellow directors and the philosophy we share about the power of interdisciplinary work. Collaborating and building world-class teams of experts will make us even stronger scientifically.”

### VALUING WORLD CULTURES

CONSORTIUM DIRECTOR ROBERT LEOPOLD  
*Senior Program Officer,  
Office of the Under Secretary for History, Art, and Culture*

**“The sum of human ingenuity increases all of our knowledge.** The Consortia are providing venture capital to Smithsonian scholars to pursue their work in novel, imaginative, and integrative ways. But it takes more than sheer resources: we must also partner with researchers and communities around the world. Their trust in the Smithsonian will allow us to take center stage on issues of global significance.”





# BOARD OF REGENTS REPORT

THROUGHOUT 2010, THE BOARD OF REGENTS SUPPORTED THE IMPORTANT WORK OF THE SMITHSONIAN AND THE IMPLEMENTATION OF THE INSTITUTION'S STRATEGIC PLAN.

As the changing political and economic environments continue to impact the Smithsonian in sometimes unexpected ways, the Board remains prepared to advance the mission of the Smithsonian through enlightened governance and oversight.

The Regents recognize that building on the substantial progress achieved over the past year requires, especially in uncertain times, the Smithsonian to stay strategically focused. In 2009, the Regents enthusiastically approved an ambitious strategic plan. Since then, the Regents have promoted and monitored advances made under the plan and have seen real and encouraging progress — the Smithsonian's diverse collections and scholarship are being used to creatively address compelling questions in science, history, arts, and culture.

At the same time, the Regents recognize their responsibility to ensure the financial resources necessary to continue that progress. The Smithsonian receives approximately two-thirds of its annual budget from the federal government. With the guidance of our congressional Regents, the Board has helped to ensure that the President and the Congress remain aware of the Smithsonian's important contributions to the nation. Hard decisions likely lie

ahead, and the Regents will work with Secretary G. Wayne Clough to develop a framework to make them. Several Regents are assuming leadership roles in national fundraising efforts as well as providing strategic expertise and advice on Smithsonian business and investment activities.

Sustained progress also requires strong leadership. In addition to key appointments that enhanced Secretary Clough's leadership team in 2010, the Board of Regents welcomed three new members. **Steve Case** of Virginia has joined the Board as a citizen Regent. Mr. Case is a well-known Internet pioneer entrepreneur who will strengthen the Board as the Smithsonian undertakes innovative educational initiatives and works to increase access to all it offers. The Board also welcomed new congressional Regents — Senator **Jack Reed** of Rhode Island and Representative **Steven LaTourette** of Ohio. Both Senator Reed and Representative LaTourette are leaders on education and science, two critical Smithsonian priorities.

With clear objectives, focused leadership, and a commitment to strengthening the public-private partnership, the Board is confident that the Smithsonian is well-positioned to meet the future.



Patty Stonesifer,  
*Chair of the Smithsonian  
Board of Regents.*

# FINANCIAL REPORTS

FISCAL YEAR ENDING SEPTEMBER 30, 2010

## FINANCIAL REPORT

The Smithsonian finished the year in a sound financial position, benefiting from the good performance of its business operations and raising \$166.6 million in private contributions. With improvements in the financial markets, the endowment ended the year at \$977 million.

The Smithsonian receives funding from direct federal government appropriations, from other governmental entities, and from private sources. Public dollars provide foundational infrastructure for the Institution's operations, and are used to conserve national collections; sustain basic research; operate, maintain, and protect the Smithsonian's museums and research centers; and provide administrative and support services.

Private funds leverage federal dollars and allow the Smithsonian to more fully share its collections, research, and expertise with the nation and the world.

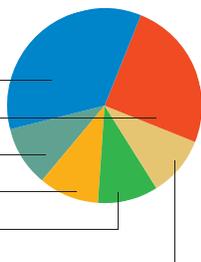
The 2010 annual audit was conducted by KPMG LLP. For a complete set of audited financial statements, contact the Office of the Comptroller at (202) 633-7250.

## ENDOWMENT REPORT

The Smithsonian's endowment continued to provide a stable, growing stream of payouts for current expenditures. The endowment's primary objectives are to generate sufficient returns over the long term (five to 10 years) and to maintain spending without depleting the real value of its assets. The endowment began the fiscal year with assets of \$881.8 million and ended with assets of \$977 million, reflecting a total return of close to \$100 million. The endowment payout provided \$47.1 million for program support and operations. The endowment benefited from \$41.2 million in additions from contributions and an investment return of 11.8 percent, reflecting the recovery in world financial markets. The endowment's long-term asset allocation is shown in the table below.

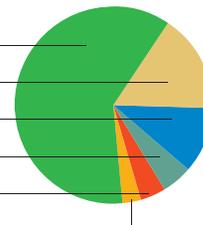
## ASSET ALLOCATION

Asset Class	Long-Term Policy Allocation
Hedge Funds	35%
Global Equity	25%
Private Equity & Venture Capital	10%
Real Assets	10%
Fixed Income & Cash	10%
Emerging Markets	10%



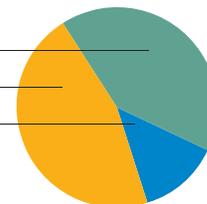
## REVENUES

Federal Appropriations	61%
Contributions & Private Grants	16%
Government Grants & Contracts	11%
Investment Earnings	5%
Other	4%
Business Ventures	3%



## EXPENSES

Other Operating Expenses	46%
Salaries & Benefits	41%
Capital Expenses	13%



## FINANCIAL ACTIVITY, IN MILLIONS OF DOLLARS FY 2010 AND 2009

	2010	2009
Operating Revenue	<b>\$1,139</b>	\$1,086
Operating Expenses	<b>980</b>	950
Increase in Operating Net Assets	<b>159</b>	136
Increase (Decrease) in Other Assets	<b>44</b>	(57)
Total Increase (Decrease) in Net Assets	<b>203</b>	79

## FINANCIAL POSITION, IN MILLIONS OF DOLLARS FY 2010 AND 2009

	2010		2009	
	Trust	Federal	Total Funds	
Assets	\$2,023	\$1,393	<b>\$3,416</b>	\$3,208
Liabilities	343	397	<b>740</b>	735
Net Assets	1,680	996	<b>2,676</b>	2,473

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

2010	<b>\$2,676</b>
2009	\$2,473
2008	\$2,394
2007	\$2,495
2006	\$2,274

## 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 \$27.8 million in net gain to the Institution in fiscal year 2010 on revenues of \$146.5 million, an increase of 3 percent over 2009.

### 2010 HIGHLIGHTS

SMITHSONIAN NETWORKS significantly increased its market presence by signing a distribution agreement with cable distributor Comcast. The Smithsonian Channel received an Emmy award nomination for *D-Day: The True Story of Omaha*.

LICENSING partnered with QVC to develop a line of jewelry inspired by objects in the National Museum of Natural History's National Gem and Mineral Collection. A live show promoting the jewelry line was broadcast in September. An agreement with florist FTD created a new floral line inspired by Smithsonian Gardens. Subway Restaurants and the National Museum of Natural History partnered on a three-month promotion in which 23,000 U.S. Subway locations included museum-branded reusable lunch bags in kids' meals, each containing a premium exploring geology, paleontology, entomology, or vertebrate zoology.

SMITHSONIAN MAGAZINE celebrated its 40th anniversary with a double issue and a subscriber event and panel discussion held at the Donald W. Reynolds Center. A special issue on top cultural travel destinations, featuring PBS travel host Rick Steves, became the magazine group's all-time bestseller on newsstands.

SMITHSONIAN IMAX THEATERS opened mission-oriented films including *Journey to Mecca*, *Legends of Flight*, and *Hubble 3D*. The last features footage from Smithsonian collections of the telescope's launch.

THE RETAIL GROUP redesigned the National Museum of American History's exit store employing an American pop culture theme, and updated the National Museum of Natural History's Gem Store to improve its product mix, traffic flow, and visual appeal.

SMITHSONIAN BOOKS will distribute its new and backlist titles through Random House Publisher Services, capitalizing on the company's strong presence in the academic, library, art, and international markets.

SMITHSONIAN JOURNEYS travelers participated in the World Leaders Symposium, "Global Challenges in a Post-Perestroika World." Speakers included Mikhail Gorbachev and Condoleezza Rice, and Google Vice President Vinton Cerf served as the Smithsonian study leader.

# PHILANTHROPY REPORT

FISCAL YEAR ENDING SEPTEMBER 30, 2010

AS THE GENEROSITY of the donors highlighted in this annual report illustrates, private philanthropy is the essential ingredient that allows the Smithsonian to achieve its full potential. Private sector support is vital to the Smithsonian's ability to transform itself for the 21st century and realize the vision set forth in its strategic plan.

Gifts from people, corporations, and foundations allow the Smithsonian to acquire objects that strengthen national collections; create dynamic exhibitions and employ the latest technology; lead research on issues critical to humankind; and innovate on site and online in ways that inspire people of all backgrounds and ages toward lifelong learning.

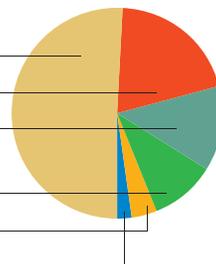
The Smithsonian gratefully acknowledges the many individuals, corporations, and foundations whose contributions are vital to the Smithsonian's ambitious vision to inspire future generations.

Information on the uses and sources of private dollars contributed to the Smithsonian in 2010 is provided in the tables and graphs below.

### PURPOSE OF FUNDS RAISED

IN MILLIONS OF DOLLARS

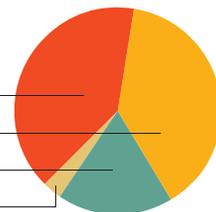
Exhibitions, Education, & Public Programs	\$84.6	51%
Facilities & Public Spaces	34.0	20%
Smithsonian, General Support	21.3	13%
Museums & Research Centers, General Support	16.0	10%
Research	6.7	4%
Acquisitions & Collections	4.0	2%
TOTAL	166.6	100%



### FUNDS RAISED BY SOURCE

IN MILLIONS OF DOLLARS

Foundations	\$66.4	40%
Individuals	64.3	39%
Corporations	30.8	18%
Other	5.1	3%
TOTAL	166.6	100%



# LEADERSHIP GIFTS

WE ARE GRATEFUL TO 2010'S LEADERSHIP DONORS. THEIR GENEROUS GIFTS AND PLEDGES OF \$1 MILLION OR MORE HELP US TO...



## **BROADEN ACCESS TO THE AMERICAN EXPERIENCE**

Philanthropy helps the Smithsonian's National Museum of American History showcase the best of America through redesigned spaces and virtual tools that inspire, inform, and educate visitors on site and online.

### **VERIZON FOUNDATION**

Furthering learning that is both innovative and standards-based, the Verizon Foundation's \$1.39 million gift continues the foundation's support of the National Museum of American History's History Explorer website. As part of the Verizon Thinkfinity online portal, the site serves teachers, students, and families. Over the past decade, Verizon has also given to the National Museum of the American Indian, the Smithsonian American Art Museum, and the Asian Pacific American Program.



### **WARNER BROS.**

Famous for pioneering the use of sound in American film, Warner Bros. made a \$5 million gift to the Museum of American History, which will enable the museum to transform its auditorium into a modern theater by adding new technology — including 3-D film projection. When completed, the newly named Warner Bros. Theater will allow the museum to present the history of American film and expand offerings such as film screenings, concerts, symposia, and other public programs.





## TELL THE NATION'S WHOLE STORY

Private support is helping to establish a museum and a collection as the National Museum of African American History and Culture takes shape on the National Mall. Set to open in 2015, the museum will use the African American story as a lens to examine what it means to be an American.

### AMERICAN EXPRESS

American Express continues a 35-year history of Smithsonian support with a \$5 million gift toward the design and construction of the National Museum of African American History and Culture. American Express Chairman and Chief Executive Officer Kenneth Chenault currently serves as a member of the museum's Council. In recognition of this latest gift, the museum will feature a gallery sponsored by American Express.



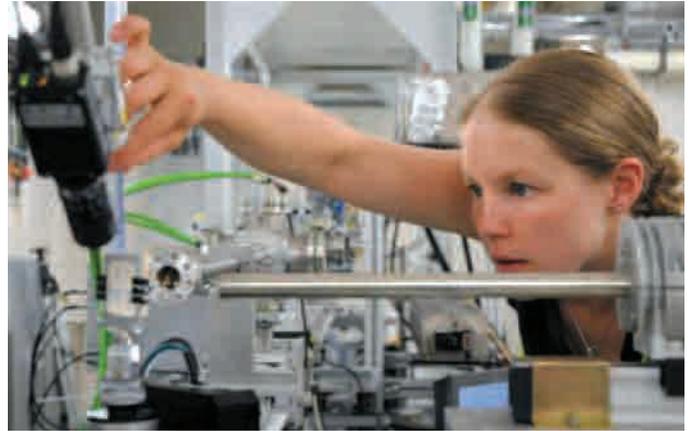
### W. K. KELLOGG FOUNDATION

The W. K. Kellogg Foundation's \$3.5 million grant advances the design and building of the National Museum of African American History and Culture and supports Saving our African American Treasures, an initiative to engage families and communities in identifying and preserving African American artifacts. The Kellogg Foundation has provided financial assistance to the Smithsonian for more than two decades, including grants to the National Museum of Natural History, National Museum of the American Indian, Asian Pacific American Program, Smithsonian Center for Education and Museum Studies, and the National Museum of African Art.



### EARL W. AND AMANDA STAFFORD

Earl and Amanda Stafford made a \$1 million gift for the design and construction of the National Museum of African American History and Culture. As founding donors to the Smithsonian's newest museum, the Staffords are assisting the Institution in its ambitious plans to document and commemorate the African American experience as part of this country's history.



## STRENGTHEN THE NATIONAL COLLECTIONS THROUGH CONSERVATION

Preserving a nation's cultural heritage preserves a nation. Aided by private philanthropy, the Smithsonian's Museum Conservation Institute develops and applies innovative conservation techniques that benefit collections across our 19 museums, as well as those of hundreds of other institutions worldwide each year.

### THE ANDREW W. MELLON FOUNDATION

Using a \$1.75 million challenge grant from The Andrew W. Mellon Foundation, the Museum Conservation Institute was able to raise sufficient matching funds to endow its directorship. The Foundation's support helps the Institute use the latest technologies to study museum objects and slow their deterioration. With this grant, the Foundation continues more than four decades of sustaining a wide array of Smithsonian scientific, cultural, and arts projects.

# LEADERSHIP GIFTS



## USE NEW TECHNOLOGY TO SPEED BIODIVERSITY RESEARCH

The National Museum of Natural History is pursuing projects that help scientists rapidly identify and better understand animal and plant species. Enabled by private funding, the Consortium for the Barcode of Life furthers the efforts of 200 member institutions to build a DNA reference library whose data can help protect public health and natural resources.

### ALFRED P. SLOAN FOUNDATION

With its latest grant of \$1.718 million to the Consortium for the Barcode of Life, the



**ALFRED P. SLOAN  
FOUNDATION**

Alfred P. Sloan Foundation will continue building the online DNA sequence library and expand the Consortium's work to new areas, such as setting standards for fungi. This grant is the fourth the Foundation has made to this important project, which will accelerate efforts to build the Encyclopedia of Life, another Smithsonian-hosted initiative in which the Foundation has been instrumental.



## EXPAND THE REACH AND FOOTPRINT OF AMERICA'S DESIGN MUSEUM

Helping to show how design makes the world better, Cooper-Hewitt, National Design Museum is the nation's only museum focused solely on historic and contemporary design. Generous contributions to RE:DESIGN, the museum's capital campaign, will nearly double gallery space, augment educational programming, and provide endowment support. (Shown above: artist's rendering of third-floor gallery.)

### ALICE R. GOTTESMAN

Alice Gottesman, a member of Cooper-Hewitt's Board of Trustees since 2002 and chair of its education committee, has made a \$1 million gift to RE:DESIGN for the renovation project. Ms. Gottesman and The Gottesman Fund have supported the Smithsonian and Cooper-Hewitt for over two decades with important gifts to enhance educational online resources, programs, and initiatives at Cooper-Hewitt.



## CELEBRATE AMERICA'S AIR AND SPACE HISTORY

Every air- and spacecraft at the National Air and Space Museum has a story. The final phase of construction at the Steven F. Udvar-Hazy Center, a facility built entirely with private funds, adds space to process, restore, and conserve America's largest and most iconic flight-related objects, safeguarding them — and their stories — for future generations.

### THE BOEING COMPANY

A major donor to the museum, The Boeing Company has made a \$4 million gift toward the



Udvar-Hazy Center's final phase of construction. In recognition, the Smithsonian will extend the naming of the Boeing Aviation Hangar. A manufacturer of commercial jetliners and defense, space, and security systems, Boeing's financial support of the Smithsonian is, cumulatively, the most contributed by any corporate donor.

### SUSAN AND JIM CARGILL, MEGHANN AND PATRICK HARKER, CHRISTIAN HARKER

James Cargill, his sons Patrick and Christian Harker, and his daughter-in-law Meghann Harker have given \$1 million for the completion of the Udvar-Hazy Center. Their gift was made in honor of Susan M. Cargill, James Cargill's wife and Patrick and Christian Harker's mother. In recognition, the Institution has named a Center classroom in memory of Mrs. Cargill. Mr. Cargill was a founding member of the museum's Board and has contributed to the Smithsonian's membership program since 1987.

### LEE H. CRUSE TRUST

A memorial gift of \$1 million from the Lee H. Cruse Trust supports the completion of the Udvar-Hazy Center and honors the life of aerobatic pilot Vicki Cruse, daughter of the late Mr. Cruse. This donation also funds renovation of the aerobatic exhibit station, which highlights the allure of precision maneuvers for spectators and the improvements in aircraft technology and flying tactics that result from aerobatic flying.

### ROD LEWIS AND FAMILY

Rodney R. Lewis, an avid collector and pilot of World War II aircraft, and a museum Board member and donor, has given \$1 million to help build the much-needed conservation facilities at the Udvar-Hazy Center. Mr. Lewis has made this gift in honor of *Glacier Girl*, a Lockheed P-38F Lightning World War II fighter plane.



# LEADERSHIP GIFTS



## SHOWCASE THE NATION'S STAMP COLLECTION

Small postage stamps provide a big window on American history. Backed by generous donors, the National Postal Museum is able to realize an ambitious plan that will add the William H. Gross Stamp Gallery and develop education and welcome centers to deepen appreciation for the collection.

### HUBERT N. (JAY) HOFFMAN, III

A member of the Postal Museum's Council of Philatelists since 2004, Hubert N. (Jay) Hoffman, III is helping the museum significantly increase its reach and its exhibition space with a \$1 million gift. Thanks to Mr. Hoffman's generosity, more visitors will be able to experience the wonder of stamps and learn how stamps communicate the nation's history.



## PROTECT ENDANGERED SPECIES AND SUSTAIN HABITATS

The National Zoo's Smithsonian Conservation Biology Institute, in partnership with George Mason University, trains the next generation of conservation scientists who will study ecological communities and ecosystems. Gifts to this program advance a top Smithsonian priority: understanding and sustaining a biodiverse planet.

### JOHN AND ADRIENNE MARS

John and Adrienne Mars have made a \$1 million contribution to the Smithsonian Conservation Biology Institute to help build a new academic center, which will vastly expand classroom and laboratory facilities in Front Royal, Virginia. The center will improve the capacity of both the Smithsonian and its partner, George Mason University, to train a much larger contingent of new leaders in conservation. For more than three decades, the couple has served on Smithsonian boards and funded Smithsonian initiatives, including the Steven F. Udvar-Hazy Center and the National Zoo's *Elephant Trails* and *Asia Trails*.

# 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, 2010.

## \$1,000,000 OR MORE

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

Airbus  
American Express  
The Boeing Company  
Dr. Peter Buck  
Susan and Jim Cargill  
Meghann and Patrick Harker  
Christian Harker  
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Bill & Melinda Gates Foundation  
Alice R. Gottesman  
The William and Sue Gross Family Foundation  
Hubert N. (Jay) Hoffman, III  
Mr. Robert L. Johnson  
W. K. Kellogg Foundation  
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## \$500,000 OR MORE

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The Abraham and Virginia Weiss  
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Marc Meadows

Warren and Barbara Winiarski  
(Winiarski Family Foundation)  
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### \$50,000 OR MORE

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Ginny Williams  
Randall and Theresa Willis  
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At the Annual Members' Weekend in May, James Smithson Society members toured renovations in progress at the 1881 Arts and Industries Building. They were joined by Smithsonian Legacy Society members, who also attended the three days of exclusive events.

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**THE SMITHSONIAN NATIONAL BOARD** continues to play an important role in the life of the Institution and in building its future. In 2010, National Board members and alumni provided valued advice, acted as ambassadors for the Institution, and made generous gifts that made an enormous difference for priority projects and forward-looking initiatives. The Board took up the challenges and priorities of the new strategic plan with enthusiasm, providing valuable feedback to the Secretary and Smithsonian leadership, and dedicating the work of two committees to key plan priorities of education and broadening access. The Board also continued its valued advice and counsel on the planning for the national campaign, with members and alumni participating in the campaign feasibility study. As ambassadors, members and alumni renewed old ties and forged new ones in Anchorage, Alaska, the Pacific Northwest, and Atlanta, Georgia, while hosting Secretary Clough; Under Secretary for History, Art, and Culture Richard Kurin; and National Museum of American History Director Brent Glass. In June and July, centuries-old international relationships were renewed by crossing the Atlantic and retracing James Smithson's footsteps in a Study Tour visiting Paris and London. The National Board contributed \$1.19 million in annual giving, which the Secretary directed to priorities including the Institution's branding and best-practices studies and Smithsonian 2.0 Fund awards to spur promising new uses of technology and new media. All told, National Board member and alumni giving totaled \$8.7 million, a figure that includes restricted and unrestricted support.



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