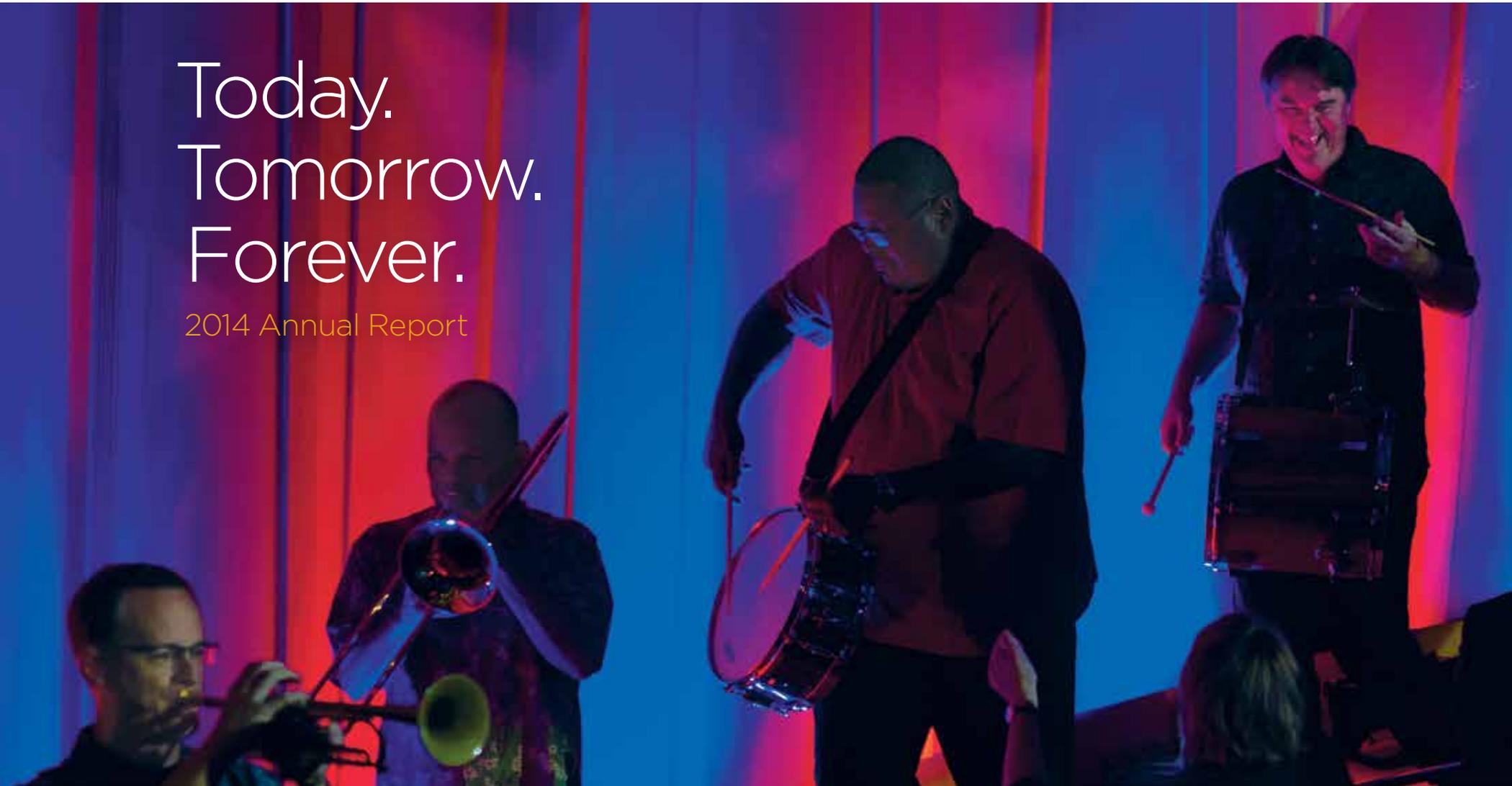


Today. Tomorrow. Forever.

2014 Annual Report





Two big milestones marked

2014

Dr. David Skorton was elected 13th Secretary

MEET DR. DAVID J. SKORTON, who joins the Smithsonian as 13th Secretary July 1, 2015. Academic leader, cardiologist and musician, Dr. Skorton and his wife, Professor Robin Davisson, come to the Smithsonian from Cornell University. Dr. Skorton has served as Cornell's president since 2006 and holds academic appointments in its colleges of medicine and engineering. His distinguished career includes research in congenital heart disease, cardiac imaging and image processing. Professor Davisson, who holds appointments at two Cornell colleges (the College of Veterinary Medicine and Weill Cornell Medical College), is recognized for her contributions to understanding the cardiovascular system in health and disease.

The Smithsonian Regents appointed Dr. Skorton in 2014, citing his leadership and academic accomplishments as well as his role as a national advocate for the arts and humanities. Dr. Skorton is a jazz musician who plays saxophone and flute. The Secretary-elect understands the institution's unique potential to continue breaking new ground, has called for novel alliances to serve society through science, technology and the arts and is eager to help develop future generations of thought leaders. Dr. Skorton succeeds Dr. G. Wayne Clough, who retired as Secretary in 2014.





We launched the Smithsonian Campaign to raise \$1.5 billion

A **BLAZE OF OCTOBER ACTIVITY** marked the completion of the initial, “quiet” phase of the Smithsonian Campaign and its national launch. Hundreds of friends, volunteers, renowned citizens and generous donors came to the National Mall on October 17 and 18 for a kickoff weekend that included symposia, behind-the-scenes tours and celebrations marked by music and dance. On October 20, the Smithsonian Board of Regents publicly announced the national

campaign, which continues through 2017, and its goal, the most ambitious in history for a cultural institution. A wonder of the world and a source of pride for our country, the Smithsonian is free and open to the public 364 days a year. Congress and the American people provide its solid financial foundation, but generous donors, willing to invest in ideas, are transforming it to meet the needs of an increasingly diverse and interconnected world.



Smithsonian Campaign Co-Chair Alan Spoon speaks at the October campaign launch celebration.



Today. Tomorrow. Forever.

The Smithsonian Campaign

A campaign with visionary leadership

BOLD AMBITIONS REQUIRE visionary leadership, and for the Smithsonian Campaign, this is supplied by Co-Chairs David M. Rubenstein, Barbara M. Barrett and Alan G. Spoon. Through their wise counsel and foresight, they steer campaign strategy and planning. Each brings experience gained through distinguished careers as entrepreneurs, business leaders and educators.

They lead the Campaign Steering Committee comprised of volunteers from across the country and representing all Smithsonian museums, research centers and programs. The committee helps guide the campaign, bring it to Smithsonian advisory boards and share it with the nation.



A campaign that represents America

THE SMITHSONIAN IS HONORED to have as its campaign Honorary Committee these accomplished citizens from every field of endeavor. Artists, athletes, scientists and national leaders, they represent the very best of America. Through their service, they raise awareness of the Smithsonian Campaign and inspire generosity.

Honorary Committee

HONORARY CHAIRS

President and
Mrs. George W. Bush

President Bill Clinton
and former
Secretary of State
Hillary Rodham Clinton

MEMBERS

The Honorable Ben
Nighthorse Campbell

Renée Fleming

Mia Hamm

Melody Hobson

Ellsworth Kelly

Michael Krzyzewski

Robert Langer

Ralph Lauren

Eva Longoria

Captain James A. Lovell,
USN (Ret.)

George Lucas

Yo-Yo Ma

Arnold Palmer

Dr. Condoleezza Rice

Cal Ripken, Jr.

Eric Schmidt

Edward O. Wilson



A campaign with **bold aspirations**

PHILANTHROPY HAS BEEN PART of the Smithsonian since its founding. In this campaign, thousands of Americans are giving to their passion, whether it is science, history, art, education or culture. Every gift fuels the remarkable transformation of the institution that is already underway.

Campaign giving funds scholars, research and the discovery of new knowledge. It is building a new museum, renewing galleries and launching exhibitions and programs that inspire and delight. As technology connects the world, the campaign invests in sharing the nation's collections and reaching all who are eager to learn, wherever they may be.

The Smithsonian's unique strengths and the campaign's bold aspirations are summed up in four themes and the stories that follow in this report.

Spark Discovery

Tell America's Story

Inspire Lifelong Learning

Reach People Everywhere



Smithsonian Tropical Research
Institute scientist Héctor Guzmán
searches for humpback whales,
Las Perlas Archipelago, Panama.
See story on page 18.



We Spark Discovery

Smithsonian research and inquiry span the globe and probe the farthest reaches of the universe. The campaign provides resources for scholars and scientists to make new discoveries and share new knowledge with the world.



Katherine Jentleson
Douglass Foundation Predoctoral Fellow

Vanessa L. Moorer
Andrew W. Mellon Curatorial Fellow

LaStarsha D. McGarity
Andrew W. Mellon Conservation Intern

Cheryl Lewis Ames
Peter Buck Predoctoral Fellow

Maria Heikkilä
Peter Buck Postdoctoral Fellow

Tanya L. Richardson
Andrew W. Mellon Conservation Intern

Simon Rettig
Iran Heritage Foundation Curatorial Fellow

Laura E. Waters
Peter Buck
Postdoctoral Fellow

Patrick Hagopian
Patricia and Phillip Frost Senior Fellow

Laura E. Fravel
George Gurney Predoctoral Fellow

Mauren Turcatel
Peter Buck Postdoctoral Fellow

Eliécer E. Gutiérrez
Peter Buck Postdoctoral Fellow

Elizabeth S. Herrelko
David Bohnett Cognitive
Research Fellow

Eduardo Rivail Ribeiro
Peter Buck Postdoctoral Fellow

Monica M. Carlsen
Peter Buck Postdoctoral Fellow

Shermin R. de Silva
James Smithson Fellow

Nina Schleif
Terra Foundation
Senior Fellow

Jae-Cheon Sohn
Peter Buck Postdoctoral Fellow

Graham Slater
Peter Buck Postdoctoral Fellow

Clark S. Rushing
James Smithson
Postdoctoral Fellow

Natalia A. Prado-Oviedo
Took Crowell Research Fellow

Fred A. Davis
Peter Buck
Postdoctoral Fellow

Spark Discovery

Generous Donors Empower Young Scholars

SMITHSONIAN FELLOWSHIPS CONNECT scholars of exceptional promise with experts and collections.

Across the institution, campaign gifts from generous donors are launching professional careers in fields as wide-ranging as Chinese-American history and cognition in apes. The impetus for each gift begins with a donor's passion. At the National Museum of Natural History, Peter Buck endowed a museum-wide fellowship program and expanded it in 2014. "My hope is that these fellows will provide a constant influx of new ideas as the museum pursues some of the most significant natural science questions of our time," Buck says. His generosity so far has provided fellowships for nearly 50 future scientists, collection managers and educators.

Paul Neely endowed the Smithsonian-wide James Smithson Fellowship in 2010. In 2014, he created the Thomas Jefferson Fellowship at the National Museum of American History, an annual, year-long position for individuals who demonstrate the potential to be tomorrow's history curators and scholars. Three Smithson fellows so far have benefited from his 2010 gift, and the first Jefferson fellow was appointed in 2015. "There are so many demands on Smithsonian resources. I want to advance the intellectual life of the institution," Neely says. "Fellows augment curators' expertise and contribute their own, outside perspective."

These young scholars are among the many whose Smithsonian experiences are made possible by gifts to the Smithsonian Campaign. They come from across the nation and around the world.

Spark Discovery

ASKING QUESTIONS, FINDING ANSWERS / **SCIENCE**

Whales and ships, safe at sea Smithsonian Tropical Research Institute

Slow-moving female humpback whales are inseparable from their young; thus, mothers and calves migrating through the Gulf of Panama risk collisions with cargo ships. To avoid calamity, Institute scientist Héctor Guzmán tagged and tracked the whales, then helped develop a traffic separation scheme that specifies vessel speed limits and shipping lanes. Approved by the International Maritime Organization in London and implemented by the Panama Maritime Authority, the plan could decrease collisions up to 95 percent and keep whale families intact.

A *T. rex* of our own
National Museum of Natural History
Tyrannosaurus rex, the king of dinosaurs, fascinates children and adults alike. Complete *T. rex* skeletons are extremely rare, so it was a special occasion to welcome a nearly intact specimen this year. Discovered in 1988 by a Montana rancher and on a 50-year loan by the Army Corps of Engineers, the nation's *T. rex* will

serve as a centerpiece for the museum's 31,000-square-foot dinosaur and fossil hall when it reopens in 2019.

At the forefront of green Smithsonian Environmental Research Center

How can researchers studying ways to preserve the world's ecosystems reduce their own environmental footprint? In September 2014, the Center opened its LEED Platinum-designed Charles McC. Mathias Laboratory. The Smithsonian's greenest building to date provides much-needed modern facilities and central space to support Center research. The lab's solar panels and geothermal wells cut energy costs more than 40 percent and emit 37 percent less carbon dioxide than typical labs.

First mover advantage Smithsonian Conservation Biology Institute

SARS, Ebola and H1N1 influenza are all emerging diseases that have spilled over to the human population from animal hosts. Institute scientist Suzan Murray's Wildlife Health

Program draws on the Smithsonian's veterinary medical knowledge and global network to save animals and people. The program conducts wildlife surveillance globally to treat ill animals, trains workers in the field and investigates illnesses that span species. The work is helping to spot emerging zoonotic diseases, limit their transmission and stem the harm they do.

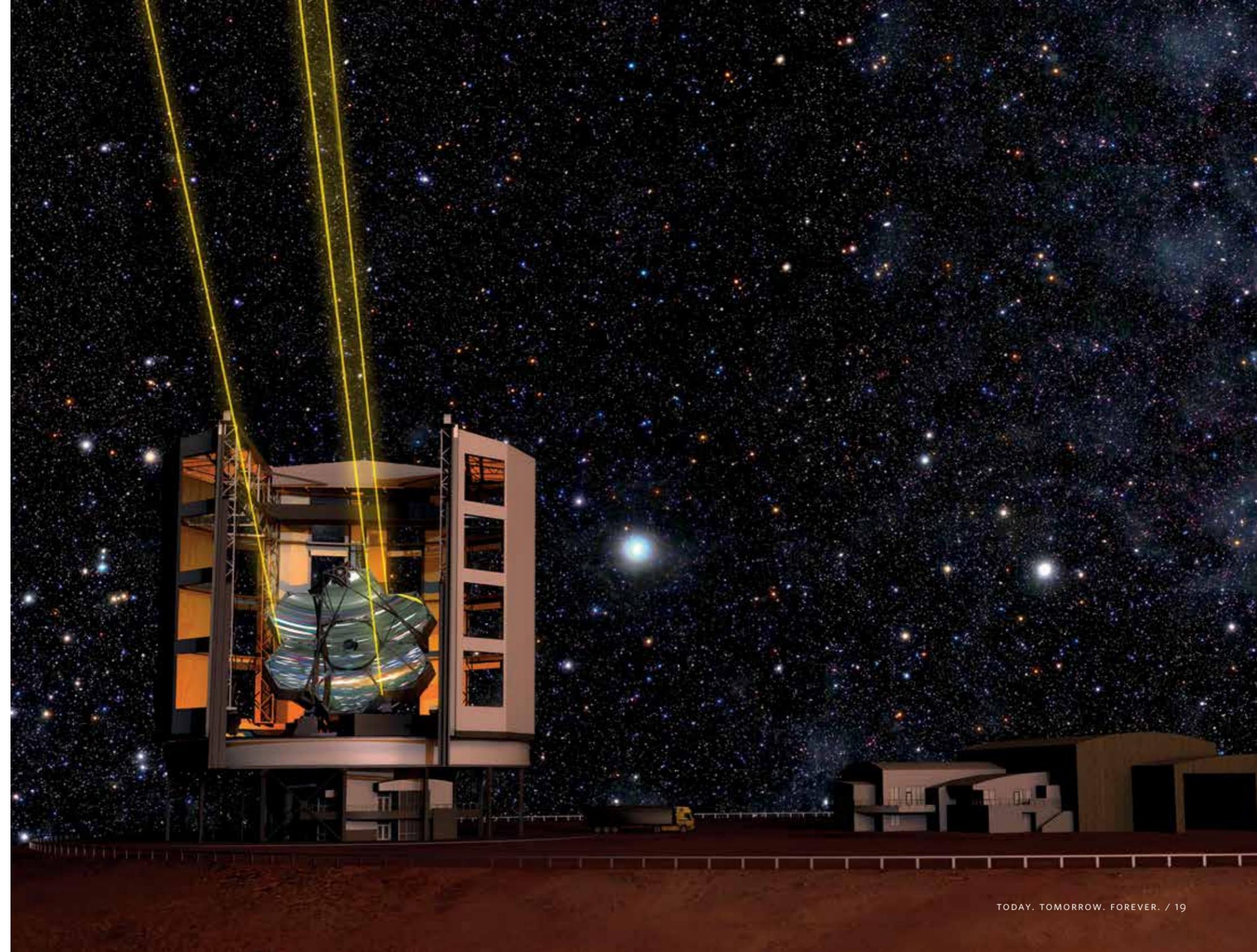
Written in bone National Museum of Natural History

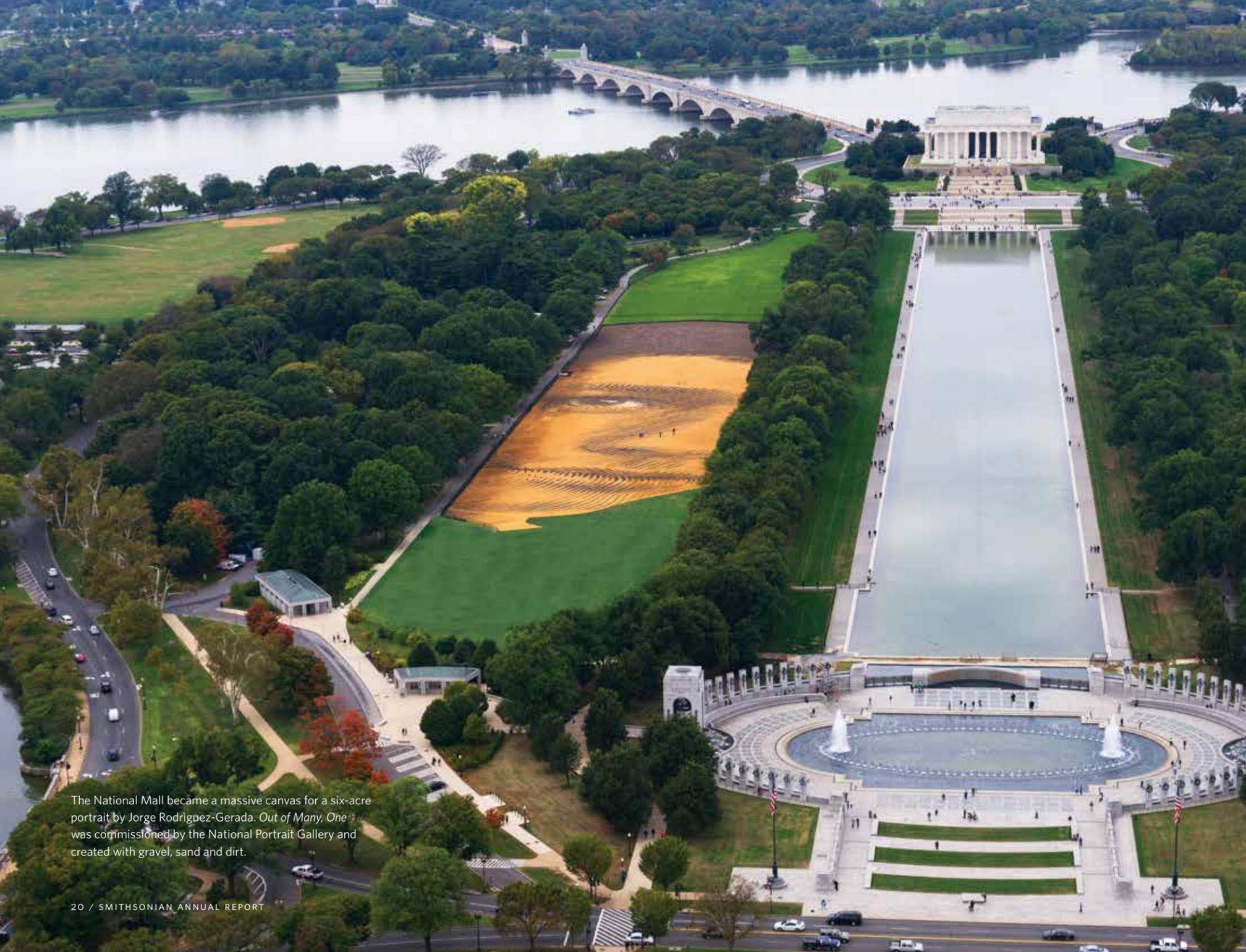
Nearly 20 years ago, two college students stumbled upon a skull buried in the bank of the Columbia River. The remains, believed to be approximately 9,000 years old, are the subject of *Kennewick Man: The Scientific Investigation of an Ancient American Skeleton*, a new book co-edited by museum forensic anthropologist Douglas Owsley. The discovery has re-written the story of early Americans, yielding insights into their migration and experiences.



Are We Alone?

Smithsonian Astrophysical Observatory
The essentials of life on Earth—carbon, oxygen and water, to name a few—exist throughout the cosmos, raising the probability of other planets that can support life. To search for further evidence, the Smithsonian Astrophysical Observatory is partnering in the construction of the Giant Magellan Telescope (GMT), a marvel of optical and mechanical engineering featuring seven enormous mirrors that can collect light with unprecedented power and produce images with 10 times the clarity of the Hubble Space Telescope. The Observatory is also building a powerful spectrograph tool for the telescope that will detect worlds the size of Earth located in the warm, habitable zones of stars. Since 1995, scientists have discovered thousands of planets orbiting distant stars outside our solar system. Exploring them for signs of life like oxygen is a priority for the GMT, which will also help us understand how the universe evolved and unmask the mysteries of dark matter.





The National Mall became a massive canvas for a six-acre portrait by Jorge Rodríguez-Gerada. *Out of Many, One* was commissioned by the National Portrait Gallery and created with gravel, sand and dirt.



We Tell America's Story

The Smithsonian holds the nation's collections and countless stories of what sets us apart and draws us together. Campaign gifts enable these stories to be told, giving voice to who we are as Americans.



Tell America's Story

Gifts of Every Kind Build a New Museum

THE NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE will inspire us with the depth and breadth of the African American experience and its impact on our nation when it opens in 2016.

In an outpouring of support, Americans are contributing historic and irreplaceable family treasures to the museum's growing collections, and more than 80,000 individuals, foundations and corporations—so far—have made gifts that help build its halls and galleries, launch its educational programs and engage its curators and fellows.

One gift, this year, from corporate partner 3M, is literally building the new museum. In addition to financial support, the company donated 3M-made construction materials, safety products and touch screen monitors to enhance the visitor experience. "Over our 18 year partnership with the Smithsonian, 3M's support reflects our innovative approach to improving lives," says Kim Price, vice president, 3Mgives. "We are honored to support this historic museum as global communities gather for a shared experience."

The museum's distinctive exterior features a three-part corona, seen here under construction in May 2015. The corona's 3,600 bronze-colored aluminum panels filter daylight entering the building in the daytime and glow at night. The corona, the central idea of the museum's design, reaches toward the sky and expresses faith, hope and resiliency.

Tell America's Story

PROUD, BRAVE, COOL / ART, HISTORY AND CULTURE

Defining cool

National Portrait Gallery

Miles Davis. Patti Smith. Johnny Depp. Jay Z. Characterized as rebellious, charismatic and mysterious, these stars of pop culture were among the 100 individuals in *American Cool*, a museum photography exhibition. An American concept introduced in the early 1940s by jazz saxophonist Lester Young, "cool" is a touchstone of modern culture. The exhibition, which showcased work by renowned photographers, followed the evolution of cool through icons of American culture considered emblematic of their time.

An historic treasure hunt

Archives of American Art

The greatest treasure hunt in history began with an unlikely team of scholars and archivists from the United States and Great Britain. The World War II taskforce undertook great risks to find and save art treasures looted by the Nazis. An Archives exhibition, *MONUMENTS MEN: On the Front Line to Save Europe's Art, 1942–1946*, told the real story of the magnitude of the thefts and the heroic effort to recover

precious art using photographs, letters and interviews.

Getting up close with American art

Smithsonian American Art Museum

At first glance, Richard Estes' paintings appear straightforward—a Times Square street corner, a New York City diner. Upon closer look, his canvases toe a line between real and fictional, with exaggerated viewpoints and well-placed details. *Richard Estes' Realism* offered visitors a rare opportunity to view landscapes and water scenes by this master of contemporary realism alongside his more famous cityscapes. The exhibition spanned Estes' 50-year career and was the most comprehensive exhibition of the artist's work to date. The exhibition was jointly organized with the Portland Museum of Art in Portland, Maine.

A voice for civil rights

National Museum of African American History and Culture

Easter Sunday, 1939: denied the right to perform at Constitution Hall, famed classical singer Marian Anderson makes civil rights history,

performing at the Lincoln Memorial for more than 75,000 people. Seventy-five years later, the orange silk blouse and black velvet skirt she wore that Sunday went on display at the African American History and Culture Gallery in the National Museum of American History. The ensemble is a gift to the National Museum of African American History and Culture's collection from Ginette DePriest, widow of Anderson's nephew.



Nations Side By Side

National Museum of the American Indian

Most Americans learn early on about the Founding Fathers and the Declaration of Independence, but we hear little about the diplomatic relationships established between the United States and North America's native peoples. *Nation to Nation: Treaties between the United States and American Indian Nations*, a landmark exhibition, tells these much-overlooked stories, using as its centerpieces nine treaties on rotating loan from the National Archives. In development for nearly a decade, *Nation to Nation* assembles more than 125 historical and contemporary objects, archival photos and original videos to describe how the simple exchange of gifts evolved to complex negotiations, how land promises were kept, broken and renewed and how on this continent many nations have struggled to live side by side from the birth of the United States to the present. That all nine of the treaties included in *Nation to Nation* remain in force today underscores how the story of U.S.-Indian relations is part of the history of all Americans.



Smithsonian Conservation Biology
Institute scientist and collaborator band
shorebirds, including this Black-bellied
Plover, North Padre Island, Texas.



We Inspire Lifelong Learning

The ability to inspire wonder may be the Smithsonian's greatest strength. The campaign advances educational initiatives that ignite our desire to know more and support learners of all ages in their journeys of continual discovery.



Inspire Lifelong Learning

The Pen's the Thing

WHEN COOPER HEWITT, SMITHSONIAN DESIGN MUSEUM reopened in 2014 after a three-year renovation, design enthusiasts found more gallery space, a handsomely restored Carnegie Mansion home—and a transformed visitor experience.

That experience starts with a digital platform that integrates the museum's physical and online holdings, and it is delivered to visitors through a digital pen handed out at the entrance. The pen connects the real and virtual and invites visitors to touch, draw and play with design. They can tap a touchscreen table and pull up a Late Renaissance object, make their own designs in the Immersion Room or take a design challenge in the Process Lab. The pen lets them collect, save, and share their experiences.

Bloomberg Connects, Bloomberg Philanthropies' digital engagement program, helped fund the new visitor experience. "We work with innovative institutions to use technology and advance their missions. Transforming a standard object—such as a pen—to do unusual things is a great blend of design and technology," says Kate D. Levin, who oversees the Philanthropies' Arts program.

On the museum's third floor, students from the New York City College of Technology use the digital pen on one of seven new touchscreen tables. The tables allow visitors to zoom in on collection objects and draw shapes that will bring up related collection objects.

Inspire Lifelong Learning

SHOWING, KNOWING, SHARING / EDUCATION

Teaching the scientists of tomorrow Smithsonian Science Education Center

How do plants and animals differ? What makes a ball move? Why do puddles disappear? Our youngest learners explore these questions and more in the innovative *Science and Technology Concepts™* kindergarten curriculum developed by the Center. The inquiry-centered lessons align with the newest national science standards, introduce students to science as a process—making predictions, collecting data—and connect learning to the real world. So far, the lessons are sparking science learning in 39,000 students in 23 states.

America's treasures speak Smithsonian Enterprises

Fight beside George Washington, click your heels with Dorothy, watch the takeoff of Space Shuttle *Discovery*. These iconic moments come alive as Under Secretary for History, Art, and Culture Richard Kurin narrates *American Experience*, a 12-hour audio book that explores American history using objects in Smithsonian collections. The first offering in

a 10-year partnership between the Smithsonian and publisher The Great Courses is based on Kurin's best-selling 2013 book, *The Smithsonian's History of America in 101 Objects*.

Back to the garden Smithsonian Gardens

Gardens can be lost to time—washed out by storms, paved over by developers or simply forgotten by new generations. *Community of Gardens*, an online, digital archive hosted by Smithsonian Gardens, crowdsources photos, videos and essays that preserve our gardening heritage and share them with gardeners everywhere. The stories people upload to the growing collection reveal how passionately we Americans invest our ideals and heritage in the soil when we decide it is best to cultivate our gardens.

Window on the world National Postal Museum

Stamps offer colorful, accessible introductions to nations' history and culture. Inspired by the exhibition, *Stamps Around the Globe*, the museum offers a downloadable, worldwide postage stamp album. Current and

new collectors can use the album to gather stamps from 800 countries—one for every country that has ever produced stamps, including many that no longer exist—as well as from other select stamp-issuing entities.

Birds connect their classrooms National Zoological Park

Fairfax, Virginia, may look little like the volcanic island of Ometepe, Nicaragua, but both places have one thing in common: migratory birds. *Bridging the Americas/Unidos por las Aves* connects Fairfax and Ometepe elementary and middle school classrooms, and others in the United States and Central America, through bird species that travel seasonally between their locations. With coordination from the National Zoo's Migratory Bird Center, students videoconference and exchange letters and artwork to reach across cultures and learn about birds, conservation and each other.

Finding Their Story Asian Pacific American Center and Smithsonian Affiliations

These San Antonio, Texas, teens were among the young Asian Pacific Americans in eleven communities across the country who created short videos as part of *Young Historians, Living Histories*. The project engaged middle and high school students of Asian Pacific background, deepening their understanding of their communities and imparting media and literacy skills. The students spent a week learning about their cultural heritage and how to gather oral histories and tell stories using digital technologies. Then they captured their experiences in videos. "Asian America is an unfinished atlas, and we are its cartographers," say three young men from Little Rock Central High School in Little Rock, Arkansas, in their four-minute spoken word performance. This video and others from the program earned the honor of being screened at the 2014 Center for Asian American Media (CAAM) Film Festival in San Francisco, and can be seen at smithsonianapa.org/yhllh/.



Smithsonian Tropical Research Institute
educators and dolphin researchers
visit Buena Esperanza elementary school
students, Panama.



We Reach People Everywhere

The Smithsonian is far more than a destination in Washington, D.C.
It is global. The campaign enables more people, wherever they are, to discover
and connect with the Smithsonian.



Reach People Everywhere

Investing in America's Teachers

ACROSS AMERICA, OUR 8TH GRADERS spend an average of 3.5 hours each week studying American history. To make every classroom minute count, the National Museum of American History is reaching out to teachers to invigorate how they impart America's story.

After a successful pilot, the museum rolled out two initiatives that use collections and storytelling to make history real. In the *Teach It Forward Institute*, the museum hosts intensive training workshops for experienced Washington, D.C.-area teachers, who then return to their schools and teach their peers. In the *Let's Do History Tour*, a museum team travels to teachers in their cities to deliver workshops and connect via video-conference with museum curators and living history characters.

A gift from the late A. James Clark established the A. James Clark Excellence in History Teaching Program and made possible the pilot institutes and tours. In 2014, his family's foundation, the Clark Charitable Foundation, funded the program for seven years and endowed its director. Says foundation President Courtney Clark Pastrick, "We are pleased to further our support and bring excitement to teaching history." Since 2011, the program has reached more than 8,000 teachers in 13 states.

A. James Clark Director of Education and Outreach Carrie Kotcho and her colleague, museum educator Naomi Coquillon, demonstrate "education boards" to *Teach It Forward Institute* teachers. The boards were used in classrooms a century ago to teach spelling and grammar.

Reach People Everywhere

WHERE YOU ARE, WE ARE / OUTREACH AND EDUCATION

Every bit of it online Freer | Sackler Galleries

The Galleries became the first Smithsonian museum to place its entire collection online, a milestone in institution-wide efforts to deploy technology to share holdings with scholars and the public. Visitors to open.asia.si.edu can search and download all of the Galleries' 40,000 objects. More than 90 percent of them are available in high resolution, some are scanned in 3-D and most have never been seen by the public.

A look at animation magic Smithsonian Institution Traveling Exhibition Service

"What's up, Doc?," Bugs Bunny's unforgettable line, and characters like Pepé Le Pew and Wile E. Coyote, originated with the genius of a remarkable artist. The traveling exhibition, *What's Up, Doc? The Animation Art of Chuck Jones*, explores his creative legacy using original sketches, storyboards and films. Traveling to 13 cities through 2019, the exhibition is a collaboration with The Academy of Motion Picture Arts and Sciences, the Chuck

Jones Center for Creativity and the Museum of the Moving Image.

Labs fuels invention National Museum of American History

Plastic buckets and metal cans become tools for innovation and invention in Spark!Lab, opened at the Berkshire Museum in Pittsfield, Mass., and Science City in Kansas City, Mo. The spaces feature activities that challenge children to solve problems using resourcefulness. The Lemelson Center for the Study of Invention and Innovation developed these Spark!Labs based on the original in the National Museum of American History.

The fast track in digitization Office of the Chief Information Officer

Digitize 44,000 bumblebees in 40 days? This ambitious goal was set, and achieved, by the National Museum of Natural History's entomology department in partnership with the Smithsonian's Digitization Program Office. The Smithsonian is becoming a leader in rapid capture techniques, work flows that aid the quick digitization

of objects and specimens. People everywhere now may access the bees online, with other collections coming faster and faster.

Latino art travels Smithsonian American Art Museum

Latino artists have for generations eloquently expressed their hopes and dreams, protests and celebrations, yet only recently have their works been broadly recognized. *Our America: The Latino Presence in American Art* helped change things when it opened in 2013. Now the exhibition, which spans five decades and features 85 pieces, is traveling across the U.S. through 2017, sharing these works and the stories they tell.

Scientists 'visit' classrooms

National Museum of Natural History
Middle school students are visiting ocean depths in search of new organisms, uncovering whale fossils in Panama and time traveling through Hawaiian lava tubes to study birds—all without leaving the classroom. They take these adventures through *Smithsonian Science How: live*, television-style webcasts featuring the museum's accomplished scientists. Since launching in January 2014, *Smithsonian Science How* has reached more than 150,000 viewers at hundreds of schools nationwide with content aligned with national science standards, student-submitted question and answer sessions and online activities for further learning. Each program is archived, too. With access to experts in paleontology, zoology and anthropology, to name a few, *Smithsonian Science How* also teaches students about opportunities for science careers through positive science, technology, engineering and math (STEM) role models.

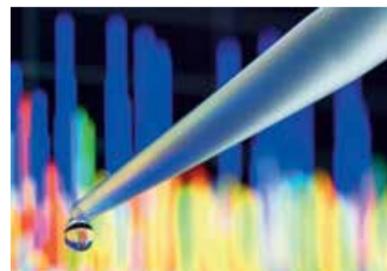




Our Generous Donors
Make It Possible

Leadership Gifts

We thank 2014's most generous donors for their gifts of \$1 million or more



Gathering Life's Code

JOHN AND GINGER SALL

To further understanding of the Earth's biodiversity, John and Ginger Sall have donated \$6 million to help the National Museum of Natural History and its partners map nothing less than the genetic blueprint of life on Earth. In a clear example of the Smithsonian's ability to catalyze discovery, and with the Salls' help, the museum is leading the ambitious, collaborative project known as the Global Genome Initiative. The initiative aims to collect, share and study genomic samples of half of all the known, non-human species on the planet in the next five years, establishing a genetic reference library that will help unlock our understanding of the biology and diversity of life on Earth. John Sall serves on the museum's board, and the Salls' previous generosity has extended to other projects at the Natural History museum and at the National Air and Space Museum.



Ensuring Collection Excellence

ANNE AND TRAVIS ENGEN

From spacesuits to spacecraft, artwork to engines, the National Air and Space Museum's collection includes items of every conceivable size and material. To meet the special challenges of the nation's collection, Travis Engen and his wife Anne have made a \$6 million gift that establishes the Engen Chair of Conservation. The endowed position will ensure that the museum's restoration head will have the resources to apply the most up-to-date techniques and expertise to a unique collection and its often spectacular objects. The gift also endows Engen Fellows, fueling the careers of promising young conservators. Travis Engen served on the Board of Regents Advancement Committee. The couple's previous gifts have supported the museum and its Mary Baker Engen Restoration Hangar at the Steven F. Udvar-Hazy Center.



A National Treasure Restored

DAVID RUBENSTEIN

Known for his passion for America's history and for his good works on behalf of nationally significant structures, Smithsonian Regent David Rubenstein gave \$5.4 million for the restoration of the Renwick Gallery, home to the Smithsonian American Art Museum's craft and decorative arts collection. Designed in 1859 by James Renwick, Jr., the Gallery is a National Historic Landmark and a fine example of Second Empire architecture. When the Gallery reopens, its Grand Salon will be renamed in honor of David Rubenstein's mother, Bettie Rubenstein. David Rubenstein co-chairs the Smithsonian Campaign and serves on the boards of the National Museum of American History and the National Museum of Natural History. He and his wife, Alice Rogoff Rubenstein, have made previous gifts to these two museums and the National Zoological Park.



Jazz at the Museum

LEROY NEIMAN FOUNDATION

Using colors that fairly burst from the canvas, late artist LeRoy Neiman painted American athletes, singers and actors in a signature style. His foundation, which is dedicated to advancing the arts, made a \$2.5 million gift to the National Museum of American History to support the museum's Jazz Appreciation Month. The annual celebration honors jazz as a historical and living treasure. Part of the gift also funds the redesign and upgrade of the museum's first-floor café. It will reopen as the LeRoy Neiman Jazz Café with the artist's *Big Band* painting as its centerpiece. The depiction of 16 legendary jazz artists was also a gift made by the foundation.



Investing in Their Passion

BENTE AND GERALD E. BUCK

During their lives, Gerald Buck and his wife Bente developed an outstanding collection of California art. And, for more than a quarter century, Gerald Buck was involved with the Archives of American Art, including serving as a trustee. The Bucks deeply believed in the Archives' mission of collecting and preserving the papers and primary records related to the visual arts in America, and they furthered it through gifts funding a position of West Coast Collector. Now a \$2.5 million bequest through their estate has endowed this position, ensuring that the Archives will in perpetuity enrich its collections with original materials related to art in California.



Decades of Commitment

NANCY BROWN NEGLEY

Nancy Brown Negley has generously supported the arts and history at the Smithsonian for more than three decades. Her tradition of philanthropy continued in 2014 with her gift of \$2.25 million to the renovation of the Smithsonian American Art Museum's Renwick Gallery. The Renwick is home to the Smithsonian's craft and decorative arts program. The two-year, comprehensive renovation is the first in 45 years. When the Renwick Gallery reopens to the public in November, 2015, its foyer and grand stair will be named in her honor. Nancy Brown Negley is an alumna of the Smithsonian National Board, a past Honorary Trustee of the Archives of American Art and a former member of the James Smithson Society. She has previously given to the Smithsonian American Art Museum, the Archives of American Art and the National Museum of American History.



Connecting Cultures

SULTAN QABOOS CULTURAL CENTER

Newly commissioned dance and musical performances, a film documentary, an online photography exhibition and hands-on art workshops—these enriching, cross-cultural programs are part of *Connecting the Gems of the Indian Ocean: From Oman to East Africa*, all made possible by a \$1.8 million gift from the Sultan Qaboos Cultural Center to the National Museum of African Art. The largest gift in the museum's history funds this program series that celebrates Omani and East African arts and culture and tells an epic story that began centuries ago when trade flourished along the East African coast and across the Arabian Peninsula. The museum's partnership unites its goal of advancing understanding of Africa's arts and cultures and the Cultural Center's mission of educating American and Omani peoples about the richness of their two cultures.



Understanding Life on Earth

FRANK AND SUSAN MARS

Frank and Susan Mars put their deep concern for conservation and protecting endangered species into action through their steadfast support of the National Zoological Park, the Smithsonian Conservation Biology Institute and the Smithsonian Tropical Research Institute. Most recently, their 2014 gift of \$1.34 million invests in finding solutions to sustaining life on Earth by supporting senior scientists in the Institute's Biodiversity Genomics Initiative and Panama Amphibian Rescue and Conservation Program. The gift also provides general purpose funds for the three organizations, each a leader in global efforts to conserve species and train future generations of conservationists. Susan Mars serves on the National Zoo's advisory board.

Leadership Gifts

We thank 2014's most generous donors for their gifts of \$1 million or more

A+E NETWORKS

A gift from A+E Networks and HISTORY will help build the National Museum of American History's *On With the Show!*, a long-term exhibition that will explore the impact of American entertainment, music, sports and the arts. An in-kind portion of the gift provides



video and media for the exhibition,

which opens in 2018 in the museum's west wing. A+E Networks Chairman Emeritus Abbe Raven is vice chair of the museum's board. The company has previously supported the National Museum of Natural History, National Portrait Gallery and the Smithsonian Institution Traveling Exhibition Service.

RODNEY AND MICHELLE ADKINS

A \$1 million gift from Rodney and Michelle Adkins helps realize the dream of constructing the National



Museum of African American History and Culture, a place for visitors worldwide to learn about the richness and diversity of the African American experience. Rodney Adkins has served on the Smithsonian National Board since 2009, and the couple are members of the James Smithson Society.

AETNA FOUNDATION, INC.

With its \$1 million gift to the National Museum of African American History and Culture, the Aetna



Foundation supports the design and construction of the new museum on the National Mall.

The gift furthers the museum's mission of sharing the African American experience with the nation and the world and documenting the legacy of African American accomplishment.

BASIL H. ALKAZZI

British contemporary artist Basil Alkazzi's gift of \$1 million to the Hirshhorn Museum and Sculpture



Garden will help the museum acquire paintings and drawings by emerging contemporary American and British artists and encourage dialogue about these artists and their work. In addition to this philanthropic support, the artist donated several of his

own artworks to the museum's collection. This is the first gift by Basil Alkazzi to the Smithsonian.

ALTRIA GROUP

Altria Group has supported arts and culture initiatives at the Smithsonian for many years. With its \$1 million



gift to the National Museum of African American History and Culture, the company helps

build the newest Smithsonian museum on the National Mall, one that will give voice to countless stories about the African American experience, preserving and sharing them for generations to come. Altria Group has been a corporate member since 2008.

JEFF AND MACKENZIE BEZOS

With their gift to the National Museum of African American History and Culture, Jeff Bezos and his wife MacKenzie support the design and construction of the National Museum of African American History and Culture, scheduled to open in 2016. Through the stories it will present about persecution and struggle, and resiliency and triumph, the museum will highlight the centrality of the African American story in our nation's past, present and future.

THE BROWN FOUNDATION, INC. OF HOUSTON

A \$1 million grant from the Brown Foundation, Inc., of Houston supports the renovation of the Smithsonian American Art Museum's Renwick Gallery. Scheduled to open in November 2015, the Gallery highlights American craft and decorative arts from the 19th century to the present. The foundation has supported the Smithsonian for more than 30 years, with gifts to the Archives of American Art, National Museum of American History and Cooper Hewitt, Smithsonian Design Museum.

THE MORRIS AND GWENDOLYN CAFRITZ FOUNDATION

A \$1 million gift from The Morris and Gwendolyn Cafritz Foundation helps the National Museum of



African American History and Culture build its National Mall

facility. The museum offers new perspectives on how African Americans have shaped our history and the challenges that remain. The foundation has supported important Smithsonian initiatives for more than five decades.

AMITA AND PURNENDU CHATTERJEE

Amita and Purnendu Chatterjee's \$1 million gift to Cooper Hewitt, Smithsonian Design Museum, supports its Immersion Room, an exhibition space in which visitors may use digital technologies to bring the museum's collection to life. A portion of the gift also helped make possible exhibitions celebrating the December 12, 2014, reopening of the museum after its three-year renovation. In recognition of their generosity, the gallery in which the Immersion Room is located has been named in honor of the donors. The couple has supported Cooper Hewitt since 2002.

THE CHICKASAW NATION

A \$1 million gift from the Chickasaw Nation of Ada, Oklahoma to the National Museum of the American



Indian supports the museum's new permanent exhibitions program and national outreach, helping the museum redefine how Native Americans are represented in

the world. The Nation has supported the museum since 1994, and each year brings its members to the museum to celebrate their culture and heritage with the public. Chickasaw Nation Governor Bill Anoatubby serves on the museum's board.

MICHAEL AND SUSAN DELL

With their \$1 million gift, Michael and Susan Dell help the National Museum of African American History and Culture construct and open its new building on the National Mall. The museum will foster a greater understanding of America's diversity through education, exhibitions, programming and collections. This is the couple's first gift to the Smithsonian and the museum.

GENERAL MILLS FOUNDATION

With its \$1 million gift to the National Museum of African American History and Culture, the General Mills



Foundation helps build the new museum that will highlight the African American experience from the earliest days of settlement on

this continent through the Civil Rights movement and beyond. The gift is the foundation's first to the museum.

MELLODY HOBSON AND GEORGE LUCAS

The George Lucas Family Foundation's \$1 million gift to the National Museum of African Art creates the Melody Hobson and George Lucas Education Endowment, named in honor of the foundation's director and president. The fund furthers the museum's visual and performing arts programs. Melody Hobson and George Lucas serve on the Smithsonian Campaign's honorary committee. The couple last year made a gift to the National Museum of African American History and Culture. George Lucas has loaned the Smithsonian American Art Museum artworks from his collection. His company, Lucasfilm, Ltd., has partnered in creating Smithsonian traveling exhibitions.

JPMORGAN CHASE FOUNDATION

JPMorgan Chase continues its longstanding support of the Smithsonian with a \$1 million gift through its foundation to the National Museum of African American History and Culture. The gift brings the museum closer to completion of its permanent home on the National Mall. The museum will tell the story of America seen through an African American lens. JPMorgan Chase is a Smithsonian corporate member.

Leadership Gifts

We thank 2014's most generous donors for their gifts of \$1 million or more

KOVLER FOUNDATION

A \$1 million gift from the Kovler Foundation will help the National Museum of African American History and Culture tell a compelling part of our nation's story and offer a place of discovery and reflection about who we are as Americans. The foundation has supported the Center for Folklife and Cultural Heritage and other Smithsonian museums and programs for more than three decades.

THE REGINALD F. LEWIS FOUNDATION, INC.



The Reginald F. Lewis Foundation's gift furthers the mission of the National Museum of African American History and Culture to illuminate experiences and accomplishments of African Americans in the United States and beyond.

THE LINKS FOUNDATION, INCORPORATED

The Links Foundation is the philanthropic arm of one of the nation's largest organizations of professional women of color, The Links, Incorporated. The foundation's \$1 million gift for the design and construction of the National Museum of African American History and Culture helps the museum document and commemorate the role of African Americans in the nation's history.



NANCY A. MARKS

A gift from Nancy Marks to Cooper Hewitt, Smithsonian Design Museum, supports the museum's Arthur Ross Terrace and Garden. Nancy Marks is a vice chair of the museum's board of trustees. She, her late husband Edwin and the Marks family have generously supported Cooper Hewitt since 1993, helping to renovate the museum and advance its mission of educating, inspiring and empowering people through design.

COLIN AND LESLIE MASSON

Colin Masson began his career as an astrophysicist and for a number of years was a scientist at the Smithsonian Astrophysical Observatory. With a gift of \$1 million, he and his wife and family help support the observatory and further its efforts to explore and better understand the complexities of the universe. Colin Masson serves on the observatory's board.



MORGAN STANLEY

With its \$1 million gift, Morgan Stanley continues the momentum toward completion of the National Museum of African American History and Culture's building on the National Mall. When it opens in 2016, the new facility will immerse visitors in the richness and diversity of the African American experience and

share stories that unite us all. Previous philanthropic support by Morgan Stanley has benefited the National Museum of American History, National Museum of Natural History and other Smithsonian museums, research centers and programs.

THE PEPSICO FOUNDATION

A \$1 million gift from the The PepsiCo Foundation supports the National Museum of African American History and Culture. One half of the gift is for the design and construction of the new museum building.



The other half of it establishes an outreach and education program for children up to 8 years old.

COLIN AND ALMA POWELL

With their \$1 million gift to the National Museum of African American History and Culture, Colin and



Alma Powell bring this vital project closer to completion. The historic museum will examine how our nation has been, and continues to be, transformed by the African American experience. The couple has previously supported the museum, and Colin Powell serves on its Advisory Council.

THE ROCKEFELLER FOUNDATION

A \$1 million gift from The Rockefeller Foundation to the National Museum of the American Indian helps build imagiNATIONS, an education center in the museum's New York facility in lower Manhattan. The interactive learning space will present the richness and diversity of Native innovations through state-of-the-art interactive exhibitions for K-12 audiences, educators and families. For more than 30 years, the foundation has supported Smithsonian programs and initiatives, including the National Museum of African American History and Culture and the Center for Folklife and Cultural Heritage.



WALTER AND LUCILLE RUBIN

A \$1.1 million gift from Walter and Lucille Rubin adds to the Smithsonian American Art Museum's endowment.



Its proceeds fund research, exhibitions, collections, publications, education and public programs, helping the museum celebrate America's artistic and cultural heritage. In recognition of their generosity, two second-floor galleries in the museum have been named for Walter and Lucille Rubin. The couple has supported the museum for almost a decade.

SOUTHERN COMPANY CHARITABLE FOUNDATION, INC.

A \$1 million gift from the Southern Company Charitable Foundation to the National Museum of African American History and Culture helps build the Smithsonian's 19th museum. When it opens in 2016, the museum will help visitors from across the globe recognize the central role African American history and culture plays in our lives. The Southern Company has been a corporate member since 1992 and has supported Smithsonian museums and programs for more than two decades.



STEVENSON FAMILY CHARITABLE TRUST

A \$1 million gift from Howard and Fredericka Stevenson, made through the Stevenson Family Charitable Trust, reflects their ongoing commitment to Smithsonian scientific research and education. The gift provides general purpose funds for the Smithsonian Astrophysical Observatory that help it pursue its mission and strategic objectives. The gift also helps the Smithsonian Science Education Center further development of its science, technology, engineering and mathematics (STEM) curriculum materials. Howard Stevenson serves on the observatory's board. Fredericka Stevenson is a member of the Smithsonian National Board and the center's board.

JOHN TEMPLETON FOUNDATION

The National Museum of Natural History's exhibition, *What Does it Mean To Be Human?*, incorporates groundbreaking research to tell the story of our human origins. A \$1 million grant from the John Templeton Foundation funds a traveling version of the exhibition that will visit 19 destinations nationwide, beginning in April 2015. Visitors will explore human evolution using the exhibition's interactive kiosks, hands-on displays and 3-D skull casts, and the grant also funds public programs and study guides to spark discussion of the age-old question posed by the exhibition's title. The grant is the first by the foundation to the Smithsonian.

ANTHONY AND BEATRICE WELTERS AND THE VINCENT WILKINSON FOUNDATION

A \$1 million gift from Anthony and Beatrice Welters and the Vincent Wilkinson Foundation, of which they are trustees, helps bring the National Museum of African American History and Culture's new building closer to completion. The museum will highlight a wide arc of history, including slavery, reconstruction, the Harlem Renaissance, segregation, the Civil Rights movement and beyond. Anthony Welters serves on the museum's Council and is an alumnus of the Smithsonian National Board. The Welters have supported Smithsonian programs and initiatives for more than two decades.



Board of Regents Report

Fiscal year ending September 30, 2014

In 2014, the Board of Regents provided strong leadership, forward-looking strategic oversight and sound fiscal guidance for the Smithsonian.

The Board elected Dr. David J. Skorton, president of Cornell University, 13th Secretary of the Smithsonian, effective July 1, 2015. Secretary Dr. G. Wayne Clough completed six years of service on December 31, 2014, which the Board acknowledged by awarding him the James Smithson Medal, its highest honor. To ensure an orderly transition, the Board appointed Under Secretary for Finance and Administration and Chief Financial Officer Albert G. Horvath as Acting Secretary, to serve until Secretary-elect Skorton arrives.

The Board demonstrated its deep commitment to a strong and financially flexible Smithsonian through its oversight of the Smithsonian Campaign, the institution's first comprehensive fundraising initiative. Co-chairs of the campaign are Regents Barbara M. Barrett and David M. Rubenstein, and Regent Emeritus Alan G. Spoon, who guided the campaign to its public launch on October 20, 2014.

The Board extended the Smithsonian's strategic plan through 2017, ensuring that the institution will continue to remain relevant, make important scholarly contributions and better communicate with its many constituencies. It addressed infrastructure improvements with a strategic facilities investment plan. It considered a sweeping, proposed South Mall Campus Plan, and it oversaw the stabilization of the historic Arts and Industries Building and the opening of energy-efficient facilities at the Smithsonian



Behind the scenes at the October campaign launch, a father and son examine field notes of famous explorers, National Museum of Natural History.

Conservation Biology Institute and the Smithsonian Environmental Research Center.

Michael M. Lynton, of California, was appointed as a Citizen Regent in September 2014, replacing France A. Córdova. Recognizing their dedication and ongoing contributions to the Smithsonian, the Board conferred the title of Regent Emeritus on former Regents Christopher Dodd, Doris Matsui, Roger Sant and Patricia Q. Stonesifer.

The Board's guidance in establishing strong leadership, a successful fundraising initiative and forward-looking measures that strengthen infrastructure and collections is a model of good governance and helps ensure a bright future for one of America's most beloved institutions.

Endowment Report

Fiscal year ending September 30, 2014

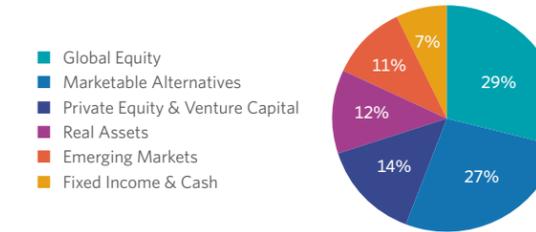
The Smithsonian's endowment objective is to generate sufficient returns over the long term to provide stable and growing payouts, with an acceptable level of risk.

Over the past 10 years, the Endowment grew from \$696.8 million to \$1,279.9 million, with an annual net investment return of 7.3 percent. Annual payout from the Endowment increased from \$34.9 million 10 years ago to \$63.3 million this fiscal year, providing a cumulative \$487.4 million for program support and operations. In fiscal year 2014, receipts from gifts and bequests added \$45.3 million to the Endowment.

The Endowment continues to benefit from its strong investment returns and broad diversification. The asset allocation represents a high overall allocation to equities, investments in marketable alternatives to reduce risk and real asset investments to provide attractive returns and a hedge against inflation. The Endowment's performance consistently compares favorably against the policy benchmark, which represents a blend of asset-weighted indices in the portfolio for each of the performance measurement periods.

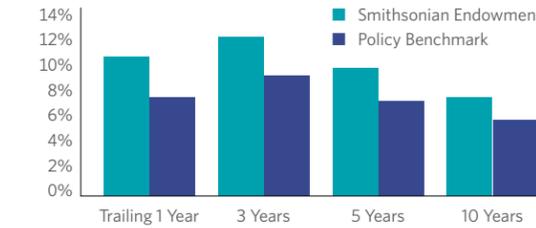
Asset Allocation

AS OF SEPTEMBER 30, 2014

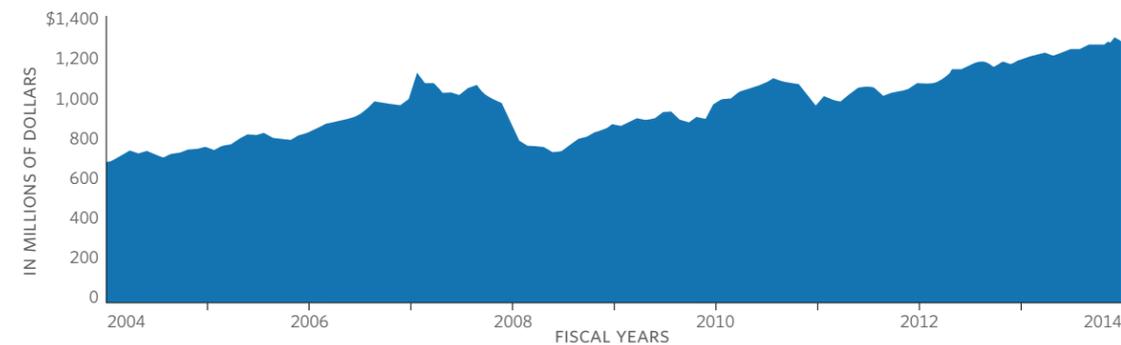


Comparative Performance

AS OF SEPTEMBER 30, 2014



Endowment Value Over Time



The Souper paper dress was one of the objects displayed at the National Museum of American History to recall the 1960s and mark the 50th anniversary of the museum's opening on February 23, 1964.

Financial Report

Fiscal year ending September 30, 2014

The Smithsonian finished the year in sound financial position, benefiting from the continuing performance of its operations. Sustained strength in contributions and grants along with the strong performance of the endowment portfolio led to an overall increase of \$347 million in net assets during the year.

The Smithsonian receives funding from federal government appropriations, other governmental entities and private sources. Public dollars conserve 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 collections. 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 2014 annual audit was conducted 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

IN PERCENT, FY 2014



Financial Position

IN MILLIONS OF DOLLARS, FY 2014 AND 2013

	Trust	Federal	2014*	2013
Assets	\$2,661	\$1,738	\$4,400*	\$4,046
Liabilities	424	388	812	805
Net Assets	2,237	1,351	3,588	3,241

* Total does not match due to rounding.

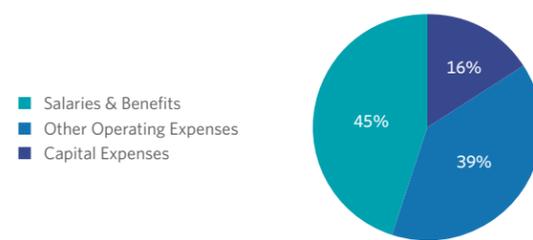
Financial Activity

IN MILLIONS OF DOLLARS, FY 2014 AND 2013

	2014	2013
Operating Revenue	\$1,355	\$1,278
Operating Expenses	1,092	1,085
Increase in Operating Net Assets	263	193
Increase in Other Assets	84	9
Total Increase in Net Assets	347	202

Expenses

IN PERCENT, FY 2014



SMITHSONIAN ENTERPRISES REPORT

Smithsonian Enterprises provides general funds to the institution through the operation of museum stores, restaurants, theaters, the Smithsonian Catalog, *Smithsonian* and *Air & Space* magazines, Smithsonian Books, Smithsonian Channel, Smithsonian.com, education and consumer product licensing and travel programs for adults, families and students.

Smithsonian Enterprises contributed \$35.6 million in net gain to the institution in fiscal year 2014, an increase of nearly 10 percent over 2013, on revenues of \$146.8 million, the eighth consecutive year of net gain growth and third consecutive year of revenue growth.

Smithsonian Magazine upgraded its design and continued to bring readers fresh looks at Smithsonian accomplishments through stories by award-winning writers, photographers and artists. Examples included an excerpt of illustrator Maira Kalman's book on Cooper Hewitt and a breaking-news feature on National Museum of Natural History anthropologist Doug Owsley's book on Kennewick Man.

Smithsonian Digital redesigned Smithsonian.com, which enjoyed record levels of traffic. Its annual viewership of 45 million people, the majority of them "millennials," was the Smithsonian's largest single audience interaction. It collaborated with Smithsonian experts on Ocean Portal, Human Genome, Civil War and Anthropocene content.

Smithsonian Channel's audience grew to 34 million households. Programs *Bible Hunters*, *Blondie's New York*, *The Perfect Runner* and *Shark Girl* won industry awards. President Obama introduced *A Star-Spangled Story: Battle for America*, the first appearance on the Channel by a U.S. president.

Smithsonian Books' *Smithsonian Civil War: Inside the National Collection* topped year-end review lists by *USA Today*, the *Los Angeles Times*, the Associated Press and dozens more.

Smithsonian Retail developed exhibition-specific, African-sourced, proprietary merchandise for the National Museum of African Art's store and integrated the National Museum of the American Indian's New York museum retail experience with its *Glittering World* exhibition. It installed an HD digital projection system at the National Air and Space Museum's planetarium and introduced *Jerusalem 3D* and *D-Day 3D: Normandy 1944* at three IMAX theaters.

Consumer and Education Products and Gale Cengage published thousands of pages of Smithsonian Trade and World's Fair literature, making it easily available. Smithsonian Journeys expanded its offerings with SMITHSONIAN TAILOR-MADE JOURNEYS with Audley Travel. Other partnerships were launched with edX, MerchSource and Sterling Jewelers.

Philanthropy Report

Fiscal year ending September 30, 2014

The generosity of individuals, corporations and foundations giving to the Smithsonian Campaign enables the institution to realize the goals set forth in the strategic plan and achieve its full potential.

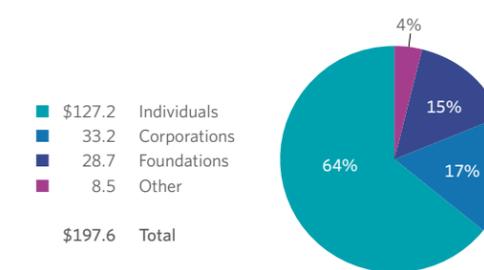
While federal appropriations provide the foundation of the Smithsonian's operating budget and always will remain the core of its funding, private support ensures that the Smithsonian fulfills this potential and shares its learning and discovery with the nation and the world.

This report gratefully acknowledges the transformative generosity of our thousands of donors. Every gift to the campaign advances the Smithsonian's ambitious vision to discover new knowledge and educate and inspire future generations.

The charts below provide information on the sources and uses of private dollars contributed to the Smithsonian in 2014.

Funds Raised by Source

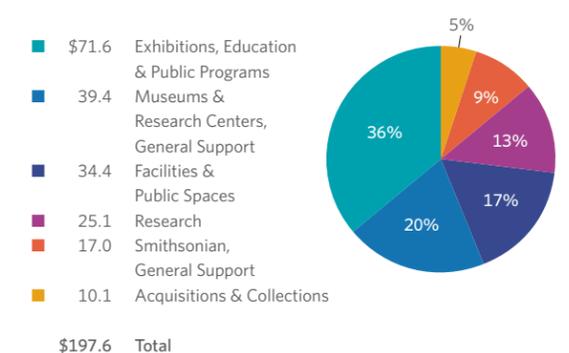
IN MILLIONS OF DOLLARS, FY 2014



Martha, the last known passenger pigeon, gets a touch up before becoming the centerpiece of *Once There Were Billions: Vanished Birds of North America*, a collaboration of the Smithsonian Libraries and the National Museum of Natural History.

Purpose of Funds Raised

IN MILLIONS OF DOLLARS, FY 2014



Donors to the Smithsonian

Recognizing our Benefactors

The Smithsonian gratefully acknowledges those donors who made gifts, pledges or pledge payments during the fiscal year 2014.

\$1,000,000 OR MORE

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Walter and Lucille Rubin</p> | <p>Dr. Randi Rubovits-Seitz
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and the Vincent Wilkinson
Foundation + ●</p> |
|---|---|--|---|

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National Marine Sanctuary
Foundation



Divers sampling seagrass, Carrie Bow Cay Field Station, Belize. The station is a site in the Tennenbaum Marine Observatories Network, an initiative that is helping advance understanding of the world's coastal zones and all they contribute to life on Earth.

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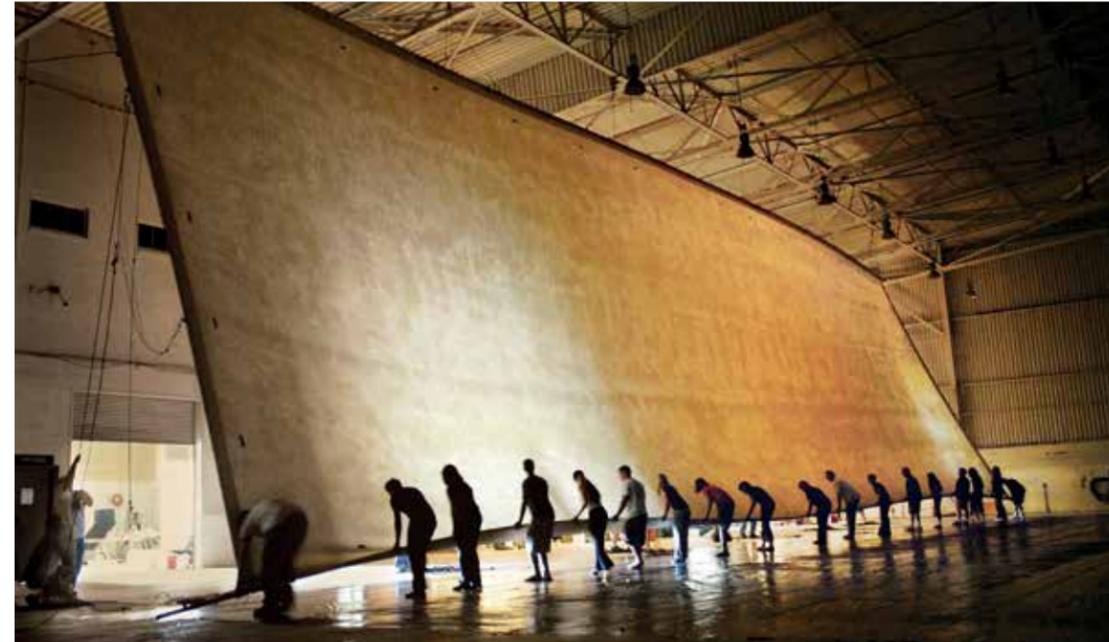
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The Asian Pacific American Center exhibition, *Beyond Bollywood: Indian Americans Shape the Nation*, examined the history and contributions of Indian Americans. It included this 1983 photo, *Sharma Family in San Francisco*.

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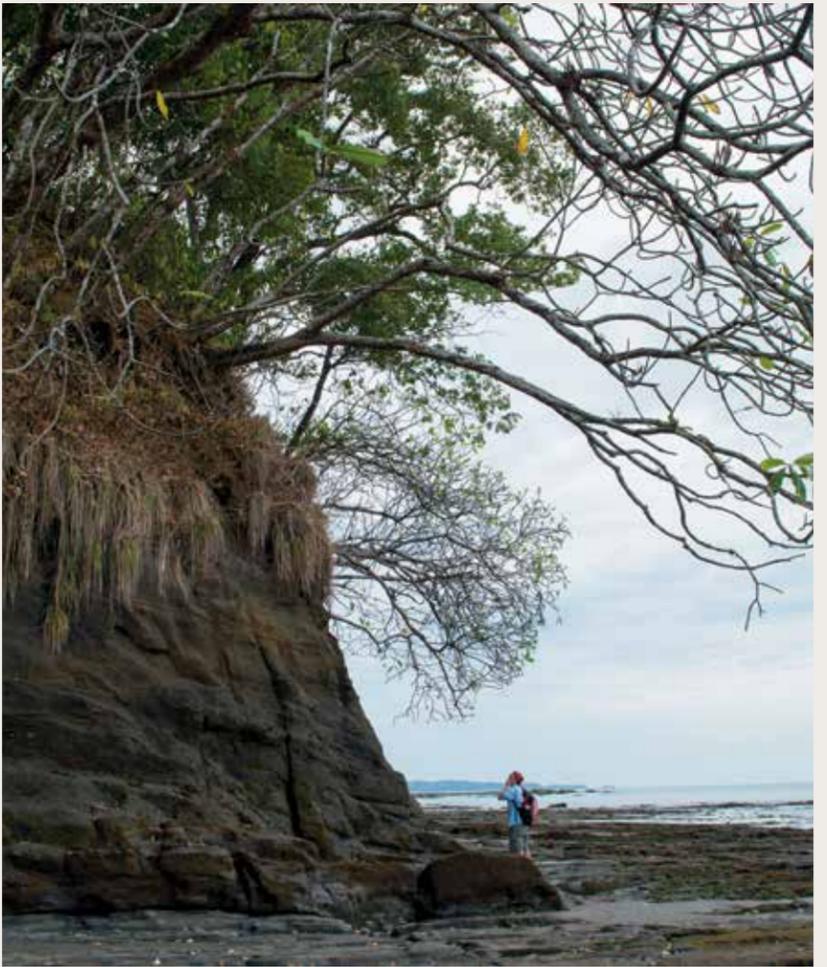
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Smithsonian Tropical Research Institute fellow Nicolas Perez, of the Universidad de los Andes, Colombia, is studying lower Central America's fossil plant record to determine when the area became a hotspot for plant biodiversity. Here he examines a rock outcrop exposed by the ocean in Torio, Panama.

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And Friends of the Smithsonian

Members of the Smithsonian's highest-level, institution-wide giving circle form a diverse, national community of committed philanthropists. Their annual giving provides critical support for every Smithsonian museum and research center.

Deeply curious, Smithson Society members enjoy a wide range of opportunities that enable them to explore their passion for learning and make new discoveries across the institution. In 2014, members enjoyed a private reception at the National Museum of Natural History's Ocean Hall, attended *Food for Thought* lectures and previewed the Smithsonian Craft Show. In New York, West Palm Beach, San Antonio, Pasadena, Los Angeles and San Francisco, members were invited to exclusive Smithsonian events. In May, 500 members and guests from across the nation attended the Annual Smithsonian Weekend. They mingled with Smithsonian curators,

scholars and leaders, were inspired by behind-the-scenes tours and gathered Saturday evening for an elegant black-tie dinner hosted by the Secretary in the Robert and Arlene Kogod Courtyard of the Donald W. Reynolds Center for American Art and Portraiture. The Smithson Society's 476 member households, from 44 states, the District of Columbia and overseas, contributed \$1.9 million in general support to the Smithsonian and its campaign. Smithson Society members also generously supported 18 individual Smithsonian museums and centers with \$1.2 million in additional contributions made through Giving Circles and special projects.

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Friends of the Smithsonian is a national community of members who for nearly five decades have generously supported the Smithsonian with general funds provided through their dues and gifts. In 2014, 80,475 Friends member households contributed more than \$13 million. Friends experience the whole Smithsonian through books and publications, and they enjoy exclusive access to Smithsonian's expertise and collections through evening gatherings that enlighten and inspire. 2014 Friends events included learning about the rich history of the American banjo and exploring the universe at the National Air and Space Museum's exhibition, *Spirit & Opportunity: 10 Years Roving Across Mars*.

The Annual Smithsonian Weekend in May 2014 brought together James Smithson Society and other giving circle members from across the nation. Shown at the Saturday night dinner are Smithson Society members, from left to right, Agnes Brown (Virginia) and Tom and Susan Baxter (California).



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Members share a deep commitment to the advancement of the Smithsonian through their dues and special gifts. This list shows members as of September 30, 2014.

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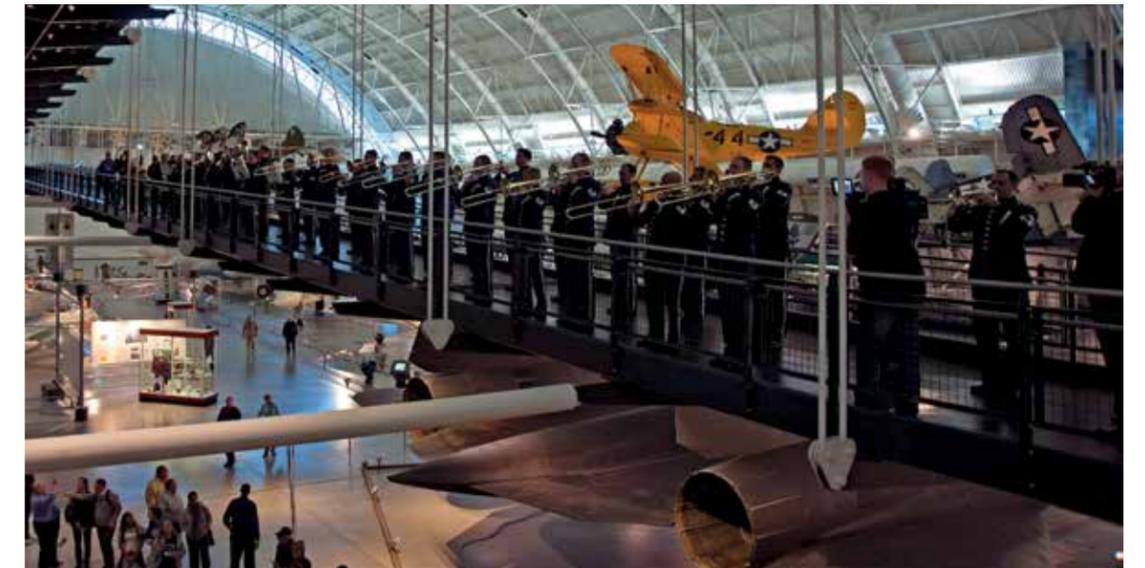
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The U.S. Air Force Band gave a four-minute, holiday “flash mob” performance at the National Air and Space Museum’s Steven F. Udvar-Hazy Center. The unannounced event featured more than 100 instrumentalists and vocalists.



Campaign Steering Committee

Sharing the Campaign With the Nation

The all-volunteer committee helps guide the Smithsonian Campaign and share it with the nation.

The committee's members represent the volunteer advisory boards of all Smithsonian museums, research centers and programs. They bring their expertise, knowledge and relationships to the campaign, and they share its progress and messages with their boards and with prospective friends and donors.

The committee plays a vigorous leadership role in the campaign's success. Committee members and their boards contributed one-third of the total funds raised by the campaign in its quiet phase, an accomplishment they celebrated at the campaign launch weekend in October 2014. The committee is now strongly invested in bringing the campaign to every American.

2014 CAMPAIGN STEERING COMMITTEE

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All members who served in fiscal year 2014

**Began serving in fiscal year 2015*



Opposite: October campaign launch gala.

Left: The October campaign launch brought together all Smithsonian advisory boards for the first time. Here National Zoological Park board members, left to right, Terry Prather, Angela Marriott, Ziad S. Ojakli and Jim Dinegar join Campaign Co-Chair Barbara M. Barrett, center. Angela Marriott and Ziad Ojakli serve on the Campaign Steering Committee.



Smithsonian National Board

Leadership, Counsel and Philanthropic Support

Through its 41 members and 178 alumni, the Smithsonian's institution-wide advisory board acts as an ambassador, provides advice to the Secretary and other Smithsonian leaders and is a vital source of philanthropic leadership and support.

In 2014, the board embraced the Smithsonian Campaign and worked vigorously to spread word of it across the nation. Its members and alumni hosted 21 events in their home communities, introducing hundreds of people to the campaign and its opportunities and

identifying many new Smithsonian friends and volunteers. In October 2014, 65 members and alumni attended the campaign launch, at which the board hosted a Friday night reception that was a highlight of a weekend of celebration. The board met twice in Washington, D.C. and conducted a mid-winter study trip to Hawaii, where the Smithsonian undertakes a wide range of scientific and cultural work. Continuing a 45-year tradition of philanthropy, members and alumni gave \$15.8 million to projects across the institution, a figure that includes \$1.3 million in annual giving. In addition, 26 members and alumni served on other Smithsonian advisory boards and Board of Regents committees, further sharing their expertise and deep belief in the Smithsonian and the important work that it does.

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*Term began October 2014



Opposite: The National Board hosted the Wonder Starts Here opening reception at the October campaign launch.

Left: Smithsonian National Board leadership, from left, Robert D. MacDonald, Vice Chair; Brenda J. Gaines, 2015 Vice Chair-elect; Sakurako D. Fisher, Chair; Edgar M. Cullman, Jr., Vice Chair.

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Recognizing Our Most Generous Donors

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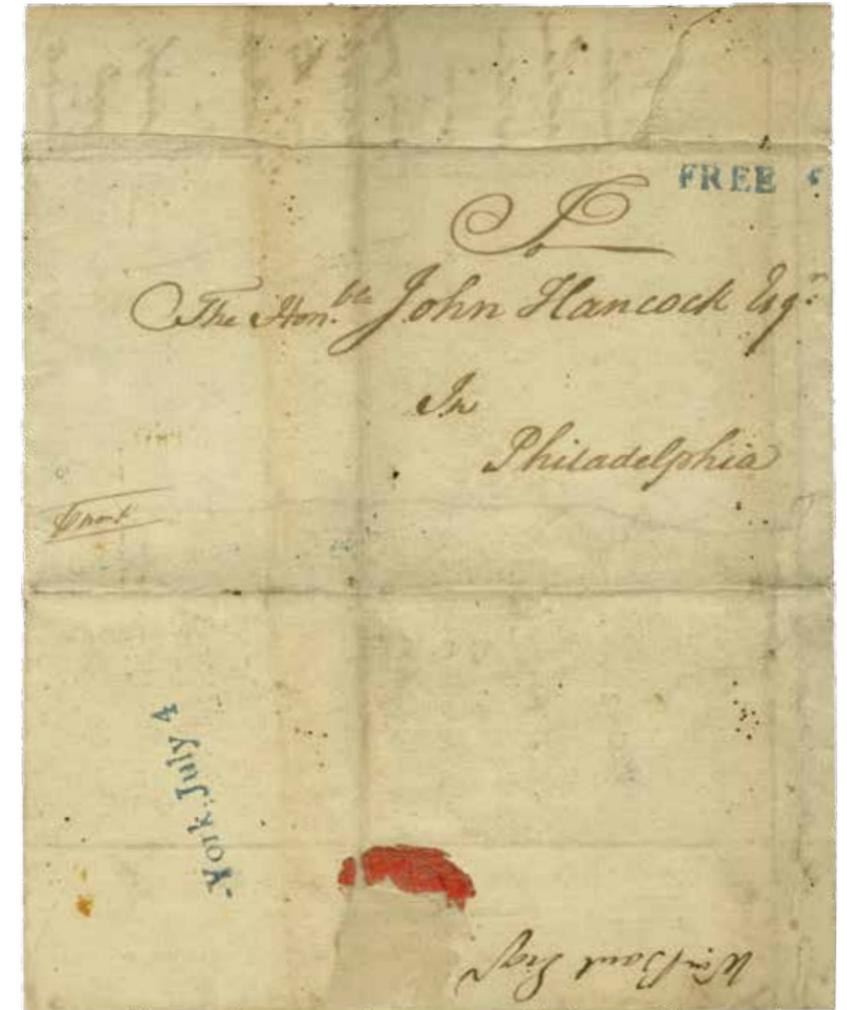
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Front cover: A Dixieland procession
by members of the Smithsonian Jazz
Masterworks Orchestra celebrates
the Smithsonian Campaign's launch,
October 2014.