

# Questions Come Alive





## Letter from the Secretary

What makes stars sparkle or skyscrapers stand tall? Why does a certain species face extinction? Space travel was the stuff of science fiction until someone asked, "How?"

At the Smithsonian, big questions are the common denominators that unite our museums, research centers, and programs. And curiosity is contagious. Today's small child who looks in awe at the big dinosaurs that once roamed the earth and wonders, "What happened?" might just be tomorrow's paleontologist.

Among this year's stories is a dynamic example of the impact Smithsonian experts can have when they come together across disciplines: in *African Cosmos*, our experts tell an international story of how indigenous peoples have interpreted the mysteries of the universe. The dramatic arrival of the space shuttle *Discovery* excited visitors and inspires us with its particular blend of adventure and practicality. And the Smithsonian's newest museum, the National Museum of African American History and Culture, will challenge visitors to ponder race, reconciliation, and how the story of one American is the story of all Americans.

No matter what kind of questions you have, the Smithsonian has answers that will surprise and delight you. Visit us at [www.seriouslyamazing.com](http://www.seriouslyamazing.com) to see how we make questions come alive.

None of this would be possible without you. We depend on private philanthropy to keep us vibrant and relevant to a new and increasingly diverse generation of Americans. The Smithsonian belongs to you, and we deeply appreciate the contributions of all who asked themselves, "How can I be a part of my Smithsonian?" Your response to that question makes all the difference.



A:  
If so, it's by design.

What's part man, part fish, and all latex?  
Find the answer at [seriouslyamazing.com](http://seriouslyamazing.com),  
a website that introduces a Smithsonian  
where questions come alive\*.

To help younger, more diverse audiences understand  
who the Smithsonian is and why it matters, we recently  
took a new look at our venerable brand. "We want  
Americans to see our relevance, and to discover ways  
they can benefit from what we do," says Pherabe  
Kolb, associate director of strategic communications.  
"We want to spark their interest, and offer more ways  
they can connect to us. We need to speak directly  
to young people in their own language, and show them  
we're not your grandfather's Smithsonian."

Using seven characters that give voice to questions  
the public asks, the Smithsonian's first-ever ad campaign  
puts forth a serious message in a light-hearted way.  
Curiosity is innate and part of what makes us human.  
The iterative process of asking and answering questions  
is the basis of learning. And learning is at the Smith-  
sonian's core, whether it's our conservation biologists,  
astrophysicists, curators, or community educators.  
As for those questions? We've got the answers.

\*Answer: Paul Thek's sculpture *Fishman at the Hirshhorn*.



The Smithsonian is all about questions and answers, and it is people who bring those questions to life.

We created seven quirky characters to symbolize the questions the Smithsonian asks and answers every day.

Look for them inside the question mark, and then go to [seriouslyamazing.com](http://seriouslyamazing.com)!



**The New** is where technology and creativity collide.



**The Masterpiece** embodies artistic expression.



**The Green** reflects the wonder of the natural landscape.



**The Discoverer** explores our world and the universe.



**The Mash Up** stands for the ways people share culture.



**The Wild** represents the diversity of the animal kingdom.



**The Storyteller** is about America, its people, and the tales they tell.



Roger and Victoria Sant

## People Who Lead Today and Tomorrow

What are the qualities necessary to lead one of the most visited museums in the world, which also sponsors world-class scientific research? Vision, for sure. Strong leadership skills, the ability to mentor bright young scientists, and impeccable credentials in the field of natural history. **Roger and Victoria Sant** made it easier to find and retain an individual with that combination of talents by endowing the directorship of the National Museum of Natural History. “We wanted to give the museum the best chance to attract high-quality leaders,” says Roger Sant, a Smithsonian Regent. “Those of us who have been involved with the Smithsonian know that the quality of its people is what fosters the quality of its ideas. Vicki and I hope this gift will help set a precedent that other donors will follow.”

# Smithsonian stories making news in 2012

## The Civil War at 150

### Smithsonian-wide collaboration—

In a wide-ranging retrospective, the Smithsonian shined a light on familiar and surprising narratives and facts of the Civil War, from a thoughtful examination of the Emancipation Proclamation to an exploration of the little-known use of hot air balloons for reconnaissance by the Union Army. The monumental commemoration involved more than 20 museums and programs, engaging millions of visitors online and in-person, and brought new perspectives to this central chapter in the American story as only the Smithsonian can.

## Ai Weiwei by way of the Smithsonian

### Hirshhorn Museum and Sculpture Garden and Freer Gallery of Art and Arthur M. Sackler Gallery—

Chinese, contemporary artist Ai Weiwei came to Washington with a roar in three exhibitions. The Hirshhorn’s *Ai Weiwei*:

*According to What?* and *Fragments*, at the Galleries, explored themes like the destruction of the old and the fashioning of the new in a changing society. *Ai Weiwei: Circle of Animals/Zodiac Heads*, a twelve-part, ten-foot-tall bronze sculptural suite installed outdoors at the Hirshhorn emphasized the artist’s and the Smithsonian’s shared desire to make art accessible to all.

## Preserving the Tree of Life National Museum of Natural History and global partners—

It may look it, but this is no ordinary freezer room. Instead, the museum’s long rows of stainless steel tanks will hold up to five million non-human tissue samples, frozen as cold as -310 F. The permanent deep freeze is safeguarding a portion of the world’s biodiversity and will help researchers make potentially groundbreaking discoveries. This is the world’s largest museum-based biorepository and one big part of the Smithsonian-led Global

Genome Initiative, which involves partner organizations around the world and aims in five years to hold 50 percent of the world’s genomic diversity—on ice, in perpetuity.

## App paints a verbal picture Office of the Chief Information Officer and Accessibility Program Office—

Low-vision visitors to the National Museum of American History can enjoy a vivid picture of the exhibition *American Stories* with a new smart phone app that gives crowd-sourced verbal descriptions of museum artifacts. In its next generation the app will include a video recording device for people with hearing loss. Eventually it may go Smithsonian-wide, making millions of artifacts more accessible to those with limited sight and hearing.



A:  
A groundbreaking event on  
the National Mall.

February 22, 2012, was a day more than a century and a half in the making. Speaking at the groundbreaking of the National Museum of African American History and Culture, President Barack Obama called it an idea whose time had come. First proposed by black veterans of the Civil War and picked up again by civil rights advocates of the 1950s and '60s, the museum finally became a reality through an Act of Congress in 2003.

Scheduled to open in 2015, the new museum will be the nation's only one devoted exclusively to documenting African American life, art, history, and culture. Celebrating its groundbreaking along with the current First Couple were the museum's council members including former First Lady Laura Bush and Rep. John Lewis (D-Ga.), co-sponsor of the legislation that created the museum. On a site adjacent to the Washington Monument, the museum will honor the extraordinary acts of ordinary Americans and display artifacts ranging from Harriet Tubman's shawl to a Jim Crow railroad car to Olympic gold medalist Gabrielle Douglas's memorabilia from the 2012 London games.

"That day was the fulfillment of so many dreams," says museum Director Lonnie Bunch. "We are building a museum that is about making America better. About remembering those who were left out of history, about finding reconciliation and healing. And it will tell a part of *your* story as an American, no matter who you are."





Smithsonian  
National Museum of African American  
History and Culture

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Smithsonian  
National Museum of African American  
History and Culture



David H. Koch

## Places That Make Knowledge Come Alive

Built on serious scholarship, the National Museum of Natural History's paleobiology and dinosaur hall is also a place that makes children's eyes grow wide with wonder. Now, an extensive renovation will combine the latest research on the evolution of life with the museum's jaw-dropping specimens and artifacts to refresh the hall's permanent exhibitions. This work is made possible by museum board member **David H. Koch**, whose previous gift established the Hall of Human Origins. "Given the immense popularity of dinosaurs, upgrading this magnificent hall will be a great step forward," says Koch. "Natural history museums acquaint people with the phenomenal phases of the Earth's history and the changes that have occurred over time. Great exhibitions are an effective way of getting this message across to people of all ages."

# Smithsonian history and culture stories of 2012

**The American movie National Museum of American History**—With the opening of the high-tech Warner Bros. Theater, the museum not only offers visitors an enhanced viewing experience, but also adds film and its impact on the nation's popular culture to its repertoire. In its first year, the theater celebrated the American movie with films of Clint Eastwood and Humphrey Bogart and deepened visitor appreciation with objects on view like studio chief Jack Warner's silver phone.

**Grammy Hall of Fame Center for Folklife and Cultural Heritage**—Smithsonian Folkways' *American Anthology of Folk Music*, a pivotal 84-song compilation of American Depression-era sounds, was inducted into the Grammy

Hall of Fame. The treasured compilation—crucial to the mid-20th-century folk music revival—adds a key dimension to our understanding of American cultural heritage. It is the second of the label's recordings to be inducted, joining *This Land is Your Land*, by Woody Guthrie.

**One-stop stamps National Postal Museum**—The museum helped launch the Global Philatelic Library, an online database with millions of philatelic records. The free resource, which features 19 libraries including the Royal Philatelic Society London, serves as a one-stop reference for stamp enthusiasts everywhere and showcases the Smithsonian's commitment to collaborating with new partners to reach and inspire as many people as possible, nationally and globally.

**An urban river view Anacostia Community Museum**—*Reclaiming the Edge: Urban Waterways and Civic Engagement* examined the historic, cultural, spiritual, and public health impact of the polluted Anacostia River in Washington D.C. and its global links to other compromised waterways like the Suzhou Creek in Shanghai. It posed philosophical questions and gave practical answers on how to restore these urban treasures.



A:  
By boldly going where no  
museum has gone before.

World-famous astronauts stood at attention. Young children rode atop their fathers' shoulders, jockeying for the best view. And thousands gathered on April 19, 2012, to welcome the space shuttle *Discovery* into its new home at the James S. McDonnell Space Hangar at the National Air and Space Museum's Steven F. Udvar-Hazy Center.

Representative of America's continuing journey in space exploration, *Discovery* was NASA's third shuttle to go into service, and it made more flights than any shuttle in the fleet. Over its lifetime, it spent a total of 365 days in space. "*Discovery* was a versatile, practical vehicle that yielded many benefits," says Space History Curator Valerie Neal. "It held up to seven crew members, and, like a huge 18-wheeler truck, carried big cargo—such as satellites—into orbit. *Discovery* launched like a rocket, landed like an airplane, ferried scientists and engineers into space, and provided a laboratory for experiments. It mapped Earth's hidden contours, and hauled equipment to build a space station. Its crews delivered and fixed the Hubble Space Telescope and restored confidence by returning to space after the shuttle tragedies. We built the shuttle to make space travel routine. Ultimately, though, we learned it was anything but."

Recognized around the world as a symbol of American ingenuity, *Discovery* blazed a trail through space, but important days are still ahead. Even grounded, it will inspire us to reach for the stars.





Discovery

United States



Michael E. Tennenbaum

## Programs To Inform and Inspire Research

Over 75 percent of the world's population lives near a coastline, and millions more people depend on the ocean for food and recreation. Yet ocean health is increasingly threatened. What's driving that change? How quickly is it accelerating? The Tennenbaum Marine Observatories, the first global network of coastal ecological observatories, will use sophisticated technology in multiple sites to measure ecosystem change over time and space. Their data will inform policy and influence generations of scientists. The Observatories are made possible by a gift from Smithsonian National Board member **Michael Tennenbaum**—an avid diver—and his wife Suzanne. "I was stunned to learn that this data gathering hadn't been done on a large scale and in a scientific fashion," says Tennenbaum. "Billions of dollars of economic activity are being influenced by opinion not backed by statistics. It's past time for that to change."

# Smithsonian science stories of 2012

## Landing the Mars rover

**National Air and Space Museum**—NASA enlisted the help of Smithsonian geologist John Grant to find a safe and scientifically fertile landing site for its rover *Curiosity*, which successfully touched down Aug. 6, 2012, at Gale Crater on Mars, a 96-mile wide site featuring a sediment-rich surface. The layers of sediment record past environmental conditions which may carry clues about potential past or even present habitability on the red planet. The site also gives a clear picture of the planet's climate and geology, data that eventually can be used in preparing for a potential manned mission.

## Preventing pandemic

**National Zoological Park**—In Uganda, National Zoo scientists outfitted and trained park rangers with cell phones to photograph and

communicate suspicious animal deaths, helping identify disease outbreaks that might spread to humans. This effort, along with pathology trainings conducted in Vietnam, are part of a collaborative global effort to build in-country capacity to detect and monitor emerging infectious diseases, ultimately helping prevent pandemics.

## Fostering future leaders

**Smithsonian Conservation Biology Institute**—The newly completed green, high-tech, academic facilities for the Smithsonian-Mason School of Conservation are a brick-and-mortar example of the Smithsonian's commitment to inspiring new generations of conservation biology leaders. The pioneering program partners with George Mason University to ensure that students of such diverse fields as journalism and biology are equally versed in protecting a biodiverse planet.

## Tracking invasive species

**Smithsonian Environmental Research Center**—Modern transportation and a warmer planet create fertile water for destructive invasive species. But with a newly-launched online database—NEMESIS—the Smithsonian Environmental Research Center provides scientists and students around the world with a tool to explore compromised local ecosystems like the Chesapeake Bay and more sweeping global and national waterway threats.

Q:

What do you get  
when you combine  
ancient art, modern  
science, and the  
night sky?

A:  
*African Cosmos: Stellar Arts.*

Who knew that every star makes its own sound, each as distinct as a fingerprint? That's just one lesson from *African Cosmos: Stellar Arts*, a groundbreaking 2012 exhibition and publication developed by the National Museum of African Art that explored African cultural astronomy and how it intersects with ancient and contemporary African arts.

"*African Cosmos* emphasizes Africa's contributions to the history of knowledge," says exhibition curator Christine Mullen Kreamer. "How have Africans used their knowledge of the skies to chart their course through the physical landscape and to regulate agricultural and ritual calendars? How have African artists drawn on the sun, moon, stars, rainbows, and lightning to create great art?" The show featured more than 100 works of art from ancient to contemporary times that addressed these questions and others.

The collective strengths of the Smithsonian were brought to bear as experts Institution-wide collaborated with the museum on cultural astronomy educational programs. The American Indian museum held a panel discussion on cultural astronomy. The Air and Space museum loaned a portable planetarium for a program they developed about the African sky. The Hirshhorn's ArtLab+ worked with teens to document the event on video, and an astrophysicist from the Smithsonian Astrophysical Observatory spoke on *Music of the Stars*. "The exhibition resonated with anyone who was ever impressed by the beauty of the night sky and wondered about our place within the vast universe," says Kreamer, "and that describes just about all of us."





South African artist Gavin Jantjes' untitled painting, exhibited in *African Cosmos*, references a Khoi San myth about a girl dancing around an evening fire. She threw glowing embers skyward, where they remained as the Milky Way.



Marilyn L. Brown and Douglas N. Morton

## Treasures To Hold In Trust for All

The simple silk suit, originally a plum color that age has faded to brown, still speaks clearly of its owner, patriot and diplomat Benjamin Franklin. Worn during his 1778 trip to France, Franklin knew the garment's understated elegance would stand out in the opulent French court, symbolizing the character of a new nation. **Douglas N. Morton** and his wife, **Marilyn L. Brown**, helped the Smithsonian acquire this treasure. And for Morton, a descendant of Betsy Ross and lifelong student of American history, sharing it is the whole point. "Seeing Franklin's suit on display is like having a Founding Father in front of you. Visitors come to the Smithsonian to see the objects that tell the story of the United States—starting with the Star-Spangled Banner—and they don't forget them. I hope these treasures inspire people to learn more about our nation's heritage."

# Smithsonian art stories of 2012

**Doug Aitken: *SONG 1***  
**Hirshhorn Museum and Sculpture Garden**—Who said art has to be locked inside museum walls? Certainly not the Hirshhorn and artist Doug Aitken, who temporarily transformed the museum's cylindrical facade into the world's greatest movie screen, choreographing a 360-degree flow of moving images to a dreamlike pop soundtrack. The monumental *SONG 1* offered public art at its best—immersing it into the city's pulse and streetscape, inviting both art lovers and casual passersby to engage and discuss.

**Ancient Arabia Revealed**  
**Freer Gallery of Art and Arthur M. Sackler Gallery**—The Middle East, so often in the headlines, also can boast of seven millenia of art and art history, as shown in the eye-opening *Roads of Arabia: Archaeology and History of the Kingdom of Saudia Arabia*.

The exhibition, whose first North American stop was the Smithsonian, consisted of more than 300 works of Arabian art, from geometric stone steles to ornate incense burn-ers. It gave new insight into how art changed from pre-Islamic to Islamic times and added to our overall understanding of the region.

**Art in this century?**  
**Smithsonian American Art Museum**—Gamer or not, you know video games as an industry that generates billions of dollars, but "Is it art?" *The Art of Video Games* asked us to consider the question, presenting the intricate interplay of graphics, technology, and storytelling that helped create the angular, simplistic *Pac-Man* (1980) and the fluid beauty of *Flower* (2009). The exhibition, which displayed 80 games selected with the help of gamers in 175 countries, drew 700,000 visitors.

**Learning by design**  
**Cooper-Hewitt, National Design Museum**—Design as a tool to teach life skills is a key educational goal of this New York City-based museum and a new space it opened in Harlem to reach even greater numbers of city youth. Students and community members are given basic design tasks, and in the process of seeing a project through from idea stage to finished product they learn practical verbal and math skills as well as out-of-the-box critical thinking.



A:  
When math comes alive!

Scientists and engineers do it, for sure. But so do chefs, fashion designers, and special effects directors. We're talking about math, and from March 7 to June 3, 2012, the Smithsonian hosted *Math Alive!*, an exhibition showing just how math underpins our daily lives.

Nearly 354,000 people—including students from more than 230 schools—visited *Math Alive!* and, through hands-on activities, saw the role math plays in calculating how tall buildings stay up in strong winds and the size of pipe needed to carry water. "Many children fall out of science and engineering because math is challenging for them," says Under Secretary for Science Eva J. Pell. "If we can help students see how math has application as they are learning it, they may be more willing to study it and pursue careers that require it. *Math Alive!* took the abstraction out of math and made it relevant to everyday life."

To make learning fun, *Math Alive!* invited kids to ride snowboards in 4-D, design and play their own video games, jump into a fractal dance party, operate simulations of NASA's latest robotics, and test their bridge-building skills. The take-away? Pell hopes "that kids left saying, 'Wow, that was so cool. So that's what we are doing in math.'"





Style Revolution  
La Revolución del estilo

3 Sequence yourself  
in 360 here.  
Haz aquí tu secuencia en 360.

0



Math Adventure



Dorothy E. Ebersbach

## Answering The Call, Investing In The Future

**Dorothy E. Ebersbach** went where she was needed. She was one of the first women trained to fly American military aircraft in World War II, and later she put her nursing degree to work immunizing children against polio. A recipient of a Congressional Gold Medal, the highest award Congress bestows on civilians, she was also a member of the Friends of the Smithsonian for more than 30 years. And when she passed away in 2011, Ebersbach left a generous bequest to the Institution. In keeping with her status as a pioneering aviator, a portion supports the National Women in Aviation Collection. The remainder builds the Institution's endowment, giving the Smithsonian the flexibility to answer the call and direct the dollars where they are needed.

# Smithsonian education stories of 2012

**Across borders and habitats Smithsonian Tropical Research Institute**—Classroom video conferencing between students in Phoenix and students in several Panamanian schools is proving a winning formula for teaching middle-schoolers about ecosystem diversity. At an age when peers matter most, the students take field trips and do research projects in their respective natural and cultural habitats, then ask each other questions and share experiences online in the year-long experiential program, *Desert to Rainforest*.

**Teachers' Night turns 20 Smithsonian Center for Learning and Digital Access**—The annual Teachers' Night—celebrated at the Smithsonian American Art Museum and National Portrait Gallery with museum educators

and exhibits—has drawn tens of thousands of teachers from across the nation in its 20-year history. The teachers become Smithsonian ambassadors, sharing with their colleagues back home ways to use this vast, free online and in-person resource to enrich their students' learning experiences.

**21st-century stargazers Smithsonian Astrophysical Observatory and Smithsonian Affiliations**—Middle and high school students in under-served districts across the nation learned how to use robotic telescopes and computer technologies just like professional astrophysicists with *Youth Capture the Colorful Cosmos*, a program of the Observatory and 15 Smithsonian affiliate museums. Students also created astro-photography exhibitions, giving them a key of their own making to unlock the mysteries of the Universe.

**Global outreach Smithsonian Center for Learning and Digital Access**—Young inventors everywhere answered a challenge to invent a household item that makes life easier. Turns out the best and brightest solutions came from kids all over the world, including Turkey, Taiwan, India, and the U.S. The challenge shows what is possible when the Smithsonian joins the breadth and depth of its expertise with the reach of new online education partner *ePals*, whose web portal is used by one million schools worldwide.

Q:

Where can  
creatures who can't  
talk tell a great  
American story?

A:

## At the National Zoo's newest exhibition, American Trail.

High atop Washington's Rock Creek Parkway, America's emblematic bald eagle and the dark raven immortalized by Edgar Allan Poe form part of a living tableau. Joined by majestic gray wolves, California sea lions, and a seal once trained for recovery missions by the United States Navy, they inhabit the American Trail, a new exhibit at the National Zoological Park showcasing the diversity of North American species.

Highlighting animals back from the brink of extinction, the exhibit makes room for ducks, geese, river otters, and beavers. New pools with below- and above-water viewing access let visitors enjoy delicate sea ballets by the many species who spend time in water. The animals gather on heated beaches, get regular check-ups, and benefit from the best practices in animal care. Designed to LEED standards, the American Trail operates using sustainable practices.

"The exhibit features the ambassador animals of America," says Ed Bronikowski, senior curator in the Zoo's department of Animal Programs. "And the rock- and seascapes—reminiscent of the northwestern United States—are exceptional. The Trail tells an American story." To make learning fun for kids, planners added a "get your feet wet" tidal pool with waves and the occasional water squirt. On a hot summer's day, it's the most popular place at the Zoo.



## By the numbers

More people than ever before engaged with the Smithsonian in 2012—through exhibitions, websites, social media, educational outreach, research programs, and events.

In the Rhode River, a tributary of the Chesapeake Bay, Smithsonian Environmental Research Center biologists seine for specimens as part of a long-term study tracking the health of the ecosystem and the impact of non-native species.

30 Million In-person Visitors

46 Traveling Exhibitions on View in 455 Locations in 50 States, the District of Columbia, and Guam

89 New Exhibitions

2,029 Free Educational Resources on SmithsonianEducation.org

209 Facebook and Twitter Accounts

Approximately 137 Million Collection Objects

1,944 Peer-reviewed Publications

## Five Most Visited Museums

- 1 National Museum of Natural History **7.6 million**
- 2 National Air and Space Museum **6.8 million**
- 3 National Museum of American History **4.8 million**
- 4 Smithsonian National Zoo **2.3 million**
- 5 National Museum of the American Indian **1.6 million**

**102.6** Million Unique Visitors at **143** Websites

**565,372** Folklife Festival Visitors

**4.5** Million Educational Program Attendees

**175** Affiliate Organizations in **40** States, Puerto Rico, and Panama

Research in **94** Countries

**512** Fellows and **578** Research Associates

**67,506** Downloads of Smithsonian Mobile App

**6,206** Volunteers

**82,661** Friends of the Smithsonian

# Board of Regents Report



In 2012, the Board of Regents focused on advancing the Smithsonian's mission in the face of ongoing economic uncertainty

and political change. Guided by its new chair, France A. Córdova, it furthered the ambitious goals of the strategic plan through engaged oversight and a constructive partnership with Secretary Clough and his leadership team.

The Regents recognize their responsibility to secure the financial resources necessary for the Smithsonian to remain relevant and strong. Guided by the Congressional Regents, the Board made the Smithsonian's case for increasingly scarce federal resources. In parallel, leadership by the Citizen Regents helped advance a national fundraising effort and provided expertise and strategic guidance to grow Smithsonian business and social media initiatives and the endowment. Investing in this public-private partnership continues to be an investment in the nation and its future.

The National Museum of African American History and Culture now under construction on the National Mall will tell a vital part of America's story. A renovated Arts and Industries Building will soon open its doors to visitors. The Board actively oversaw these two major



projects and their continued progress. It maintained a strong focus on ensuring the continued excellence of research and educational programs. It encouraged the implementation of the ambitious strategic plan. In an era of rapid changes in technology, the Board gave its strong support to Secretary Clough's initiative to create a more digitally accessible Smithsonian for all.

The Board renewed its leadership by electing as Vice Chair Regent John McCarter, former president and CEO of Chicago's Field Museum and a citizen of Illinois. He joins Shirley Ann Jackson and Chair France A. Córdova as a member of the Executive Committee. In January 2013, the Board welcomed as new Regents Representative Tom Cole of Oklahoma and former Ambassador Barbara Barrett, a citizen of Arizona.

With forward-looking leadership guided by the vision of the Smithsonian's strategic plan, the Board continues to actively steward the progress of this uniquely American Institution, for the benefit of the nation and the world.

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Above left: France A. Córdova, Chair, Smithsonian Board of Regents.

Above right: The words of the Declaration of Independence, part of the exhibition *Slavery at Jefferson's Monticello: Paradox of Liberty*, presented by the National Museum of African American History and Culture and the Thomas Jefferson Foundation at Monticello, and shown at the National Museum of American History.

# Endowment Report

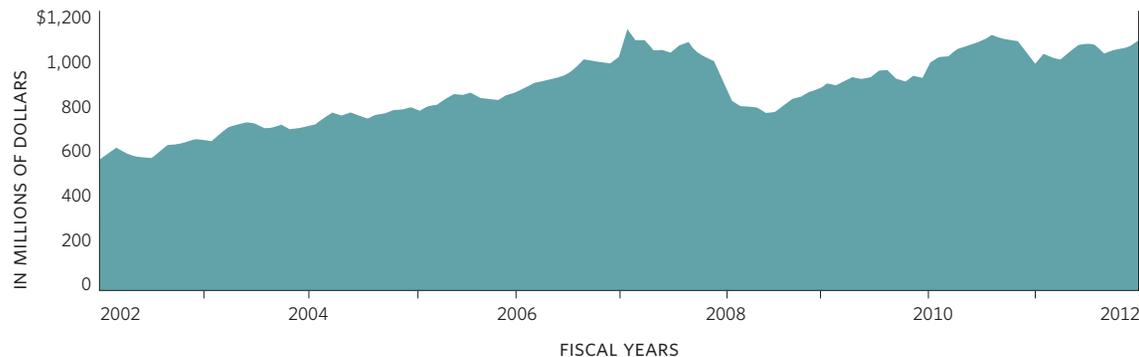
Fiscal year ending September 30, 2012

The Smithsonian’s endowment objective is to generate sufficient returns over the long term to provide stable and growing payouts, while prudently managing risk.

Over the past 10 years, the Endowment grew from \$552.2 million to \$1,072.3 million, with annual net investment returns of 8.2 percent. Annual payout from the Endowment increased from \$34.2 million 10 years ago to \$57.7 million for this fiscal year, providing a cumulative \$437.1 million for program support and operations.

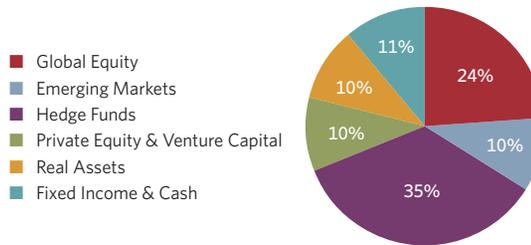
The Endowment has benefited from the addition of alternative investments, its broad diversification, and active management. The asset allocation represents a higher overall allocation to equities, investments in hedge funds to reduce risk and potentially increase diversification, and real asset investments to provide a hedge against inflation. Performance consistently compares favorably against the policy benchmark, which represents a blend of asset-weighted indices in the portfolio.

## Endowment Value Over Time



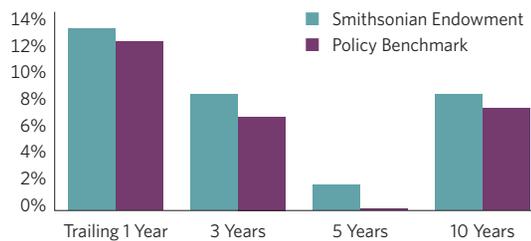
## Asset Allocation

AS OF SEPTEMBER 30, 2012



## Comparative Performance

AS OF SEPTEMBER 30, 2012



Dame Jillian Sackler, D.B.E.

## Endowing Leadership Ensures the Future

“I really hope this gift will be seed money,” says [Dame Jillian Sackler, D.B.E.](#), who recently created an endowment to support the position of director and programs at the Arthur M. Sackler Gallery and Freer Gallery of Art. “We want to ensure that the galleries always have visionary leadership, and are always able to present contemporary Asian art that is a vital counterpart to the ancient arts on display. Building cross-cultural bridges is more important than ever, and the Smithsonian name allows us to go places no one else has gone, and borrow artifacts that no one else could. I hope that this gift will lead to more support and a larger endowment so the Institution can continue to draw visitors with exhibits that are surprising and exciting and extend our understanding of the world.”

# Financial Report

Fiscal year ending September 30, 2012

The Smithsonian's financial results for fiscal year 2012 were the best in more than five years. Significant increases in contributions, up by more than \$51 million, and the strong performance of the endowment portfolio led to an overall increase of \$264 million in net assets during the year.

The Smithsonian receives funding from federal government appropriations, other governmental entities, and private sources. Public dollars conserve our national collections; sustain basic research; educate the public; operate, maintain, and protect the large Smithsonian museum and research complex; and provide other administrative and support services.

Private funds leverage federal dollars and are an investment in the Smithsonian's people, places, programs, and treasures. These funds provide the critical difference for endowing positions, carrying out innovative research, developing and building new facilities, opening creative exhibitions, reaching out to America's diverse communities, and expanding and strengthening national collections.

The 2012 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.

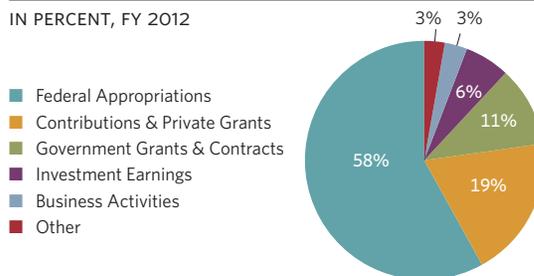
## Growth in Net Assets

IN MILLIONS OF DOLLARS, OVER FIVE YEARS



## Revenues

IN PERCENT, FY 2012



## Financial Position

IN MILLIONS OF DOLLARS, FY 2012 AND 2011

|                    | TOTAL FUNDS |         |         |         |
|--------------------|-------------|---------|---------|---------|
|                    | Trust       | Federal | 2012    | 2011    |
| <b>Assets</b>      | \$2,224     | \$1,572 | \$3,796 | \$3,516 |
| <b>Liabilities</b> | 334         | 423     | 757     | 741     |
| <b>Net Assets</b>  | 1,890       | 1,149   | 3,039   | 2,776   |

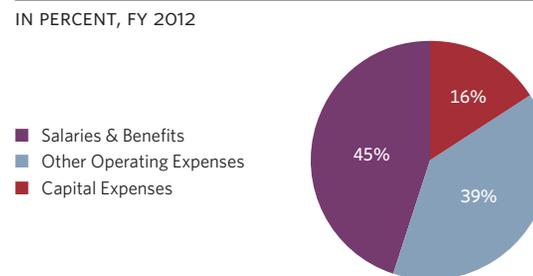
## Financial Activity

IN MILLIONS OF DOLLARS, FY 2012 AND 2011

|   | 2012    | 2011    |
|---|---------|---------|
| <b>Operating Revenue</b>                | \$1,244 | \$1,150 |
| <b>Operating Expenses</b>               | 1,033   | 993     |
| <b>Increase in Operating Net Assets</b> | 211     | 157     |
| <b>Increase in Other Assets</b>         | 53      | (57)    |
| <b>Total Increase in Net Assets</b>     | 264     | 100     |

## Expenses

IN PERCENT, FY 2012



## 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* magazines and associated websites, Smithsonian Channel, Smithsonian Books, product licensing, and travel programs for adults, families, and students.

Smithsonian Enterprises contributed \$29.5 million in net gain to the Institution in fiscal year 2012, an increase of 1.4% over 2011, on revenues of \$142.5 million—the sixth consecutive year of net gain growth.

**Smithsonian Magazine** unveiled a redesign and new editorial focus, engaging noted writers and photographers and adding travel, food, style, and design sections. The changes are redefining the magazine's look and appeal for its seven million readers. The magazine also launched an enhanced, digital edition for Apple and Android platforms, which has been downloaded more than 100,000 times.

# Philanthropy Report

Fiscal year ending September 30, 2012

**Digital Enterprises** published two new apps, *The Space Shuttle Era*, and *GoSmithsonian Visitors Guide*, with maps, floor plans, daily events, and shopping and eating information. *Smithsonian.com*'s monthly unique visitors grew by nearly 90 percent over last year.

**Smithsonian Channel** won an Emmy for Outstanding Science and Technology Program for *Decoding Immortality*, a documentary about Nobel Prize-winning biologist Elizabeth Blackburn and her work with an enzyme that can keep cells young forever. The Emmy is the third for the Channel.

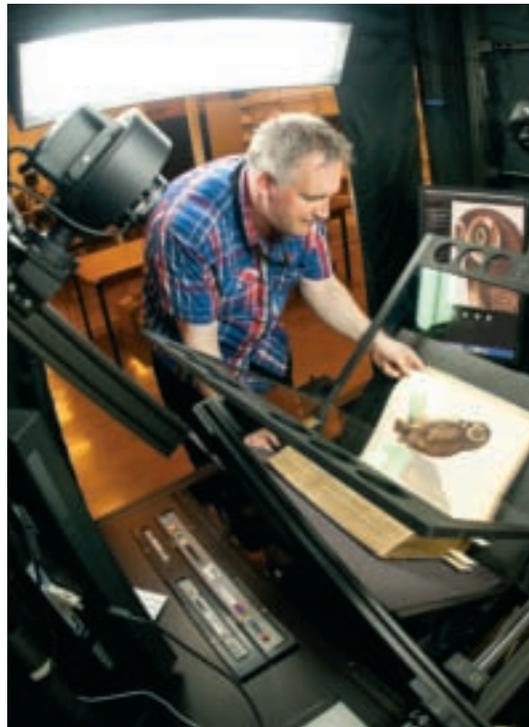
**Smithsonian Books'** facsimile edition of *The Jefferson Bible* received positive reviews and was reprinted three times.

**Retail Group** marked the arrival of the Space Shuttle *Discovery* with an expanded merchandise selection for the thousands of people visiting the spacecraft at the Steven F. Udvar-Hazy Center. The group had record sales of Cherry Blossom merchandise for the 100th anniversary year. The majority of merchandise offered for sale in Smithsonian stores is now made in America.

**Licensing** entered into new arrangements with Subway, Segway, Danbury Mint, and others, and continued to expand books published in partnership with Dorling Kindersley. Licensing's Dino Tablet was named Game of the Year by *Creative Child Magazine*.

As this report illustrates, the generosity of individual donors, corporations, and foundations is essential for the Smithsonian to transform itself for the 21st century, realize the vision set forth in its strategic plan, and achieve its full potential.

These gifts allow the Smithsonian to strengthen national collections, create dynamic exhibitions, employ the latest technology, lead research on issues critical to humankind, and innovate on site and online



Smithsonian Libraries Imaging Technician Stefaan Hurts prepares to digitize a rare volume in the libraries' collection.

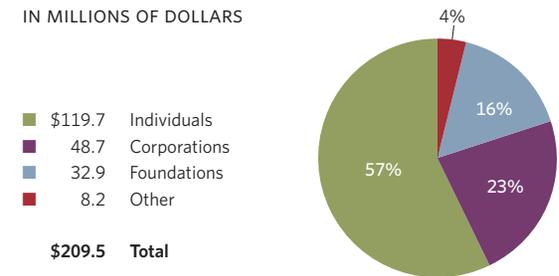
in ways that inspire lifelong learning in people of all backgrounds and ages.

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

Information on the sources and uses of private dollars contributed to the Smithsonian in 2012 is provided in the graphs and tables below.

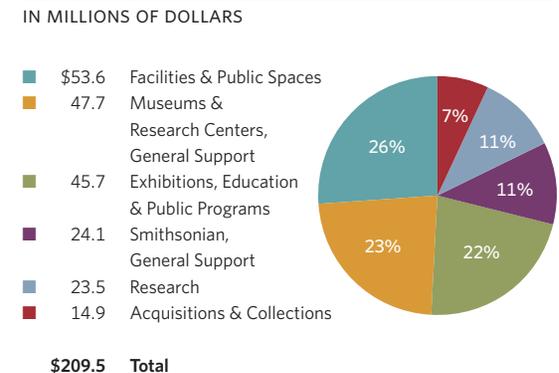
## Funds Raised by Source

IN MILLIONS OF DOLLARS



## Purpose of Funds Raised

IN MILLIONS OF DOLLARS



# Leadership Gifts

Building a bright future for the Smithsonian

We are grateful to 2012's leadership donors, those who have made gifts and pledges of \$1 million or more.

## PEOPLE

### The Andrew W. Mellon Foundation

The Andrew W. Mellon Foundation's \$2 million grant to the National Museum of African American History and Culture helps establish a strong foundation for collections stewardship at the new museum. The funds will support new positions of objects conservator, photographs curator, and film archivist, and establish a curatorial and conservation intern and fellows program, all for three and a half years. The professional positions provide essential collections management capacity as the museum prepares for its 2015 opening. The student opportunities are an investment in the future of promising young scholars. For more than 30 years, the Mellon Foundation has partnered with the Smithsonian on a wide range of initiatives.

### The Coca-Cola Foundation

A \$2 million contribution from The Coca-Cola Foundation advances three Smithsonian priorities. It launches an African curator-in-residence program that will bring new scholarship to the National Museum of African Art, helps design and build the National Museum of African American History and Culture, and helps renovate the seals and sea lions

area within the National Zoological Park's American Trails exhibition. The Coca-Cola Company has been a Smithsonian Corporate Member since 1989. Support from the company and its foundation has benefited the construction of the National Museum of the



American Indian and many other Smithsonian museums and programs.

### Small World Institute Fund at Silicon Valley Community Foundation

Frank H. Levinson's gift establishes an endowed chair in Global Forest Science for the Smithsonian Tropical Research Institute and the Smithsonian Institution Global Earth Observatories. The Observatories' global network of almost 50 forest research and monitoring stations on five continents furthers Smithsonian efforts to gather quantitative, long-term information on the dynamics of tropical forests and biodiversity. The gift is made through the Small World Institute Fund, a donor-advised fund of the Silicon Valley Community Foundation. Frank Levinson is a Smithsonian National Board alumnus and chairs the Institute's advisory board. He has long been a generous benefactor of the Institute and its Global Earth Observatories.



## PLACES

### Annenberg Foundation

The Annenberg Foundation's gift of \$1 million to the Hirshhorn Museum and Sculpture Garden supports the design and construction of a dramatic new space for learning and engagement, a seasonal inflatable structure. The 14,000-square-foot temporary space will turn the museum's central plaza into a place to host exhibitions and programs and nurture dialogue and exchange on issues in contemporary art and culture. The Annenberg Foundation has supported exhibitions, projects, and programs across the Smithsonian since 1977.



### Barbara and Craig Barrett

With their gift of \$1 million to the National Museum of Natural History, Barbara and Craig Barrett help establish the museum's science education center. The center will engage visitors in scientific research, using museum specimens and the same methods employed by career scientists. In recognition of their generosity, the facility's Focused Investigation Lab will be named in the Barretts' honor. Barbara Barrett is a Smithsonian



Regent, an alumna of the Smithsonian National Board, and a member of the museum's Advancement Committee and Gemstone Collectors Group.

## Bloomberg Philanthropies

In memory of Mrs. Anne Chenault, Bloomberg Philanthropies gave \$1 million to support design and construction of the National Museum of African American History and Culture. The gift honors the mother of Bloomberg Philanthropies trustee Ken Chenault, a museum council member. When it opens in 2015, the new facility will help tell America's whole story to visitors from across the nation and around the world. The donor's previous philanthropy has benefited the National Museum of the American



Indian, Hirshhorn Museum and Sculpture Garden, and Cooper-Hewitt, National Design Museum.

## Dr. and Mrs. T.B. Boyd III and Family The R.H. Boyd Company

A \$1 million gift to the National Museum of African American History and Culture by Dr. and Mrs. T.B. Boyd III and their family represents a major contribution toward the completion of the new building on the National Mall. In 1896, the Boyd family founded a publishing company, which generations of family members have grown into a diversified business. Along with their monetary donation, the Boyds are making a gift of historic artifacts related to the R.H. Boyd Company. These items support the museum's commitment to tell the story of African American businesses

and their contributions to our nation. These are the Boyd family's first gifts to the Smithsonian and the museum.



## Margaret A. Cargill Foundation

A \$3 million gift to the National Museum of Natural History from the Margaret A. Cargill Foundation makes possible the construction of the museum's new science education center and content development within it. An additional challenge grant from the foundation has the potential to increase this gift. When the center opens, its Margaret A. Cargill Collections Zone will give students and visitors the opportunity to use collections and technology to explore and understand the natural world. The late Margaret



Cargill long supported the Smithsonian and the National Museum of the American Indian.

## The Ford Foundation

A grant of \$7.5 million to the National Museum of African American History and Culture from The Ford Foundation funds the design and development of a gallery that will highlight the historical era that began with Martin Luther King Jr.'s death. Visitors to The Ford Foundation Beyond 1968 Gallery will explore how the quest for racial equality has helped shape popular culture, education, entertainment, politics, and social policy for four decades. The foundation has previously supported this museum, the National Museum of the American Indian, and many other Smithsonian museums, research centers, and programs.



## Mars, Incorporated

A \$5 million gift from Mars, Incorporated helps create *American Enterprise*, an exhibition at the National Museum of American History that will engage visitors in learning how this nation has become one of the world's largest and most influential economies. The exhibition will open in 2015 in The Mars Hall of American Business. Mars, Incorporated is a Smithsonian Corporate Member. In addition to this gift, the company and the Mars family have for many years generously supported the Smithsonian and its museums and research centers including the National Zoological Park, National Air and Space Museum, National Museum of the American Indian, and Smithsonian Tropical Research Institute.



# Leadership Gifts

Building a bright future for the Smithsonian

## James L. and Juliette McNeil

Through their gift of \$1 million to the National Museum of African American History and Culture, James L. and Juliette McNeil support the new museum building's design and construction. Their gift helps ensure that the museum will tell vital stories of African American accomplishment from the earliest days of settlement



on this continent through the Civil Rights Movement and beyond. The gift is the McNeils' first to the Smithsonian and the museum.

## The Rockefeller Foundation

A \$2 million grant from The Rockefeller Foundation will help bring history to life at the National Museum of African American History and Culture. The funds make possible the Rockefeller Foundation Panorama of the Modern Civil Rights Movement and Interactive Lunch Counter, part of a gallery that immerses visitors in learning about the migration of African Americans from the South, the Harlem Renaissance, and the Civil Rights Movement. Past foundation grants have supported the design and construction of the museum's new building and many other exhibitions, programs, and initiatives across the Smithsonian.

## Deborah Sara Santana

Deborah Sara Santana's \$1 million gift for design and construction of the National Museum of African American History and Culture helps the project make progress toward its anticipated 2015 opening. The new museum will be a place where all Americans can learn about the richness and diversity of the African



American experience, what it means to our lives, and how it has shaped this nation. This is Deborah Santana's first gift to the Smithsonian and the museum.

## Dr. Leonard M. Greene

A gift of \$1 million from the Institute for SocioEconomic Studies to the National Air and Space Museum commemorates the late Dr. Leonard M. Greene, the Institute's founder and first president. Greene and the company he founded, Safe Flight Instrument Corporation, invented many devices that improved flight safety, including the stall warning



indicator. The gift builds an endowment that allows the museum's director to carry out priority projects, including educational programming and internships.

## PROGRAMS

### ExxonMobil

With its gift of \$1 million, ExxonMobil helped bring to America for the first time recent archaeological finds from the Arabian Peninsula's ancient trade routes and pilgrimage roads. The sponsorship helped fund *Roads of Arabia: Archaeology and History of the Kingdom of Saudi Arabia* at the Arthur M. Sackler Gallery. Additional funds supported the exhibition's tour of other U.S. cities. ExxonMobil has been a member of the Smithsonian Corporate Membership



Program for more than a decade.

## Peter B. Kibbee

Peter B. Kibbee was for 28 years a staff member at the National Zoological Park. His commitment of \$1.1 million to the Smithsonian Conservation Biology Institute is the largest gift yet received by the Front Royal research facility and provides support for its conservation breeding and science programs. A portion of the gift will underwrite the Smithsonian-Mason School of Conservation, a vital part of the Smithsonian's commitment to training the next generation of



conservation biologists and sustaining a biodiverse planet. Peter Kibbee is a longtime Smithsonian member and has supported the Institute's Clouded Leopard project.

## Life Technologies Foundation

Sponsorship support of \$3 million from the Life Technologies Foundation enables the National Museum of Natural History to introduce its on site and online visitors to the technology-driven genomics revolution in an exhibition planned to open in 2013. The exhibition will examine the Human Genome Project, the pioneering international research effort that sequenced and mapped the human genome, and highlight using hands-on experiments and activities the ethical and social challenges posed by this new, 21st-century field of science.



## Lockheed Martin

Lockheed Martin's \$15 million gift to the National Air and Space Museum continues the company's support of the museum and its activities. One of the museum's most popular destinations, the Lockheed Martin IMAX Theater, helps inspire future generations of innovators and technology pioneers with programs about science, technology, engineering, math, and our nation's air and space history. Lockheed Martin sponsors the museum's annual Space Day. The company has generously supported the National Postal Museum and many other Smithsonian museums, centers, and programs, and it contributed to the construction of the Steven F. Udvar-Hazy Center.



## Los Alamos National Laboratory Foundation

The Los Alamos National Laboratory Foundation's \$1.5 million contribution to the Smithsonian Science Education Center benefits the Center's Leadership and Assistance for Science Education Reform (LASER) initiative. The funds match a five-year U.S. Department of Education grant and enable students and teachers affiliated with eight regional centers to participate in a national study evaluating the effectiveness of the LASER initiative. LASER is a comprehensive, research-based science education program that reaches 75,000 students and 3,000 teachers across the nation and helps districts and states build leadership, commitment, and preparation for innovative science teaching.



## Monsanto

Monsanto's gift of \$2 million to the National Museum of American History helps develop and build the planned *American Enterprise* exhibition. Scheduled to open in 2015, *American Enterprise* tells the story of progress and ingenuity in agriculture as part of the larger story of the nation's business and economic history. Monsanto's prior gifts to the Smithsonian have benefitted the American History museum's Hands-On Science Center.



## Pearson Foundation

The Pearson Foundation this year donated funds, hardware and software, and services valued at more than \$1 million to the Smithsonian Center for Learning and Digital Access in support of the Next Generation Learning program. Since 2010, the program has engaged teachers and teens in workshops at eight Smithsonian museums in which participants have explored collections and exhibitions using digital media and creating original digital works they share with others. In addition to engaging thousands of participants, putting new media to work in museum learning, and supporting media labs at the Hirshhorn Museum and Sculpture Garden and the National Postal



Museum, the program is paving the way for future Centers for Innovation in Smithsonian museums.

## Valerie and Jack Rowe

Valerie and Jack Rowe's \$1 million gift to the National Museum of the American Indian will further its educational mission at the museum in New York City. With these funds, the museum will be able to expand its educational facilities and programs for New York-area youth. Valerie Rowe chairs the board of the



National Museum of the American Indian-New York. The Rowes have been committed friends of the museum since 2005.

# Leadership Gifts

Building a bright future for the Smithsonian

## Alice and David Rubenstein

Alice and David Rubenstein's gift of \$4.5 million to the National Zoological Park supports its giant panda exhibit and giant panda research and reproduction science. In honor of this contribution, the zoo's panda habitat will be named for the Rubenstein family for five years and panda conservation training fellowships will be named for David M. Rubenstein. Alice Rubenstein is a board member of the National Museum of the American Indian. David Rubenstein is a Smithsonian Regent and a board member of the American

History and Natural History museums. Since 1999, the Rubensteins have made philanthropic gifts to the American History, Natural History, and other Smithsonian museums.



## Shell

Shell's gift of \$1 million to the Smithsonian Science Education Center makes possible the vital and innovative work of its Leadership and Assistance for Science Education Reform (LASER) initiative. The contribution matches a five-year U.S. Department of Education grant that funds a national research study of LASER's impact on student achievement, especially in lower-income urban and rural communities.

Now reaching school districts serving 30 percent of the U.S. student population, the LASER initiative helps



teachers bring science to life in their classrooms. Shell's previous philanthropic support has benefitted the Center and the National Zoological Park.

## Alfred P. Sloan Foundation

The foundation's \$1 million grant to the National Museum of Natural History is its third in support of the Encyclopedia of Life. The Smithsonian-led global program is gathering information on the 1.9 million named species of animals, plants, and other life forms on Earth and presenting it on a single, open, multi-lingual website, eol.org. The Encyclopedia is a free resource for all—scientists, policy makers, educators, students, and curious citizens. Beginning with marine life, this grant expands the project's scope to offer macroscopic data resources for analysis. The Sloan Foundation has also supported the museum-led Consortium for the Barcode of Life and projects at several other Smithsonian museums and programs.



ALFRED P. SLOAN  
FOUNDATION

## Patty Stonesifer and Michael Kinsley

Patty Stonesifer and Michael Kinsley's gift of \$1 million to the National Museum of African American History and Culture helps the museum build its online presence and social media outreach. This gift will improve the museum's website, Facebook page, and Twitter conversations, thereby encouraging lifelong learning, engaging audiences in active dialogue, and reaching out to new friends and potential donors. Stonesifer is a Smithsonian Regent and a former chair and vice chair of that board. Previous philanthropy by the couple has benefited a wide array of outreach projects across the Smithsonian.

## United Soybean Board

A \$1 million sponsorship from the United Soybean Board helps make possible *American Enterprise*, an exhibition at the National Museum of American History scheduled to open in 2015. The exhibition will share with visitors the dramatic story of the role of business and innovation in the United States from the mid-1700s to the present, including the development of agriculture.



## The World Bank

Tiger conservationists hope to double wild tiger populations by 2022. A second grant of \$1 million from The World Bank to the National Zoological Park's Smithsonian Conservation Biology Institute continues to help achieve this goal. The grant supports the Global Tiger Initiative, an international alliance of governments, agencies, and private-sector organizations that have united to save wild tigers. It funds training for protected-area management teams in the 13 countries where wild tigers still live, as well as online learning and peer exchanges that help teams

share knowledge and apply expertise to their local situations. As a founding partner of the Initiative, the Bank first committed its support to the National Zoo in 2008.



## TREASURES

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### J & AR Foundation

A \$1 million gift from the J & AR Foundation honors the late Arthur Ross, a founding member, chairman, and honorary chairman emeritus of Cooper-Hewitt, National Design Museum's Board of Trustees. His widow Janet Ross is a trustee of the foundation. The gift supports the museum's renovations, which will create 60 percent more gallery space and a new

National Design Library with a reading room named in honor of Arthur Ross. Through the Arthur Ross Foundation, Arthur Ross had established endowment



funds to support the design and maintenance of the museum's terrace, garden, and wrought-iron fence.

### Joseph Manfred Ennis

Through his estate, Joseph Manfred Ennis bequeathed \$1.7 million to the Smithsonian to acquire items to build the national philatelic collection and for the purchase of scientific research equipment. His gift to the National Postal Museum will enable acquisition of new philatelic treasures for the national collection, which will be displayed in the new stamp gallery scheduled to open in 2013. His gift for scientific equipment will further exploration of our universe by helping build the Giant Magellan Telescope, which will collect more light and provide better resolution than any telescope yet built.



Workers install the finial atop the highest point of the Arts and Industries Building, February 2013. The landmark, 1881 building is scheduled to reopen during 2014.

# 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 2012.



The Dom Pedro Aquamarine, the largest known, was added to the Natural History museum's National Gem and Mineral Collection and is on permanent display near the Hope Diamond.

## \$1,000,000 OR MORE

- |                                |                              |                                |
|--------------------------------|------------------------------|--------------------------------|
| Anonymous                      | David H. Koch ●              | The Rockefeller Foundation     |
| Airbus                         | Robert and Arlene Kogod ■◆   | The Honorable Ronald           |
| American Express               | Life Technologies Foundation | A. Rosenfeld and Mrs.          |
| Annenberg Foundation           | Lockheed Martin              | Rosenfeld +●                   |
| Barbara and Craig Barrett ■+   | Los Alamos National          | Valerie and Jack Rowe ●        |
| Bloomberg Philanthropies       | Laboratory Foundation        | Alice and David                |
| The Boeing Company             | John D. and Catherine T.     | Rubenstein ■◆●                 |
| Dr. and Mrs. T.B. Boyd III     | MacArthur Foundation         | Dame Jillian Sackler, D.B.E. + |
| and Family                     | Elizabeth and Whitney        | Victoria and Roger Sant,       |
| The R.H. Boyd Company          | MacMillan +●                 | The Summit Fund                |
| Fleur Straus Bresler ●         | John and Adrienne Mars ◆+    | of Washington ■●               |
| Dr. Peter Buck ●               | Mars, Incorporated           | Deborah Sara Santana           |
| Margaret A. Cargill Foundation | Nan Tucker McEvoy +          | Shell                          |
| Mr. Kenneth A. Chenault ●      | James L. and Juliette McNeil | Alfred P. Sloan Foundation     |
| The Coca-Cola Foundation       | The Andrew W. Mellon         | Small World Institute Fund at  |
| Jim and Janet Dicke +▲         | Foundation                   | Silicon Valley Community       |
| Paul and Becky Dhyse           | Gus and Deanne Miller        | Foundation +●                  |
| Dorothy E. Ebersback           | and Family +●                | Patty Stonesifer and           |
| ExxonMobil                     | Monsanto                     | Michael Kinsley ■◆●            |
| The Ford Foundation            | Paul Neely ◆+                | Target                         |
| Ford Motor Company Fund        | North Carolina Science       | UnitedHealth Group             |
| Friends of the National Zoo    | Mathematics and              | United Soybean Board           |
| Bill & Melinda Gates           | Technology Center            | Walmart                        |
| Foundation                     | Northrop Grumman             | Warner Bros.                   |
| Dr. Leonard M. Greene          | Corporation                  | Ms. Duncan Whittome            |
| J & AR Foundation              | Pearson Foundation ▲         | Mr. Mike Wilkins and           |
| W.K. Kellogg Foundation        | John L. Peterson             | Ms. Sheila Duignan ●           |
| Peter B. Kibbee                | Ms. Sanae Iida Reeves        | The World Bank                 |

## SYMBOL KEY

- SMITHSONIAN REGENT   ◆ SMITHSONIAN REGENTS' ADVANCEMENT COMMITTEE MEMBER   + SMITHSONIAN NATIONAL BOARD MEMBER OR ALUMNUS  
 ● SMITHSONIAN ADVISORY BOARD MEMBER   ▲ IN-KIND GIFT (FULL OR PARTIAL)

### \$500,000 OR MORE

Anonymous  
 3D Systems, Inc. ▲  
 A+E Networks ▲  
 Mrs. Agnes M. Brown ●  
 Hacker and Kitty Caldwell + ●  
 Citibank N.A.  
 Dennis O. Dixon  
 Education Collaboration Fund  
 Gabonese Republic  
 Lloyd E. Herman  
 Janine and J. Tomilson Hill ●  
 Lisina M. Hoch +  
 Houston Endowment, Inc.  
 The Kresge Foundation  
 Peter and Paula Lunder +  
 Microsoft Corporation  
 Lester S. and Enid W. Morse ●  
 Franklin D. Raines ●  
 Smithsonian Women's Committee  
 Siewchin Yong Sommer  
 The Speedwell Foundation/Michael  
 and Jenny Messner and family  
 Terra Foundation for American Art  
 Harry Winston Hope Foundation, Inc.  
 Yale University

### \$100,000 OR MORE

Anonymous  
 1923 Fund  
 3M  
 Lee and Elizabeth Ainslie ●  
 Altman Foundation  
 Mr. and Mrs. Samuel A. Alward  
 The Argus Fund  
 Mr. and Mrs. Donald G. Avery  
 BAE Systems  
 Peter Baldwin and Lisbet Rausing ●  
 Ms. Gina Diez Barroso ●  
 Susan Wilky Baxter and  
 Thomas A. Baxter

Kenneth E. Behring Family +  
 Ms. Gisela Beker  
 Betsy Berkshire  
 Jane and Raphael Bernstein/  
 Parnassus Foundation ●  
 Randy and Nancy Best  
 The Emil Buehler Perpetual Trust  
 Mr. Richard P. Bland  
 Booz Allen Hamilton  
 Ms. Carol J. Bresler  
 Mr. and Mrs. Sidney Bresler  
 Mr. and Mrs. Richard A. Brodie ●  
 Marilyn L. Brown and  
 Douglas N. Morton  
 Bente and Gerald E. Buck ●  
 Peggy and Ralph Burnet + ●  
 Café Nicholson Fund  
 The Morris and Gwendolyn Cafritz  
 Foundation  
 Constance R. Caplan ●  
 The Annie E. Casey Foundation  
 Caterpillar Foundation  
 (Caterpillar, Inc.)  
 Kathleen A. and William J. Cavanaugh  
 The Chickasaw Nation ▲  
 Julia Child Foundation for Gastronomy  
 and the Culinary Arts  
 Choctaw Nation of Oklahoma ▲  
 Mr. and Mrs. A. James Clark  
 Clear Channel Radio ▲  
 Comcast ▲  
 Ms. Elizabeth J. Comstock ●  
 Conservation International  
 Ms. Edith W. Cooper  
 Council on Library and Information  
 Resources  
 Mr. and Mrs. Edgar M. Cullman, Jr. +  
 Mr. Jeffrey P. Cunard ●  
 Mr. Maurice J. Cunniffe ●  
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 Bruce Del Mar  
 Department of Science and  
 Technology, Republic of South Africa  
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 Ms. Nancy L. Eaton ●  
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 Entertainment Software Association  
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 Fifth & Pacific Companies, Inc.  
 First National Bank of Alaska  
 Mrs. Marilyn C. Frantsov  
 Freemind Ventures  
 Ms. Marilyn Friedman ●  
 Ms. Kathryn S. Fuller ●  
 Mr. Bill Gale  
 E. L. and Thelma Gaylord Foundation  
 GE Aviation  
 Genentech, Inc.  
 General Motors Foundation  
 Geomagic ▲  
 Doris and Henry R. George  
 Georgetown University  
 Ms. Linda R. Gooden (Lockheed  
 Martin Corporation) ● ▲  
 Alice R. Gottesman ●  
 Peter and Rhondra Grant  
 The Grantham Foundation for the  
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 The Mr. and Mrs. Raymond J. Horowitz  
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 Shirley Ann Jackson, Ph.D. and  
 Morris Washington, Ph.D. ■

Gregory D. and Jennifer Walston  
 Johnson +  
 Ms. Anne B. Keiser and  
 Dr. Douglas M. Lapp  
 The Joan and Herb Kelleher  
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 Jeanne and Richard Levitt ●  
 Leon Levy Foundation  
 Rod Lewis and Family ●  
 H. Christopher Luce and Tina Liu ●  
 Frank and Susan Mars ●  
 Margery and Edgar Masinter + ●  
 McDonald's Corporation  
 Alison McNally and Bobby German  
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 Mark & Brenda Moore and Family  
 Mr. Stan Moore  
 Charles H. and Helen S. Moriyama  
 Mystic Stamp Company ▲  
 National Marine Sanctuary Foundation  
 Stavros Niarchos Foundation  
 Mr. Frank T. Nickell  
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 Russell E. and Wendy Palmer +  
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 Jack and Rose Pelton ●  
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 Ms. Debbie Petersen (James F.  
 Petersen Charitable Fund)  
 Pitchfork Media ▲

PNC Foundation  
 Poor Richard's Charitable Trust ●  
 The Prudential Foundation  
 Raytheon Company  
 James Renwick Alliance  
 Si and Betty Robin  
 Roche Diagnostic Corporation ▲  
 John F. W. Rogers ●  
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 Earl W. and Amanda Stafford  
 The Stiller Foundation/Artists For Haiti  
 TD Bank Financial Group  
 Eugene V. and Clare E. Thaw  
 Charitable Trust  
 Mr. and Mrs. John A. Thompson  
 Time Warner Foundation  
 The Upton Trust  
 University of California at Irvine  
 Verizon Foundation  
 The Abraham and Virginia Weiss  
 Charitable Trust/Amy and  
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Christopher Columbus' return of the horse to the Americas changed everything for Indians. *A Song for the Horse Nation* at the National Museum of the American Indian told this story and included this circa 1860 Lakota painted drum.

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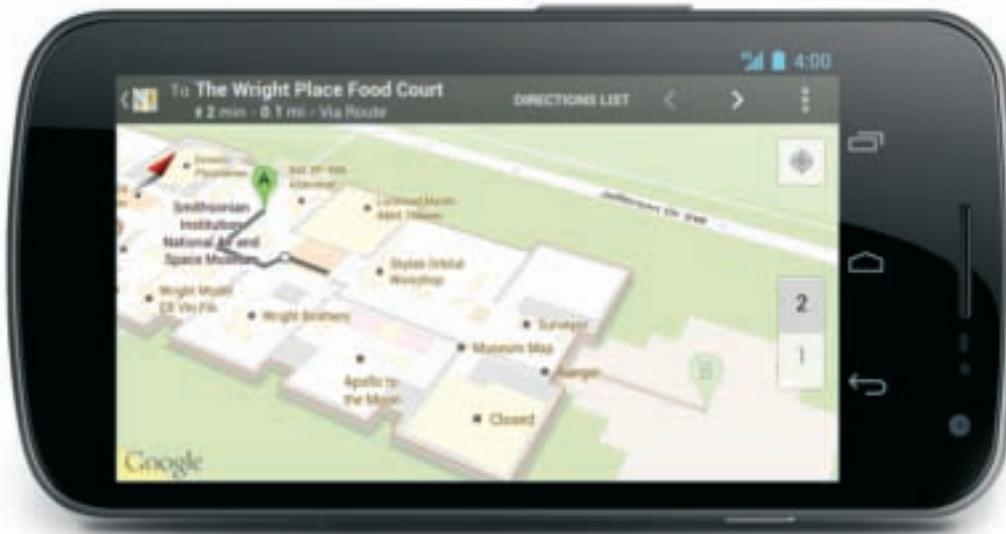
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The Smithsonian Traveling Exhibition Service's *Jim Henson's Fantastic World* visited the Museum of the Moving Image, New York.

# James Smithsonian Society

And Friends of the Smithsonian

The common vision of James Smithsonian Society members is to support the Smithsonian and its mission. Through their philanthropy, members advance the research, scholarship, outreach, and education that are central to the Smithsonian and its strategic plan goals.

The year 2012 was one of the busiest for the Smithsonian Society. From July through November, the *Food for Thought* luncheon series offered Washington, D.C.-area members opportunities to hear from Smithsonian

experts about music, foodways, and other topics. Gatherings in California, Illinois, New Jersey, and Wisconsin brought together members in or near their own communities. The 2012 Annual Smithsonian Weekend featured an elegant dinner at the Robert and Arlene Kogod Courtyard in the Donald W. Reynolds Center for American Art and Portraiture. For the first time, the weekend included top-level members from other Smithsonian giving circles. Weekend participants could attend programs at the National Zoological Park, a discussion of the Space Shuttle *Discovery* with an astronaut who flew on it, and an evening reception at the Hirshhorn Museum and Sculpture Garden culminating with the projection of multimedia artist Doug Aitken's *SONG 1* on the

museum's exterior. At year-end, 447 Society members from almost all 50 states had contributed \$1.75 million to the Smithsonian. Many members made gifts of support to Smithsonian museums, research centers, and programs of their choice, and 11 members invested in the future of the Institution by making planned gifts.

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With 82,661 member households, *Friends of the Smithsonian* continues to be among the largest museum membership communities in the nation. This year members enjoyed exclusive exhibition tours of the Smithsonian American Art Museum's *The Great American Hall of Wonders*; the National Museum of the American Indian's *A Song for the Horse Nation*; and the National Museum of African American History and Culture's *Slavery at Jefferson's Monticello: Paradox of Liberty*; as well as a curator lecture on the Peacock Room and the Chinese art collections at the Freer Gallery of Art and Arthur M. Sackler Gallery. Outside Washington, D.C., members were invited to see Smithsonian traveling exhibitions visiting their nearby Smithsonian Affiliate museums. In 2012, Friends contributed \$13.1 million in general support to the Smithsonian, advancing vital programs and activities. Many also chose to make additional gifts or include the Smithsonian in their estate plans.

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Enjoying the reception preceding the Annual Smithsonian Weekend James Smithsonian Dinner are, left to right, Drs. Maria Arias and Jerrold Levy, from North Carolina; Dr. Kathrin Mattox and Douglas Mattox, from Georgia; and Agnes Brown and guest David McGilvary, from Virginia.



## SYMBOL KEY

▼ JAMES SMITHSON SOCIETY SUSTAINING FELLOW + SMITHSONIAN NATIONAL BOARD MEMBER OR ALUMNUS = ENDOWED LIFE MEMBER

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*Roads of Arabia* featured archaeological discoveries not previously shown in the United States, like this 4th millennium BCE anthropomorphic stele.

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Leadership, Counsel, and Philanthropic Support

The Smithsonian National Board furthers the mission and strategic plan goals of the Institution through the dedication and commitment of its 40 members and more than 175 alumni.

These individuals provide advice and counsel to the Secretary and his leadership team, are ambassadors who expand the Smithsonian's place in the lives of people everywhere, and are philanthropic leaders who help raise the private funds that are transforming the Institution through their own gifts and by encouraging gifts from others.

Spring and fall meetings in Washington, D.C., advanced the Board's commitment to Smithsonian leadership development, broadening access, fellowships, and the branding initiative. The Board traveled to Panama for its mid-winter meeting, hosted by the Smithsonian Tropical Research Institute, where attendees learned about the Institute's global leadership in tropical biodiversity, saw its commitment to sharing its learning with the public, and attended the groundbreaking of the new Gamboa campus. The Board continued to be the Institution's ambassador by hosting the Secretary and other leaders at 10 "friend-raising" events in member and alumni home towns and Chair Paul Neely and Vice Chair Judy Huret gave presentations in their communities about the Smithsonian, its mission, and its goals. The Board's engagement in the Smithsonian's future continued to expand, with 28 members and alumni serving on 14 Smithsonian advisory boards and the Board of Regents Advancement Committee.



In 2012, Smithsonian National Board members and alumni contributed \$1.28 million in general support to the Smithsonian, and the Secretary directed Board-provided support to university partnerships, broadening access, new initiatives, and research. Overall, National Board members and alumni gave a total of \$18.2 million to the Smithsonian, advancing its mission and investing in its people, places, programs, and treasures.

Above: Leadership of the 2012 Smithsonian National Board, from left: Sakurako D. Fisher, Vice Chair; Paul Neely, Chair; Judy S. Huret, Vice Chair.

Opposite: A fossilized whale uncovered in Peru's Atacama desert was digitally scanned to document it in 3D in a project involving Natural History museum scientist Nicholas Pyenson and a team of Smithsonian 3D experts.

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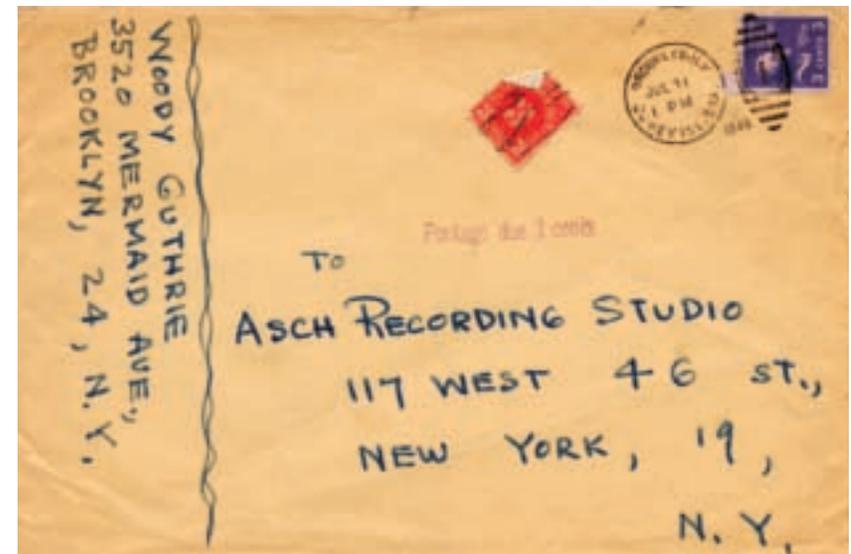
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**Inside Front Cover:** Secretary Clough at Machu Pichu, October 2012. He visited Peru and sites along the Inka Road in preparation for a planned National Museum of the American Indian exhibition about the road. **Credits:** Cover, Pamela Jenkins; pp. 10-11, Dane Penland; p. 12, Lionel Pozzoli, from *Michael Under Water*; pp. 14-15, Gavin Jantjes, South Africa, untitled, 1989-1990, acrylic on canvas, National Museum of African Art, purchased with funds provided by the Smithsonian Collections Acquisition Program, photo Franko Khoury; p. 16, Karen Rubin; pp. 18, 35, 59, Eric Long; pp. 22-23 and 24-25, Steve Sniteman; pp. 26, 45, 49, Jeff Malet; p. 29, Jon Goell; p. 36, Donald E. Hurlbert; p. 38, Lakota painted drum, ca. 1860s, South or North Dakota, photo, Ernest Amoroso; p. 41, Michael Henley; p. 42, Doug Aitken: *SONG 1*, organized by the Hirshhorn, artwork courtesy 303 Gallery, New York; Galerie Eva Presenhuber, Zürich; Victoria Miro Gallery, London; Regen Projects, Los Angeles; support by YoungArts, National Foundation for Advancement in the Arts and Hirshhorn Collections Fund; photo © Frederick Charles; p. 46, Google; p. 53, James Kegley, courtesy Smithsonian Institution Traveling Exhibition Service, Miss Piggy © The Muppets Studio, LLC; p. 54, Tony Brown, Imijination Photography; p. 57, anthropomorphic stele, near al-Ula, Mada'in Saleh, Tayma, Saudi Arabia, sandstone, 4th millennium BCE, National Museum, Riyadh; p. 58, Adam Metallo; p. 61, courtesy Woody Guthrie Publications, Inc.; p. 62, Chip Clark, with permission from James Kennedy; other images, Smithsonian; donor photos, courtesy of donors.

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Front cover: Seen through the submerged viewing window, the Seal and Sea Lion Exhibit comes alive. Read more about the National Zoo's newly-opened American Trail on pages 22-23.