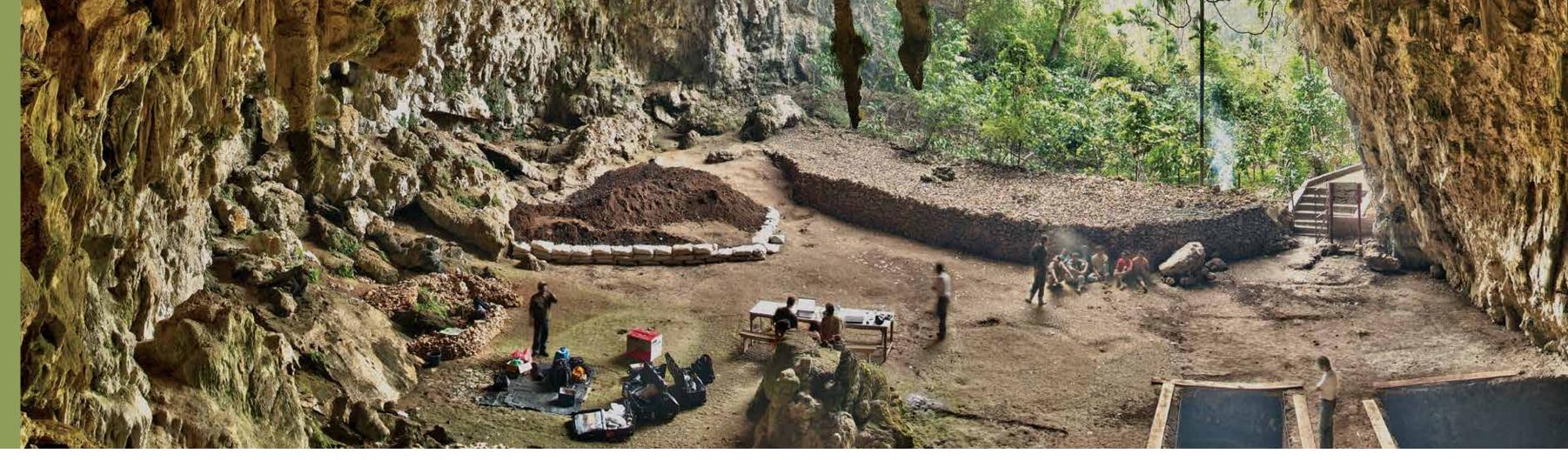




People. Passion. Purpose.

Office of Advancement

1000 Jefferson Drive SW, 4th floor MRC 035, P.O. Box 37012 Washington, D.C. 20013-7012 Phone: 202.633.4300



People: Our Greatest Treasure

At the Smithsonian, our rich and vast collections differentiate us from every other museum on the planet, but it is our people that truly distinguish us. From astrophysics and American art to sociology and zoology, they represent a staggering breadth of knowledge and depth of commitment, yet the most exciting thing to watch is what happens when they come together across disciplines.

In this year's report, we present portraits of a few of the curators, builders, researchers, educators, museum directors and philanthropists who have brought the Smithsonian such renown. Their passion is contagious and, once applied, leads to a purpose that not only creates new knowledge but propels it outside our walls. They are polymaths—thinkers, dreamers and doers who envision new ways to educate, reimagine existing museums and build brand new ones—yet their attention to nuance is so great that it has led to the discovery of new species.

It takes more than 6,000 dedicated people to run the Smithsonian's museums, national programs and research centers, here and across the globe. That does not even take into account the thousands more donors and volunteers who faithfully support our work. I am grateful to them all, and I am proud to stand with them in service to our nation and the world.

D. Way Co

Front cover: Fossilized remains of the diminutive human species *Homo floresiensis*—the so-called "hobbits" of human evolution—were unearthed in Liang Bua cave, Flores, Indonesia, in 2003. Here Smithsonian digitization team members, Natural History Museum anthropologist Matthew Tocheri and local collaborators digitize the cave and excavations. Visit the cave online at 3D.si.edu; read more about Smithsonian x 3D on page 6.





Smithsonian-Wide: We Build, Share, Connect



Derek Ross Museum builder As chief of construction, Derek Ross directs a team of 31 architects, engineers and skilled construction managers who work on every Smithsonian physical structure. He's the one in charge, and that means building, altering, renovating and repairing the spaces that house irreplaceable collections and making sure the work gets done on time and on budget. First among his current challenges? Delivering the African American History and Culture museum, the only national museum of its kind, due to open in 2016.



Karen Weiss, Barbara Aikens Off shelves, online Recipients of the Secretary's Digital Enterprise Award for 2013, Karen Weiss and Barbara Aikens have done a tremendous service to art researchers everywhere and propelled the Archives of American Art into the digital 21st century. Aided by two multimillion-dollar Terra Foundation grants, Weiss and Aikens lead a team that has placed more than 100 archival collections online, giving scholars access to the papers of celebrated American artists such as Thomas Eakins and Jackson Pollock, as well as records from the historic 1913 Armory Show.



Ashley Naranjo, Stevie Engelke Young people and experts connect Earning badges for individual achievement is a rite of passage familiar to many American youths. Stevie Engelke and Ashley Naranjo of the Smithsonian Center for Learning and Digital Access take that concept online with Smithsonian Quests, an interactive program that gives students prompts for learning inside the museums and out, connects them to experts and awards badges for art, history, culture and science projects. Currently, Smithsonian Quests has 3,700-plus registered users who experienced an "aha" moment and earned nearly 4,500 badges.

Fellows bring fresh approaches In 2013, the Smithsonian hosted three Presidential Innovation Fellows, technology entrepreneurs recruited to the public sector with the help of private support. The fellows helped digitize more of the Smithsonian's 137 million objects and make them easier for searchers to locate. Sarah Allen and Jason Shen played key roles in the launch and rapid expansion of the Smithsonian Transcription Center, where more than 1,000 volunteers worldwide now lend a hand by transcribing handwritten or typed archival documents, such as diaries, field books and specimen sheets, making them searchable. Diego Mayer-Cantu, meanwhile, explored ways to increase the rate of digitization and collaborated with private companies to develop novel ideas and processes for the Smithsonian. The trio also convened a "civic hackathon" at the American Art Museum and engaged the public in reimagining the Luce Foundation Center for American Art's

Sarah Allen, Diego Mayer-Cantu,

Jason Shen

digital kiosks.



Laser Cowboys Pioneer 3-D Capture

The Smithsonian embraces digital technology to make its collections more accessible to the world

Through the work of a talented Digitization Program Office team led by Günter Waibel, Vincent Rossi and Adam Metallo, people the world over can not only see iconic Smithsonian artifacts online at 3D.si.edu, they can also rotate them to view their every angle or print them out in 3-D and hold them in their hands

Online visitors will find objects in the Smithsonian x 3D Collection that have been laser-scanned with painstaking care to yield perfect detail; they can get a close-up view of the Wright Flyer engine or the pistil and stamens of a fragile orchid. Representing a new milestone in the Smithsonian's ability to broaden public access to its collections, Smithsonian x 3D provides images of Lincoln's last life mask so detailed that users can see every line the war etched on his face.

In partnership with lead sponsor Autodesk, the Smithsonian harnesses the latest technolog to let virtual visitors get a 360-degree look at objects that once they could only see in Washington and under glass.



History and Culture: Who We Are, How We Got Here



Richard Kurin America, in 101 objects

Described as a Renaissance man, Smithsonian Under Secretary for History, Art, and Culture Richard Kurin has a sage's knowledge of the Institution that started with his first job here in 1976. He shares this expertise with the reading public in *The Smithsonian's History of America in 101 Objects*. As the title suggests, Kurin and a team of scholars have selected Smithsonian artifacts as iconic as the Star-Spangled Banner and as obscure as a 500-millionyear-old fossil to engage people with the nation's story in a fun, novel way.



Ann McMullen Glimpses of ancient America

Anthropologist Ann McMullen, an expert in Native North America and curator for the American Indian Museum, expanded her portfolio with the stunning exhibition, Cerámica de los Ancestros: Central America's Past Revealed. Collaborating with George Mason University's Alexander Benitez and the Smithsonian Latino Center, she helped tell the story of Central America's vibrant ancestral heritage through the ceramics of its complex civilizations. The exhibition marked two museum firsts—sharing its remarkable ceramics, and presenting its first bilingual Spanish exhibition.



Christopher Wilson History's summits

Christopher Wilson, an American History Museum historian wellversed in topics as varied as early 20th-century agriculture and 19thcentury baseball, connects students to scholars and history-making participants through his National Youth Summits programs. Focused on middle and high school students the webcast panels spark national conversation about past events that resonate still; the 2013 Dust Bowl summit shared a discussion by Ken Burns, Dust Bowl survivors and others with classrooms coast to coast.

John L. Gray Reimagining the nation's history museum

With a background as a banker and

an interest in transforming museums through support of scholarship and education, the American History Museum's Elizabeth MacMillan Director John Gray stakes out a clear vision of what's ahead for the place where America comes to visit its heritage. Under Gray's leadership, the museum is reimagining its three-floor West Wing. Plans for the now-shuttered 120,000-square-foot space include multimedia exhibitions and programs on the themes of Innovation and American Enterprise, Democracy and the Peopling of America and American Identity and Culture. Gray's museum is also building in dynamic education and performance spaces, like Liberty Square, where visitors can join in lively civic discourse. As keeper of the keys to more than 3 million artifacts, including the iconic Star-Spangled Banner, Gray intends to use these objects to tell an inclusive, respectful and compassionate story of all peoples of America.



Donor Puts Stamp on Stunning New Gallery

Grand home opens for unparalleled national collection

As a result of one man's passion, the Postal Museum opened the world's largest space dedicated to displaying stamps. Philatelist and philanthropist William H. Gross is the primary benefactor of the eponymous, 12,000-square-foot gallery whose Massachusetts Avenue façade is a wall of windows, lighting the night with reproductions of historic U.S. stamps.

Opened September 22, 2013, the William H. Gross Stamp Gallery shows a cover postmarked from the *Titanic*, a letter to John Hancock mailed July 4, 1776 and even mail postmarked on the moon. The history of the United States Postal Service is told in six thematic areas, and pullout frames house more than 20,000 objects, including thousands of stamps—engraved miniatures that commemorate America's story—that have never before been placed on public display.

The gallery also tells the story of those men and women who delivered the mail, as well as the many modes of transportation they used to persevere through wind, rain and hail. Finally, our postal artifacts have a space worthy of the heritage they reflect.



Science: We Bring New Knowledge to the World



Kristofer Helgen Mammal sleuth

Smithsonian zoologist Kris Helgen solved a century-old case of mistaken identity when he discovered that a mammal long thought to be one type of carnivore was, in fact, a completely new species. The Olinguito, a native of Colombia and Ecuador described as a cross between a house cat and teddy bear, hid in plain site in natural history museum collections until Helgen finally found it in the wild and properly identified it, making it the first carnivore species discovered in the Americas in 35 years.



Carlene Stephens, Paul Ceruzzi, Roger Connor, Andrew Johnston Time takes its place in history Four curators from two Smithsonian museums—Air and Space and American History— came together to create Time and Navigation: The Untold Story of Getting From Here to There. It turns out that knowing the time is essential for determining position. The curators, working with their respective teams, show how revolutions in timekeeping influenced the science of wayfaring. As the exhibit informs us, the handheld devices we depend on every day are

the result of centuries of innovation.



Kelly Chance Smog spotting

A senior physicist at the Smithsonian Astrophysical Observatory, Kelly Chance received the Secretary's 2013 Innovative Spirit Award—and a NASA Earth Venture Instrument Project award—for his work on TEMPO (Tropospheric Emissions: Monitoring of Pollution). A first-of-its-kind, space-based instrument, TEMPO will measure North America's atmospheric pollution from Mexico City to Canada and deliver data hourly, leading to more effective emission-control strategies. The project's educational component will engage college students in research and feature a κ-12 curriculum.

Emmett Duffy Global connector

Emmett Duffy is taking the pulse of the coastal ocean, and not a moment too soon. Why do healthy coasts matter? Because half of the oxygen we breathe comes from the ocean, and three-quarters of the world's population lives within 100 miles of a coastline. Our big fish and coral reefs face threats and the danger of extinction. Marine ecologist Duffy directs the Tennenbaum Marine Observatories Network, a long-term project that is establishing sites to study changing coastal marine biodiversity and coastal ecosystems that eventually will circle the globe. Duffy and his scientist teams will monitor water quality, temperature, acidification and other signs, and conduct networked experiments across the globe, to shed light on the impact humans are having on the ocean and ocean life. As for the data the project yields, they will inform marine environmental policy for generations and guide the restoration of coastal health.



Unlocking Life's Code

Multimedia exhibition celebrates DNA and sequencing the human genome

James Watson and Francis Crick discovered DNA's structure 60 years ago, and since the human genome was completely sequenced a decade ago, genomic science has transformed medicine, society and the way we understand the world around us. To celebrate these anniversaries and help the public understand genomics and its significance in everyday life, the Smithsonian and the National Institutes of Health collaborated on the multimedia exhibition, *Genome: Unlocking Life's Code*.

Developed by Natural History Museum and Human Genome Research Institute experts, the exhibition has plenty of serious science yet uses the latest in interactive technology to make learning fun. Visitors discover their unique traits, see how much information a molecular-sized genome carries and learn how genetic, environmental and random factors combine to influence an individual's risk for a specific disease. The exhibition, supported by the Life Technologies Foundation, explains how genomes connect all life on the planet and showcases the museum-led Global Genome Initiative, whose goal is to sequence the DNA of every organism on Earth.



Art: Traditional, Transcendent, Transformative



E. Carmen Ramos Fresh perspectives

Influenced by the culturally-specific museums in her native New York City, American Art Museum curator for Latino art E. Carmen Ramos used those memories to powerful effect. Her exhibition, Our America: The Latino Presence in American Art. presented 72 works by leading U.S. Latino artists, many of whom came of age during and after the Civil Rights Movement. They actively shaped the movements of their day and created new images of their communities, challenging what it means to be both "American" and "Latino."



Seb Chan When code is art

Innovator and media expert Seb Chan, responsible for nothing less than Cooper Hewitt's complete digital renewal and re-imagining, also acquired the first work of digital code for the museum's collection. The iPad music app *Planetary* uses the visual metaphor of celestial bodies; planets represent albums and moons represent songs, with the brightness and position of each varying according to frequency of playback. As part of its preservation strategy and with the developer's blessing the app's underlying source code has been publicly released.



Lee Glazer Tale of two cities

Connoisseurs of James McNeill Whistler can thank the Freer Gallery's Lee Glazer and her colleagues at Wayne State University for providing an intimate, online look at a Smithsonian treasure and the most famous dining room on two continents. The aptly named The Story of the Beautiful: Freer, Whistler & Their Points of Contact website offers 360-degree views of the artist's Peacock Room masterpiece as it looked in the Victorian London home of Frederick Leyland and in 1908, when Smithsonian benefactor Charles Freer reinstalled it in Detroit as a showcase for his subtly glazed Asian ceramics.

Kate Haw, Kim Sajet, Caroline Baumann Focus on the future

A trio of highly credentialed and artistically minded women took

the helm of Smithsonian art establishments this year, charged with engaging visitors and shaping collections and spaces to conform with their changing use. Kate Haw, new head of the Archives of American Art, is building the Archives' collections, emphasizing the 1960s and 1970s, and continuing the research center's work of digitizing and putting online its millions of documents for broader public access. The National Portrait Gallery's Kim Sajet is focusing on positioning the museum as a place where thought and conversation prevail and where audiences are active participants in using museum holdings to better understand American identity. Meanwhile, at Cooper Hewitt, Smithsonian Design Museum, Caroline Baumann is completing the museum's ambitious renovation. It will deliver, in late 2014, an experience like no other and expand visitors' understanding of historic and contemporary design.



Art That Informs the Mind and Body

A generous public funds a revealing look at yoga's visual legacy

A first-of-its-kind exhibition showed visitors that yoga not only disciplines the mind but also delights the eye. *Yoga: The Art of Transformation*, curated by Debra Diamond at the Arthur M. Sackler Gallery, explored the ways in which yoga transforms the body as well as its dramatic effects on consciousness. Using more than 130 artworks that included stone and bronze sculptures, lavishly illustrated manuscripts and intricate paintings dating from the third to the 19th century, the exhibition illustrated yoga's central tenets and forgotten histories, such as yogi armies and yogi spies.

The exhibition also marked the Smithsonian's first major foray into crowdfunding. During the 41-day Together We're One campaign, 640 donors contributed more than \$176,000. The outpouring of support funded shipping artworks from around the world, as well as staging public lectures, concerts and yoga classes. The enthusiasm went beyond philanthropy, as more than 200 volunteers signed up to promote the exhibition throughout their communities.



Education: Interactive, Online and Hands-On



Claudine Brown Open dialogue

Assistant Secretary for Education and Access Claudine Brown wants people to participate. Using Bill & Melinda Gates Foundation dollars, as well as matching funds, she is pioneering new ways that the Smithsonian can engage with the public. My-SI, a new online participation venue, and Museum on Main Street, which travels to small towns across the U.S., ask visitors to upload their personal experiences and thus make them part of the American story. She aims, through these and other projects, to move learning from a one-way conversation to a diverse, national dialogue.



Peter Marra Backyard science

Conservation biologist Pete Marra knows a wealth of information can be found in everyone's backyard. Head of the Migratory Bird Center, Marra developed Neighborhood Nestwatch, a program that turns birdwatchers into citizen scientists. By enlisting volunteers to find and monitor backyard bird nests, then record their observations about the longevity of both birds and nests, Marra collects important data that helps him and other researchers answer questions about the survival of our best-known feathered friends.



Amy Homma, Ryan Hill Teens make multi-media art

At the Hirshhorn's ARTLAB+, a free digital studio for D.C. youth, the emphasis is on changing the museum experience from one of passively consuming content to actively producing it. Under the direction of museum digital learning experts Ryan Hill and Amy Homma, ARTLAB+ borrows the professional design studio model; they host a place where teens come after school to brainstorm, share, explore museum collections and, thus inspired, create multi-media art of their own.

Kirk Johnson

The power of personal discovery As a young boy in Seattle, Kirk

Johnson, now The Sant Director of the Natural History Museum, learned he had a knack for finding things—such as fossils and arrow heads—and the more he found, the greater his propensity for discovery became. As his career as a scientist and museum administrator progressed, Johnson made what is perhaps his most important discovery: the immense power of direct experience to turn dry facts into compelling stories that help the public understand the potential and impact of science. In his view, the museum does three things: care for amazing collections, uncover new knowledge and pique visitors' curiosity, connecting them to the objects and scientists that make them want to know more. That view makes Johnson the perfect man for the job of overseeing Q?rius, the museum's signature educational space that opened in 2013. Q?rius passes on his early insight: firsthand discovery can inspire a passion for science.



Center Puts Science in Your Hands

Close encounters with fossils and experts spark young people's passion for learning

For those who believe that all science begins with a question, Q?rius (pronounced "curious"), the new educational space at the Natural History Museum, is a must-see destination. Designed to connect tweens and teens to science, the interactive environment uses more than 6,000 museum objects and the personal passion of researchers to spark discovery in those critical age groups. At Q?rius, learning is both experimental and personal; students can access age-old fossils, minerals and bones, or watch live Internet feeds from field research sites all over the world.

Open to the public on weekday afternoons and all day on weekends, Q?rius is otherwise reserved for student learning. Younger children investigate natural history through intriguing scientific challenges that can be solved with a little help from the museum's world-class scientific staff. The brainchild of the museum's assistant director for education and outreach, Shari Werb, and a strong team, Q?rius was funded in part by the Margaret A. Cargill Foundation, Elizabeth and Whitney MacMillan and Barbara and Craig Barrett.

Visit qrius.si.edu to explore digital collections, science stories and access Q?rius webcasts.



Philanthropy: Deeply Engaged, Wholly Invested



Morton and Barbara Mandel Family Foundation Support for design

Cooper Hewitt, Smithsonian Design Museum board chair Barbara Mandel and her husband, Morton, know that great design has the power to change individuals and communities. That belief, combined with their deep commitment to the museum, has led them to make a transformative gift through their foundation. The gift, the museum's largest ever, supports digitization, other key initiatives and a gallery in the museum's Carnegie Mansion home, to be named for the donors.



Patrick F. Taylor Foundation Tell our American story

As a member of the Smithsonian National Board and chair of the New Orleans foundation she founded with her late husband, Phyllis Taylor understands the vital importance of education to the nation. The foundation's gift to the American History Museum not only endows a series of K-12 educational programs, but also supports the Object Project, an interactive learning space named for the foundation, which will engage families in hands-on learning about the impact of American fashion, food and leisure.



Thomas W. Haas Foundation Stargazing legacy

Thomas Haas' grandmother taught him about the magic of stargazing. Phoebe Waterman Haas, raised on the North Dakota frontier, was one of the first women to earn a Ph.D. in astronomy. In her memory, the Thomas W. Haas Foundation has given a gift to the Air and Space Museum—its largest gift ever for science education—that will help rebuild the Observatory and endow astronomy education programs for museum visitors and D.C. public school students.

Ken Chenault Museum champion

Ken Chenault, CEO of American

Express Company, also serves as the chair of the campaign to build the National Museum of African American History and Culture. He believes that America was built on dreams, on innovation and creativity and on diversity. He has been a tireless champion of the museum, and the gifts that he and his wife Kathryn have made are a testimony to their deep personal belief in it. The museum will be a place that tells a story this impassioned volunteer believes is largely missing from American history and that the nation and the world need to hear: that African Americans were torchbearers in the fight for freedom, a struggle that is still ongoing across the globe. Chenault is personally excited about one of the museum's founding goals, to encourage visitors, both online and in-person, to enter into a dialogue about race and culture, which will lead to greater understanding of and appreciation for one another.



Record Gift Advances Building the Dream

Founding donor Oprah Winfrey helps make new museum and its performance theater a reality



All over America, people from all walks of life, from cab drivers and curators to short-order cooks and superstars, have their eye on a structure rising up adjacent to the Washington

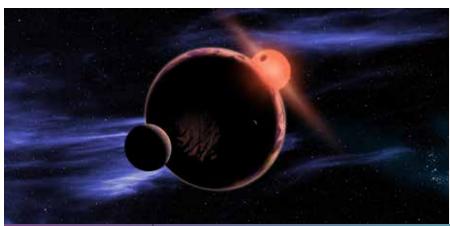
Monument: the National Museum of African American History and Culture. Philanthropic support is critical to the Smithsonian's 19th museum, and this year it received a landmark gift for one of its largest spaces from The Oprah Winfrey Charitable Foundation.

A member of the museum's Council, and already a Founding Donor for a previous major gift, Winfrey's foundation granted the funds for a 350-seat theater, which will be named in her honor. The gifts make her the museum's single largest donor. The theater will be a national forum for artists, educators, scholars and opinion leaders, and its offerings will share the broader American story with visitors from all over the world.



The Year in Pictures

These pages highlight a few of 2013's many notable events.













2013

Finding Earth's twin

Smithsonian Astrophysical Observatory scientists detected two Earth-sized planets orbiting a distant star, a milestone in the hunt for alien worlds. They identified planets Kepler-62e and Kepler-62f using NASA's orbiting Kepler observatory. February 21, 2013

Jamestown discovery

Natural History Museum scientist Douglas Owlsley, working with Jamestown archaeologists, used remains of a young girl to prove a long suspected truth: cannibalism took place in the "starving time" winter of 1609-1610. (Forensic facial reconstruction shown.) May 1, 2013

Arctic circulation

Where does that empty water bottle end up? Museum Conservation Institute materials scientist Odile Madden tracked plastic pollution in Alaska's remote islands as a member of the interdisciplinary GYRE expedition. June 7-13, 2013

MLK anniversary

To mark 50 years since his "I have a dream" speech, the National Portrait Gallery remembered Martin Luther King in its One Life gallery with photos, prints, film and paintings.

June 28, 2013

Bao Bao arrives

Giant panda Mei Xiang gave birth to a female cub, named Bao Bao ("treasure" or "precious") after an online vote by the public. Her healthy birth benefits from years of National Zoo reproductive research focused on saving endangered species.

August 23, 2013

Arabian objects donated

The Sackler Gallery received a gift of 374 southern Arabian artifacts dating from the eighth century B.C.E. to the second century C.E. The rare objects, donated by The American Foundation for the Study of Man, provide insight into Yemen's rich ancient history. August 27, 2013

Henson family donates Muppets

The late Jim Henson's family donated Miss Piggy and 20 other Muppet characters to the American History Museum on the puppeteer's birthday anniversary. The newcomers join others already in the collection. September 24, 2013

Milestones of Giving

Fiscal year ending September 30, 2013

9,520 gifts received, 12% more than last year

500 members from 28 states attended the Annual Smithsonian Weekend in September

\$42.5M in new gifts raised for the endowment

\$30 M given by Boeing to the National Air and Space Museum, making the company the Smithsonian's largest corporate donor

donated online, the most ever, and 4 1 70 more than in 2012

These figures highlight 2013 milestones in private support.

\$35M given to the National Museum of

\$18.2M raised by the National Museum of American History, the museum's most in a decade

36 gifts of \$1M or more made to 14 Smithsonian museums, centers and programs

603 volunteers served on 29 Smithsonian advisory boards

African American History and Culture, for the second year in a row



Board of Regents Report

Fiscal year ending September 30, 2013





Strong forward momentum and active engagement characterized the Smithsonian and its governing Board of Regents in 2013.

The Board committed itself to strengthening the Smithsonian's financial resources. Its Congressional Regents supported efforts to secure scarce federal resources, and a leadership team of Citizen Regents guided the Smithsonian Campaign, which also benefited from the Board's close relationship with the Smithsonian's many advisory boards. The Regents' expertise contributed to the solid management of the Endowment and the success of new business initiatives

Enhancing physical and virtual access to Smithsonian resources embodies James Smithson's pledge to further the "increase and diffusion of knowledge." An ad hoc Regents' campus master planning committee provided long-term planning for the Smithsonian's physical infrastructure, and the Board contributed to the Smithsonian digital enterprise that is strengthening the Institution's reach and operational architecture.

In 2013, the Board maintained continuity in its leadership: Board and Executive Committee Chair



France A. Córdova and Vice Chair John W. McCarter, Jr., were reelected and Shirley Ann Jackson was reappointed to the Executive Committee. The Board also welcomed new Regents Barbara M. Barrett of Arizona and Representative Tom Cole of Oklahoma.

The 2014 leadership team includes Board and Executive Committee Chair John McCarter, Vice Chair Shirley Ann Jackson, and Executive Committee Member David M. Rubenstein. John Fahey of Washington, D.C., and Risa J. Lavizzo-Mourey of Pennsylvania were appointed Citizen Regents in February 2014, replacing, respectively, Regents Emeriti Roger W. Sant and Patricia Q. Stonesifer. The search for a successor to France Córdova, who was appointed director of the National Science Foundation, is underway.

The Board strongly supports the vision and the leadership of Secretary Wayne Clough. In response to his September 2013 announcement that he intends to

step down at the end of 2014, the Regents undertook a search for the next Smithsonian Secretary. On March 9, 2014, the Board elected David J. Skorton, president of Cornell University and a board-certified cardiologist, as the 13th Secretary of the Smithsonian, effective July 2015.

The collaborative relationship between the Board and the Smithsonian's leadership is a template for sound, effective governance that will ensure an orderly transition and guide the Institution for years to come.

Above left: France A. Córdova, 2013 Chair, Smithsonian Board of Regents.

Above right: John W. McCarter, Jr., 2014 Chair, Smithsonian Board of Regents.

Above: Visitors aboard the Smithsonian Institution Traveling Exhibition Service's new mobile exhibit Animal Connections, Our Journeys Together learn how people and animals connect in the home, the farm, the zoo, the wild and the veterinary clinic.

Endowment Report

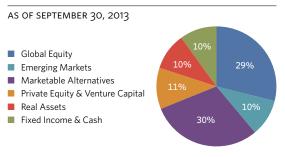
Fiscal year ending September 30, 2013

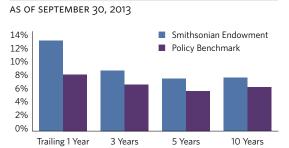
The Smithsonian's endowment objective is to generate sufficient returns over the long term to provide stable and growing payouts, with an acceptable level of risk

Over the past 10 years, the Endowment grew from \$638 million to \$1,173.9 million, with annual net investment returns of 7.5 percent. Annual payout from the Endowment increased from \$34.3 million 10 years ago to \$55.3 million for this fiscal year, providing a cumula tive \$447 million for program support and operations. In 2013, receipts from gifts and bequests added \$27.9 million to the Endowment.

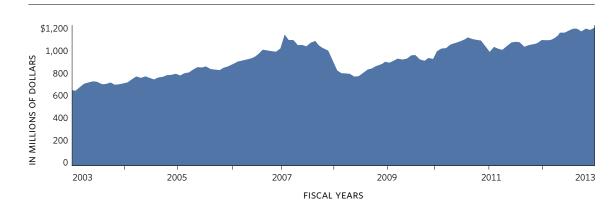
The Endowment continues to benefit from its broad diversification and active management. The asset allocation represents a higher overall allocation to equities, investments in marketable alternatives to reduce risk and real asset investments to provide attractive returns and a hedge against inflation. Performance consistently compares favorably against the policy benchmark, which represents a blend of asset-weighted indices in the portfolio.

Asset Allocation



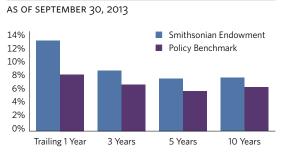


Endowment Value Over Time





Comparative Performance





this last wild horse species.

Financial Report

Fiscal year ending September 30, 2013

The Smithsonian finished the year in sound financial position, benefitting from the continuing performance of its operations. Sustained strength in grants and contributions along with the strong performance of the endowment portfolio led to an overall increase of \$202 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, provide for administrative and support services and operate, maintain and protect the large Smithsonian museum and research complex.

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

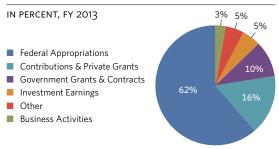
The 2013 annual audit was by KPMG LLP. To request audited financial statements, contact the Office of Finance and Accounting at 202.633,7250.

Growth in Net Assets

IN MILLIONS OF DOLLARS, OVER FIVE YEARS



Revenues



Financial Position

IN MILLIONS OF DOLLARS, FY 2013 AND 2012

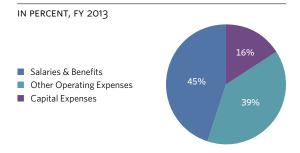
			TOTAL FUNDS	
	Trust	Federal	2013	2012
Assets	\$2,409	\$1,637	\$4,046	\$3,796
Liabilities	337	468	805	757
Net Assets	2,072	1,169	3,241	3,039

Financial Activity

IN MILLIONS OF DOLLARS, FY 2013 AND 2012

	2013	2012
Operating Revenue	\$1,278	\$1,244
Operating Expenses	1,085	1,033
Increase in Operating Net Assets	193	211
Increase in Other Assets	9	53
Total Increase in Net Assets	202	264

Expenses



SMITHSONIAN ENTERPRISES REPORT

Smithsonian Enterprises provides general funds to the Institution through the operation of IMAX theaters, museum stores, restaurants, the Smithsonian Catalog, Smithsonian and Air & Space magazines and their websites, Smithsonian Channel, Smithsonian Books, product licensing and travel programs for adults, families and students.

Smithsonian Enterprises contributed \$32.6 million in net gain to the Institution in fiscal year 2013, an increase of 10.5 percent over 2012, on revenues of \$144.2 million, the seventh consecutive year of net gain growth.

Smithsonian Channel garnered its first Peabody Award for MLK: The Assassination Tapes. It premiered the critically acclaimed series L.A. Frock Stars and Terror in the Skies, and the specials 9/11: The Heartland Tapes, The Incredible Bionic Man and The Day That Kennedy Died. It also entered Canada, its first international market.

Digital Enterprises' Smithsonian.com doubled its monthly unique visitors and for the first time surpassed

4 million monthly visitors. It launched SmartNews, daily coverage of scientific research and news trends, Special Reports, investigating topics such as the future of education and energy and a Smithsonian-wide Civil War hub.

Smithsonian Magazine's 7 million readers continued to enjoy news making stories by award-winning writers and the work of noted photographers. It premiered the American Ingenuity Awards, celebrating innovators in nine categories at a gala event held in the Robert and Arlene Kogod Courtyard. The daylong, sold out The Future is Here event included speakers Robert Ballard, Buzz Aldrin and Thomas Dolby.

Smithsonian Retail developed exclusive merchandise for its stores and website based on Smithsonian collection objects, including bookends featuring National Zoo pandas and lions, handbags inspired by Postal Museum leather mail bags, writing instruments incorporating African Art museum textile designs and crystal giftware incorporating Castle architectural elements.

Licensing added new partners Penguin Kids and Silver Dolphin, expanded its Dorling Kindersley and Capstone programs and, with Penguin, launched Under Secretary Richard Kurin's *The Smithsonian's History of America in 101 Objects*. An agreement with Cengage Learning develops Smithsonian-branded database tools that will broaden access to Smithsonian assets in libraries worldwide while furthering digitization efforts.

Philanthropy Report Fiscal year ending September 30, 2013

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

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

The 58 hand-carved and hand-painted carousel animals

on the National Zoo's colorful carousel teach young

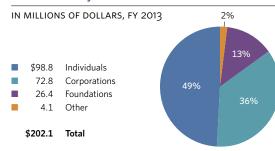
visitors about endangered species and conservation

success stories. Its solar panels save energy, too.

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

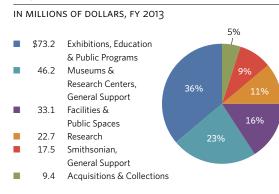
The graphs below provide information on the sources and uses of private dollars contributed to the Smithsonian in 2013.

Funds Raised by Source



Purpose of Funds Raised

\$202.1 Total



PEOPLE. PASSION. PURPOSE. / 35

Leadership Gifts

Investing in Smithsonian People, Places, Programs and Treasures

We are deeply grateful to 2013's leadership donors, those who have made gifts of \$1 million or more.

Valerie and William Anders

Valerie and William Anders' \$1 million gift, made through the Anders Foundation, reflects their broad interests in the Institution. It supports eight programs at four museums and research centers: the National



Air and Space
Museum, National
Museum of Natural
History, Smithsonian
Tropical Research
Institute and
Smithsonian Institution
Traveling Exhibition

Service. William Anders, a former astronaut, has made many appearances at the National Air and Space Museum. Valerie Anders serves on the Smithsonian National Board and the advisory board of the Smithsonian Institution Traveling Exhibition Service.

Arcadia Fund

The National Anthropological Archives of the National Museum of Natural History hold priceless cultural and linguistic knowledge from around the world.

A \$1 million grant from the Arcadia Fund helps the



museum's Recovering Voices Initiative digitize audio

recordings, manuscripts and photographs to share them with scholars and the public in an online catalog. The fund is the charitable foundation of Lisbet Rausing and Peter Baldwin. Previous grants from it have supported the museum and the Smithsonian Tropical Research Institute.

Boeing

Boeing's \$30 million gift to the National Air and Space Museum supports *Milestones of Flight, How*



Things Fly and other exhibitions and educational programs

within the museum. It also establishes a professional development course for teachers, an educational webinar series for students, a monthly program dedicated to innovations in aerospace and an annual family day. Shephard W. Hill, president of Boeing International, is a member of the museum's board. Boeing has given more than \$64 million to the Smithsonian. In appreciation for this recent gift, the central space in the museum will be renamed the Boeing Milestones of Flight Hall.

Clear Channel Media and Entertainment

An in-kind gift from Clear Channel Media and Entertainment of two 30-second radio spots and radio airtime enabled the Smithsonian to promote its Seriously Amazing website coast-to-coast via 850



company radio stations in October and November, 2012, and March and April, 2013. The contribution was valued at \$2.5 million. The radio spots were aimed at engaging new

audiences in the Smithsonian's work and resulted in thousands of website visits. Clear Channel's prior support has benefitted the National Zoological Park and the Smithsonian Institution Traveling Exhibition Service.

Wallace H. Coulter Foundation

The foundation's \$10 million gift to the American Enterprise exhibition at the National Museum of American History helps build the long-term exhibition that will tell the story of the nation's business and



economic history. Half of the gift was made outright and half is a challenge gift intended to spark gifts to the exhibition from other donors; up to \$3 million of the challenge will endow museum public

programs about business and innovation. *American Enterprise* and the adjacent Wallace H. Coulter Performance Plaza are scheduled to open in 2015.

Hope L. and John L. Furth

A gift of \$1 million made to the Smithsonian Libraries by Hope L. and John L. Furth and the Furth Family Foundation builds an endowment the donors established in 2005. Their endowment furthers the Libraries' mission and strategic initiatives. Hope Furth served on the Libraries' board from 2004 to 2012, and John Furth is a member of its Advancement Committee.

Google

Google's \$3 million Global Impact Award to the National Museum of Natural History supports the Consortium for the Barcode of Life. The consortium's work makes possible the rapid, accurate identification of animal and plant species using DNA sequences.



Google's support funds a proof-of-concept initiative in six developing countries to create a

public library of DNA barcode tests intended to assist enforcement officials in the prevention of illegal trafficking of endangered species protected by United Nations regulations. Google previously has supported the National Air and Space Museum and Cooper Hewitt, Smithsonian Design Museum.

Myra M. Hart

A gift and a charitable gift annuity from Myra M. Hart both benefit the Smithsonian Astrophysical Observatory and combined are valued at more than



\$1 million. Her generous philanthropy provides prized general-purpose funds the observatory may use to pursue its mission and strategic initiatives. Myra Hart serves on the observatory's advisory board and has been a Smithsonian

member since 1992 and a member of the Smithsonian National Board since 2000.

The Hartford

The Hartford's \$1 million gift for the design and construction of the National Museum of African American History and Culture's building on the National Mall helps this vital project make progress toward its 2015 completion. The new facility will be a



place where visitors from across the nation and around the globe 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 and the world. The company previously has supported the National Museum of American History.

Mellody Hobson and George Lucas

With their \$1 million gift to the National Museum of African American History and Culture, Mellody Hobson and George Lucas are helping to build the new museum facility, a place where countless American stories will be preserved and presented for the benefit of future generations. Their gift, made through the George Lucas Family Foundation, is the couple's first to the Smithsonian; foundation president, filmmaker George Lucas, has loaned artworks from his collection for exhibit at the Smithsonian American Art Museum, and his company, Lucasfilm, Ltd., has partnered on a traveling exhibition with the National Air and Space Museum and Smithsonian Traveling Exhibition Service.

Life Technologies Corporation

An in-kind gift to the National Museum of Natural History's new Laboratories of Analytical Biology from Life Technologies Corporation provides next-generation gene sequencing equipment, software and training that help the Smithsonian continue its leadership in global genome research. The contribution



is valued at approximately \$1.5 million. Using the donated equipment, Smithsonian scientists

and visiting researchers will advance the laboratories' work of understanding and preserving of the planet's genomic diversity. In 2012, the Life Technologies Foundation was a sponsor of the museum's *Human Genome* exhibition, which opened in 2013.

Leadership Gifts

Investing in Smithsonian People, Places, Programs and Treasures

Nancy A. Marks

Nancy A. Marks' gift to Cooper Hewitt, Smithsonian Design Museum supports permanent collection exhibitions on the second floor of the museum's Carnegie Mansion home and names the Marks Family Gallery on that floor. The donor's generosity will enable the museum to display more of its collection when renovations now underway are completed in 2014, and it furthers the philanthropic legacy she and her late husband Edwin Marks established at the museum. Her support over more than two decades has been critical to the renovation of the Carnegie Mansion and deepening appreciation of the collection and the impact of design on daily life. Nancy Marks is a vice chair of Cooper Hewitt's board.

The J. Willard and Alice S. Marriott Foundation

A \$1 million gift from The J. Willard and Alice S. Marriott Foundation brings the National Museum of African American History and Culture closer to the

THE J. WILLARD AND ALICE S.

MARRIOTT FOUNDATION

construction of its permanent home on the National Mall.

Scheduled to open in 2015, the new facility will invite all Americans and visitors from around the world to examine how our nation has been, and continues to be, transformed by the African American experience. The foundation and the Marriott family have long supported the National Zoological Park.

News Corp

Through a gift of \$2 million, News Corp advances the National Museum of African American History and Culture's mission to celebrate the richness and

News Corp

diversity of the African American experience and its impact on our

nation's history and identity. News Corp's generous support will help the museum realize its vision of being a place that tells an inspiring and unifying story about our national character.

The Rice Family Foundation

The foundation's gift to the National Museum of Natural History establishes the Rice Family Endowment for Forensic Anthropology to advance museum leadership in bioarchaeology and understanding human history through forensic anthropology and skeletal biology. The endowment will also broaden access to museum skeletal collections and the Human Skeletal Database and help train scholars and educate students and the public about this field. Edward and Nancy Rice have been Smithsonian members since 1983 and James Smithson Society members since 1992.

Arthur and Toni Rembe Rock

Through a gift of \$1 million to the National Museum of African American History and Culture, Arthur and Toni Rembe Rock support the design and construction of the new museum building. Scheduled to open in 2015, it will be the 19th Smithsonian museum and newest constructed on the National Mall. The museum will help tell the story of America as seen through an African American lens. The Rocks joined the Friends of the Smithsonian in 1993 and have been members of the James Smithson Society since 1998.

Alice and David Rubenstein

Continuing their philanthropic support of the National Zoological Park, Alice and David Rubenstein's \$2 million gift helps the Zoo realize its goal of building a multi-generational herd of Asian elephants. As a result of the donors' generosity, three female elephants will be moved from the Calgary Zoo to the National Zoo's newly-completed Elephant Trails



complex. David
Rubenstein is a
Smithsonian Regent
and serves on the
boards of the National
Museum of Natural
History and National

Museum of American History. Alice Rubenstein is a former member of the National Museum of the American Indian's National Council. Their previous gifts to the Smithsonian include gifts to giant panda research, transformation of the American History museum and the Encyclopedia of Life.

Saudi Aramco

A \$1 million gift from Saudi Aramco helped fund Roads of Arabia: Archaeology and History of the Kingdom of Saudi Arabia, shown at the Arthur M. Sackler Gallery



from November 2012 to February 2013. The exhibition showcased recent archaeological

finds from the Arabian Peninsula, helping deepen understanding and broaden appreciation of the region's rich artistic and cultural history. The gift also helped fund the exhibition's North American tour. For more than 30 years, Saudi Aramco has been a philanthropic partner for many exhibitions and programs across the Smithsonian.

SC Johnson

SC Johnson's \$5 million gift to the National Museum of American History helps develop and build its American Enterprise exhibition. Scheduled to open in 2015, the exhibition will convey how the history of the



nation's business development is fundamental to understanding the lives of the

American people, the history of the United States and the nation's role in global affairs. Programs and activities in the new SC Johnson Conference Center will explore innovation and be broadcast nationally and internationally. The company has been a Smithsonian

Corporate Member since 1984 and over five decades has supported this Smithsonian museum and others, including the National Museum of Natural History and Cooper Hewitt, Smithsonian Design Museum.

Mr. and Mrs. Frederick W. Smith and Family

In memory of Sandra Windland Smith Rice, Mr. and Mrs. Frederick W. Smith and their family have established the Windland Smith Rice Endowment with a gift of \$4 million to the National Museum of Natural History. Frederick Smith's 2007 gift to the museum supported its annual Nature's Best Photography Windland Smith Rice International Awards program and exhibition, and this gift continues that support while expanding the museum's commitment to photography-related education programs and innovative learning tools. Frederick Smith is founder, board chair and chief executive officer of FedEx Corporation, which has generously supported the National Zoological Park and National Air and Space Museum.

Robert H. Smith Family Foundation

Clarice Smith and the Smith family continue their support for the Smithsonian American Art Museum with a \$1.2 million gift for the renovation of the museum's Renwick Gallery, now underway. When the craft and decorative arts museum reopens in 2016, a gallery on its first floor will be named in honor of the family's generosity. Clarice Smith is a Commissioner of the museum and foundation president Michelle Smith is a member of the Smithsonian Council for American Art. The family's prior gifts to the museum include support for a national teacher training program and a lecture series.

Rich and Sue Sugden and Family

National Air and Space Museum emeritus board member Richard Sugden's gift to the museum is made in memory of Captain Christopher T. "Boomer" Wilson,



USN (Ret.), a "Top Gun" pilot and commanding officer. A plaque to him will be placed with the Steven F. Udvar-Hazy Center's F-14. The gift establishes the Dr. and Mrs. Richard Sugden

Endowment, which supports educational programs that inspire younger visitors' interest in science, technology, engineering and mathematics, and it helps share the national collection with the public by providing for gallery and exhibition maintenance, operation and improvements. Richard Sugden previously gave to the construction of the Udvar-Hazy Center.

Leadership Gifts

Investing in Smithsonian People, Places, Programs and Treasures

Nicholas F. and Eugenia Taubman

When current renovations to the National Museum



of American History's West
Wing are completed in 2016, the
wing's second floor will explore
the themes of American
democracy and the peopling of
our nation. A \$1.5 million gift by
museum board chair Nicholas
F. Taubman builds momentum

for the West Wing transformation and helps create a second floor gallery to host changing exhibitions. The new space will be named the Nicholas F. and Eugenia Taubman Gallery in recognition of the donor's generosity.

United Technologies Corporation

United Technologies Corporation's in-kind gift to the National Museum of African American History and Culture provides, through its subsidiary Otis Elevator Company, eight escalators for the museum's new



building on the National Mall. The donated equipment

and services are valued at \$2 million. When it opens in 2015, the new facility will be a place that stimulates dialogue about race and helps visitors from across the nation and around the world see how African American history and culture are central to our lives. United Technologies has previously supported the National Air and Space Museum and other Smithsonian museums and programs.

The Walt Disney Company

The Walt Disney Company's \$3 million gift will help build the National Museum of African American History and Culture's new museum facility and sponsor its Outdoor Reading Grove, a tree-shaded, exterior space where visitors may gather and hear stories of the museum, history and culture. Since 1987,



Disney has provided financial support to Smithsonian museums and programs, including

the National Zoological Park, National Museum of American History and Smithsonian Latino Center. In 2005, the company donated its 525-piece Disney-Tishman African Art Collection to the National Museum of African Art.

Craig and Diane Welburn and Family

A \$1 million gift to the National Museum of African American History and Culture by Craig and Diane Welburn and their family helps make possible the



design and construction of the museum's building on the National Mall. The new facility will be a place where visitors explore the richness and diversity of the African American experience and discover stories that

transcend the boundaries of race and culture and unite us all. The gift is the first by the Welburn family to the Smithsonian and the museum.

Zoetis

The Zoetis gift to the Smithsonian Institution Traveling Exhibition Service makes possible *Animal Connections:*Our Journey Together, an exhibition on an 18-wheel



truck designed to visit locations across the nation. The exhibition introduces

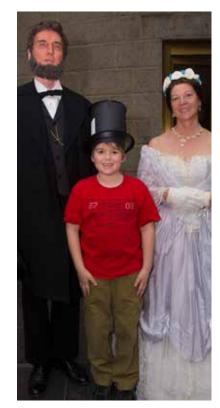
visitors of all ages to the complex bond between humans and animals in the home, on the farm, in the wild, at zoos and in veterinary clinics. It was created to mark the 150th anniversary of the American Veterinary Medical Association, with expertise from the National Zoological Park and animal research facilities nationwide. This is the first Zoetis gift to the Smithsonian and the Smithsonian Institution Traveling Exhibition Service.



Learning to paddle a voyageur canoe on the Anacostia River, Anacostia Community Museum.

Recognizing our Benefactors

The Smithsonian gratefully acknowledges those donors who made gifts, payments on gifts, or pledges during the fiscal year 2013.



Abraham and Mary Todd Lincoln re-enactors and friend celebrate Presidents' Day at the American Art Museum and Portrait Gallery

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The renewed and restored statue of Columbia returns to its home atop the Arts and Industries Building's north entrance on May 16, 2013.

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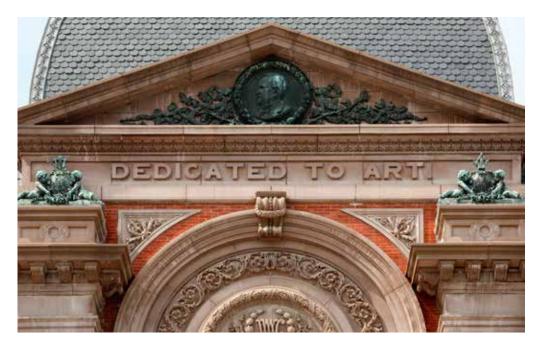
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Megatron/Matrix was featured in Nam June Paik: Global Visionary, an exhibition of the Korean-born artist's work at the American Art Museum.

And Friends of the Smithsonian

Members of the highest-level, Smithsonian-wide giving circle set a personal example of philanthropic leadership through their annual dues and gifts.

Their membership privileges and benefits give them an insider's understanding of Institution priorities and initiatives, while their support helps the Smithsonian present 90 new exhibitions a year, preserve the

nation's treasures and share the Institution's learning globally using technology. In 2013, four Washington, D.C. Food for Thought luncheons brought members together with museum directors and curators, while gatherings in Los Angeles, Chicago, San Francisco, New York, Atlanta and Anchorage engaged members in the work of the Smithsonian in their home communities. The Annual Smithsonian Weekend in September brought attendees from 28 states to the National Mall for three days of exclusive lectures, tours and receptions, capped by an evening at the National Zoo with Secretary Clough and Regents Barbara Barrett and David Rubenstein. For the

second year, the event included high-level members from other Smithsonian museums and programs. At year end, 453 Smithson Society members from 48 states had contributed nearly \$1.8 million, and many also had made additional gifts to Smithsonian museums, research centers and programs.

Friends of the Smithsonian

Friends establish enduring ties with the Institution through their membership, and their dues and gifts provide general support, which has great positive impact. Friends' 80,449 member households contributed \$12.9 million in 2013. Members received many benefits and were invited to exclusive activities, including an evening visit to the Steven F. Udvar-Hazy Center to see the Space Shuttle Discovery, a director's lecture at the Smithsonian Libraries and after-hour tours and receptions at the American History Museum and Freer and Sackler Galleries. Friends in Georgia and Alaska also had the opportunity to attend local receptions. Through membership, gifts and planned gifts, Friends play a vital part in bringing the Smithsonian to the world.



The 2013 Annual Smithsonian Weekend included a Friday night, members-only reception in the American History Museum's Flag Hall. Shown here are Smithson Society members, left to right, back row, Dennis Miller, Alan Perkins and Michael Finan: front row, Patricia Miller, Pamela Frazier and Barbara Bonessa.

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Created in a 1916 company contest, Mr. Peanut is one of the nation's first brand icons. This cast iron depiction of the dapper nut once topped a factory fence post. It will be on display in the American History Museum's business exhibition American Enterprise when it opens in 2015.



Smithsonian National Board

Leadership, Counsel and Philanthropic Support

The Smithsonian's Institutionwide advisory board advances the Smithsonian's mission and furthers the goals of the strategic plan's four grand challenges.

The National Board's 39 members and more than 175 alumni provide advice and counsel to the Secretary, act as ambassadors in their hometowns and help transform the Institution through their personal philanthropy and by encouraging the gifts of others. In its 44th year, each of the board's three regular meetings in Washington, D.C. focused on one strategic plan grand challenge, to educate

and alumni in cities from Boston to Honolulu hosted "friend-raising" events that renewed old Smithsonian relationships and established new ones, building a valuable store of new friends and potential volunteers and donors. Deepening their own Smithsonian ties, 18 members and alumni served on other Smithsonian advisory boards or Board of Regents committees. Board members contributed a record \$1.36 million in general support, funds that the Secretary may direct to emerging priorities, and at the fiscal year-end, National Board member and alumni philanthropy in total was a remarkable \$24.6 million. While setting an example of what engaged volunteer leaders can accomplish, the board also affirmed its belief in the enduring value of investing in Smithsonian people, places, programs and treasures.

and inform members. Nationwide, 16 members

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Leadership of the 2013 Board, from left: Robert D. MacDonald, Vice Chair; Sakurako D. Fisher, Chair;

Opposite: The American History Museum's Lemelson Center of the Study of Invention and Innovation hosted Innoskate 2013, a public festival celebrating innovation and creativity in skate culture.

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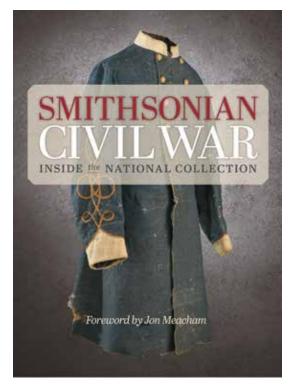
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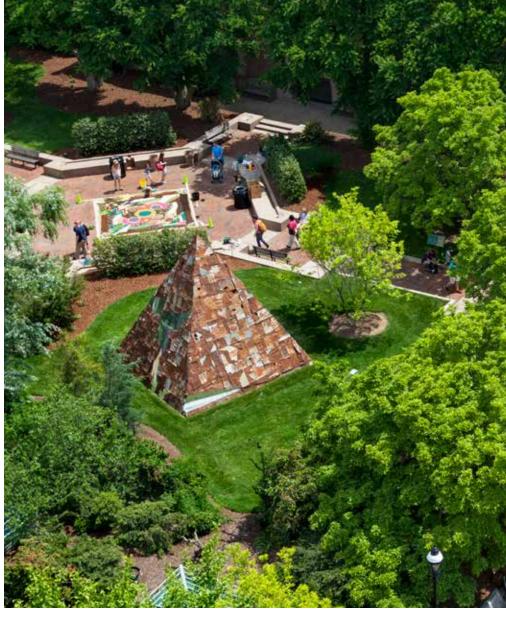
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This pyramid in the Enid A. Haupt Garden was part of *Earth Matters: Land as Material and Metaphor in the Arts of Africa*, an African Art Museum exhibition and scholarly endeavor that examined African artists and the land upon which they live, work and frame their days.



A new citizen takes the Oath of Allegiance during a naturalization ceremony at the American History Museum.

Smithsonian People

Pp. 2-3, Smithsonian people profiled but not shown in group shot are: Claudine Brown, Kelly Chance, Roger Connor, Emmett Duffy, Carlene Stephens. P. 4, Derek Ross, Associate Director, Office of Facilities Engineering and Operations Construction Division; Karen Weiss, Information Resources Manager, Barbara Aikens, Chief of Collections Processing, Archives of American Art; Ashley Naranjo, Learning Initiatives Specialist, Stevie Engelke, Director of Programs, Smithsonian Center for Learning and Digital Access; p. 5, Sarah Allen, Diego Mayer-Cantu, Jason Chen, 2013 Presidential Innovation Fellows; p. 8, Richard Kurin, Under Secretary for History, Art, and Culture; Ann McMullen, Supervisory Museum Curator, National Museum of the American Indian: Christopher Wilson, Director, Experience and Program Design, and Director, Program in African American History and Culture, National Museum of American History; p. 9, John L. Gray, Elizabeth MacMillan Director, National Museum of American History; p. 12, Kristofer Helgen, Research Scientist and Head of Mammals, National Museum of Natural History; Andrew Johnston, Geographer, Center for Earth and Planetary Studies, Paul Ceruzzi, Chair, Division of Space History, Roger Connor (seated), Curator of Vertical Flight, Unmanned Aircraft Systems, Instruments & Avionics, National Air and Space Museum, Carlene Stephens, Curator, Work Industry Division, National Museum of American History;

Kelly Chance, Associate Director for Atomic and Molecular Physics and Senior Physicist, Smithsonian Astrophysical Observatory; p. 13, Emmett Duffy, Director, Smithsonian Tennenbaum Marine Observatories Network; p. 16, E. Carmen Ramos, Curator for Latino Art, Smithsonian American Art Museum; Sebastian Chan, Director of Digital and Emerging Media, Cooper Hewitt, Smithsonian Design Museum; Lee Glazer, Associate Curator of American Art, Freer Gallery of Art and Arthur M. Sackler Gallery; p. 17, Directors Kate Haw, Archives of American Art, Kim Sajet, National Portrait Gallery, Caroline Baumann, Cooper Hewitt, Smithsonian Design Museum; p. 20, Claudine Brown, Assistant Secretary for Education and Access; Peter Marra, Head, Migratory Bird Center, Smithsonian Conservation Biology Institute, National Zoological Park; Amy Homma, Manager of Digital Learning Programs, Ryan Hill, Director of Digital Learning Programs, Hirshhorn Museum and Sculpture Garden; p. 21, Kirk Johnson, The Sant Director, National Museum of Natural History.

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Objects Shown in Group Shot

Pp. 2-3, left to right, Charles Lindbergh's leather flight helmet, 1927, National Air and Space Museum; Olinguito, specimen number usnm 598996, National Museum of Natural History; *James Smithson*, Hattie Elizabeth Burdette, after Henri-Joseph Johns, oil on canvas, no date, National Portrait Gallery; ACME Ballot Box used in East Bridgewater, Massachusetts about 1880, National Museum of American History; marble bust of Diana, plaster cast after antique, Smithsonian Castle collection; *Wah-pe-kee-suck, White Cloud (called the Prophet), Adviser to Black Hawk*, George Catlin, 1832, Smithsonian American Art Museum; Smithsonite specimen (znco3),

National Museum of Natural History; Michael Jordan's "23" Bulls Jersey, 1996, National Museum of American History; books from James Smithson's collection, Smithsonian Libraries; Fender Stratocaster, 1995, reissue of 1957 model, National Museum of American History; sofa, American Empire, c. 1830, Smithsonian Castle collection; male walrus skull, Odobenus rosmarus, collected June 19, 1927, Pribilof Islands, Alaska, National Museum of Natural History; Beauford Delaney, Georgia O'Keeffe, NPG.2002.1, pastel on paper, National Portrait Gallery.