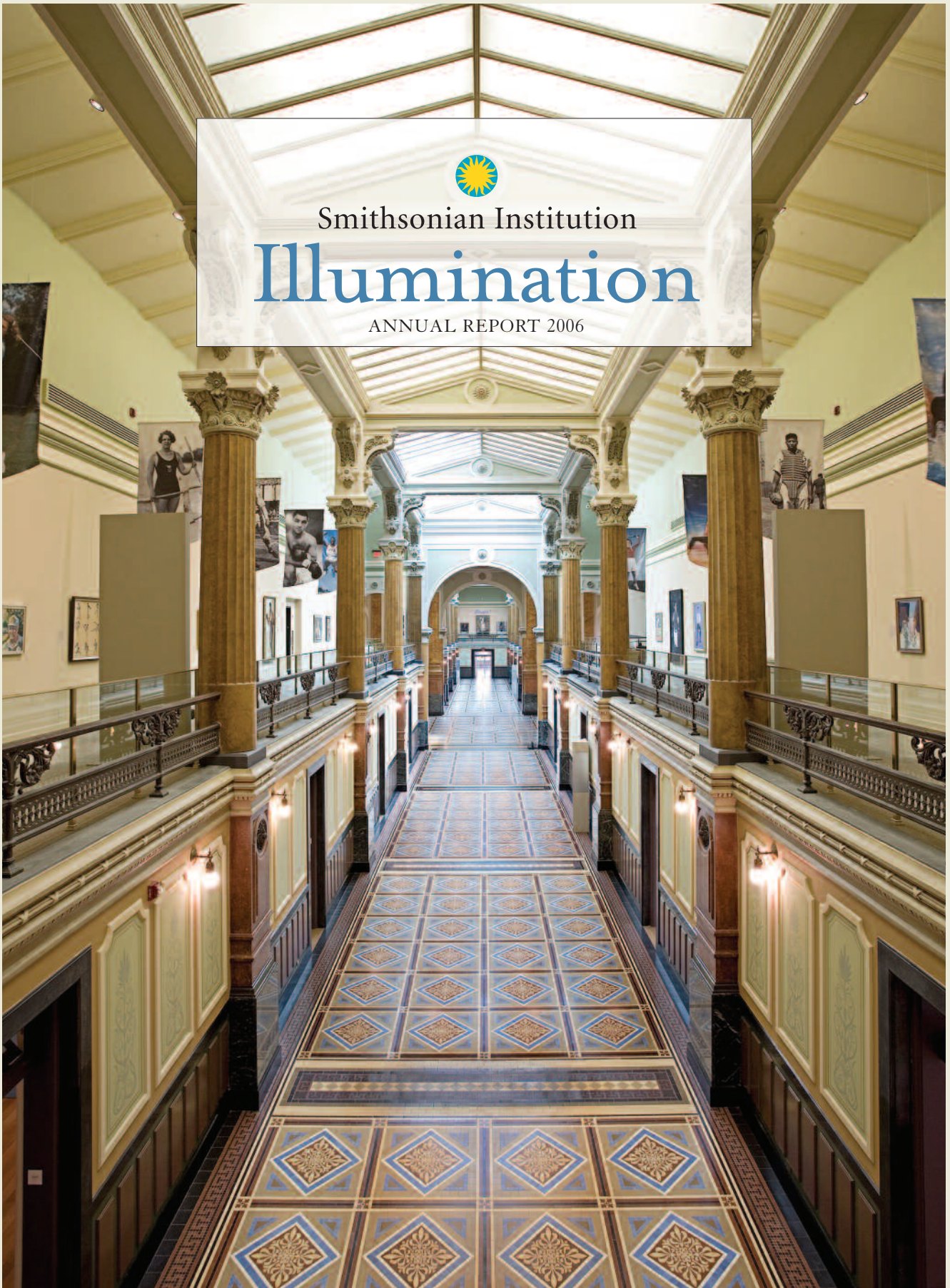




Smithsonian Institution

Illumination

ANNUAL REPORT 2006





THE SMITHSONIAN INSTITUTION
IS THE WORLD'S LARGEST MUSEUM AND
RESEARCH COMPLEX.

THE SMITHSON



Visit

VISITORS
to Smithsonian museums
probe natural wonders,
absorb history's stories,
and appreciate American art.



23 million
museum visits

5,538
volunteers

136.9 million
objects in the collections



85,000
Contributing Members



152
Affiliate organizations

201
Traveling Exhibition Service venues



SMITHSONIAN IN 2006

Endowed by James Smithson and created by an act of Congress in 1846, the Smithsonian illuminates the world through its dedication to the increase and diffusion of knowledge.



Experience

SMITHSONIAN ARTIFACTS, scholars, and exhibitions travel across the country to enlighten and engage citizens in their own communities.

4.5 million

Traveling Exhibition Service visitors

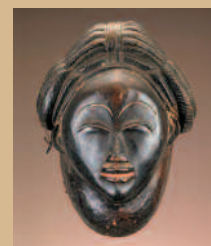
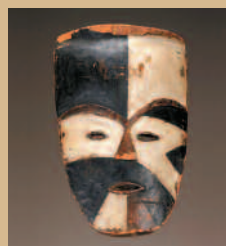
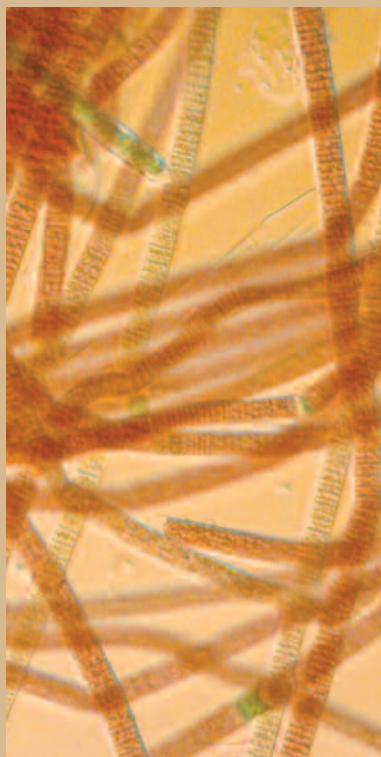
53

Traveling Exhibition Service exhibitions



559 million

Web pages viewed



Connect

THE SMITHSONIAN REACHES individuals directly in homes, offices, and classrooms through interactive Web sites, digitized collections, and virtual field trips.

150 million

Web visitors



FROM THE SECRETARY

I

N 2006, THE SMITHSONIAN discovered ancient clues that may shape modern thinking on global warming, brought to life the story of endangered species, discovered a strange new planet, and allowed bright natural light to shine on America's faces.

Visitors to the newly opened Donald W. Reynolds Center for American Art and Portraiture, home to the Smithsonian American Art Museum and the National Portrait Gallery, viewed treasured American artworks in natural light, as the six-year restoration uncovered windows and skylights to breathtaking effect. Perhaps more than any project, the Reynolds Center represents the success of the Smithsonian's public and private partnerships; philanthropic dollars funded a significant percentage of the restoration.

AS WE LOOK TO
THE FUTURE, OUR
OPPORTUNITIES
HAVE NEVER BEEN
GREATER.

The Institution's scientific advancements continued to shed light on the natural world. The National Zoo's Asia Trail used the Smithsonian's deep knowledge of conservation science to showcase the everyday lives of rare Asian species.

National Museum of Natural History paleontologists added to the Smithsonian's collection of 40 million fossils — the world's largest — with the discovery of plant fossils that furthered our understanding of global warming.

Smithsonian Affiliations celebrated 10 years of sharing our collections with museums and cultural institutions across the United States, so those who cannot come to Washington can still experience the icons that represent America's ingenuity and history. True to our mission to diffuse knowledge, we launched the ambitious Smithsonian On Demand, a cable channel that uses the power of television to bring our collections — and our scholarship — into homes worldwide.

The National Museum of African American History and Culture took one step closer to realizing its dream of telling America's vital stories from the African American perspective with the selection of a site on the National Mall.

For the past 160 years, we have enlightened and inspired hundreds of millions of Americans through exhibitions, education, and discovery. As we look to the future, our opportunities have never been greater and, with your support, we will realize them.

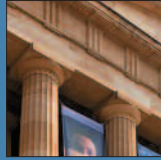


A handwritten signature in black ink, which appears to read "L. Small". The signature is fluid and cursive.

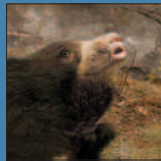
Lawrence M. Small



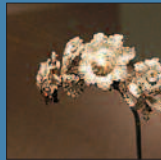
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National Landmark Is Home to...

DONALD W. REYNOLDS CENTER FOR AMERICAN ART AND PORTRAITURE

ON JULY 1, 2006, after a six-year, \$283 million renovation, the Smithsonian Institution opened the much-anticipated Donald W. Reynolds Center for American Art and Portraiture, home to the Smithsonian American Art Museum and the National Portrait Gallery.

19th-Century Splendor Restored

The artworks in the Reynolds Center tell America's story from a building that is itself an American masterpiece. Visitors walk the halls where Walt Whitman tended wounded Union soldiers and guests at Lincoln's 1865 inaugural ball waltzed in celebration of impending victory. This National Historic Landmark, a magnificent example of Greek Revival architecture, houses 152,500 square feet of exhibition space. Advances in technology allowed the uncovering of the building's 588 windows and two, block-long skylights, letting in natural light that illuminates the building and its art. Architects opened the building's interior to allow an integrated, complementary presentation of art and portraiture.



Showcasing Conservation and Performance

New public spaces offer greater access to objects and highlight conservation processes. At the Luce Foundation Center for American Art, a major study center with visible art storage, visitors can browse more than 3,300 paintings, sculptures, craft and folk art objects from the Smithsonian American Art Museum's permanent collection. In the Lunder Conservation Center, floor-to-ceiling glass walls reveal conservators at work in five labs and studios while mini-cams let visitors peer over the conservators' shoulders as they examine and preserve artworks.

The Nan Tucker McEvoy Auditorium, a 346-seat theater with advanced sound and lighting, enhances the visitor's experience through films, conversations with renowned artists, and live performances of music, dance, and theater. The Robert and Arlene Kogod Courtyard, when completed in late 2007, will feature a dramatic glass canopy, designed by acclaimed architect Norman Foster, and will serve as one of the most exciting public spaces in Washington, D.C.

... American Art Collection



SMITHSONIAN AMERICAN ART MUSEUM

“I hope the visitors who walk through these beautiful galleries will discover new artworks and feel a connection to their own place in today’s world and in our shared past.”

ELIZABETH BROUN, THE MARGARET AND TERRY STENT
DIRECTOR, SMITHSONIAN AMERICAN ART MUSEUM

Connecting to the American Experience

Visitors to the Smithsonian American Art Museum, which holds the nation’s first federal art collection, will now see more than 4,000 works on public display — nearly five times the number previously installed — that capture the aspirations and imagination of the American people across three centuries.

The newly renovated galleries showcase major new acquisitions, from John Singleton Copley’s portrait of Robert Hooper to Nam June Paik’s *Electronic Superhighway: Continental U.S., Alaska, Hawaii*. First-floor galleries, such as *American Experience* and *Folk Art*, show works that embrace the nation’s democratic spirit. *American Art through 1940*, on the second floor, presents works that are linked to major moments in America’s past. Visitors to the third floor, particularly the elegant Lincoln Gallery, experience powerful modern and contemporary art that catches the eye and provokes discussion.

...and Iconic Portraiture



NATIONAL PORTRAIT GALLERY

“You’re not just coming in to look at brushstrokes, but to experience an encounter between lives. We are a dinner party with history.”

MARC PACHTER, DIRECTOR, NATIONAL PORTRAIT GALLERY

Portraits Reflect American Character

America’s striking diversity is reflected in its faces. More than 900 paintings, photographs, drawings, and sculptures exhibited in the National Portrait Gallery portray citizens who have made significant contributions to the nation.

America’s Presidents, the only complete collection of presidential portraits outside the White House, takes visitors on a visual tour of American history. Lincoln’s war-weary visage, Eisenhower’s military bearing, and Kennedy’s thoughtful gaze give glimpses into the men who shaped America. Portraits of everyday citizens, painted by winners of the Outwin Boochever Portrait Competition, share the second floor with America’s presidents.

In *American Origins*, visitors meet important people in American history, from Pocahontas to Cesar Chavez, and in *Champions*, they learn about achievements of stellar performing artists and sports figures that extend beyond their individual craft or sport. Through the portraits, visitors glimpse the wisdom, courage, and spirit that defines our national character.

National Mall Named as Museum Site

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

“When I heard that the selection committee had chosen the site on the Mall, I could not stop smiling, and I knew that all of my ancestors were smiling too. African American history is worthy of a place in America’s front yard.”

LONNIE BUNCH, DIRECTOR, NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

The idea of a museum dedicated to African American history, culture, and art came several steps closer to reality in 2006. After extensive consideration of four potential sites designated by Congress, the Smithsonian Regents chose a National Mall location as the home for the new National Museum of African American History and Culture.

Preparing to Launch

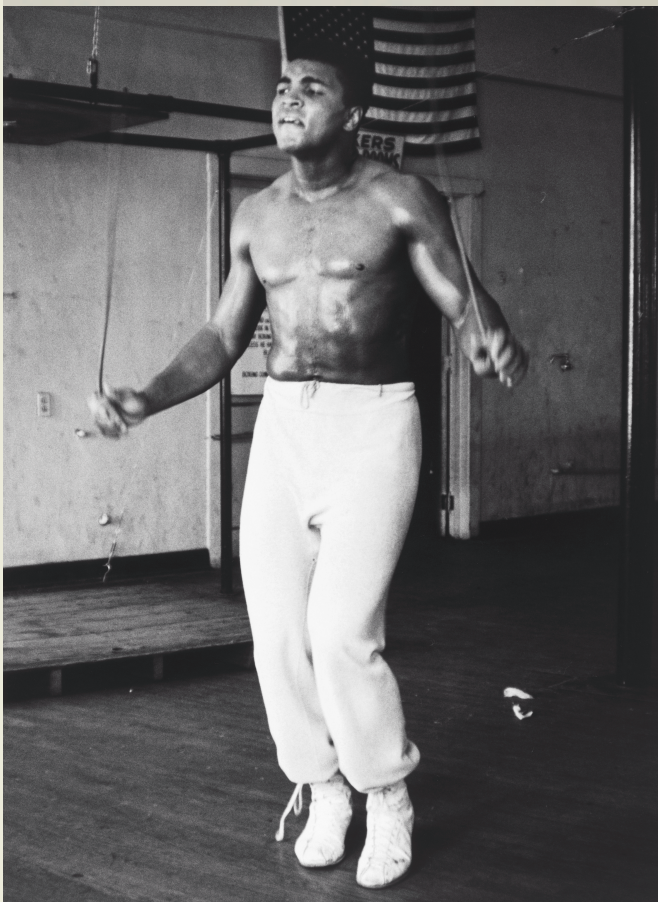
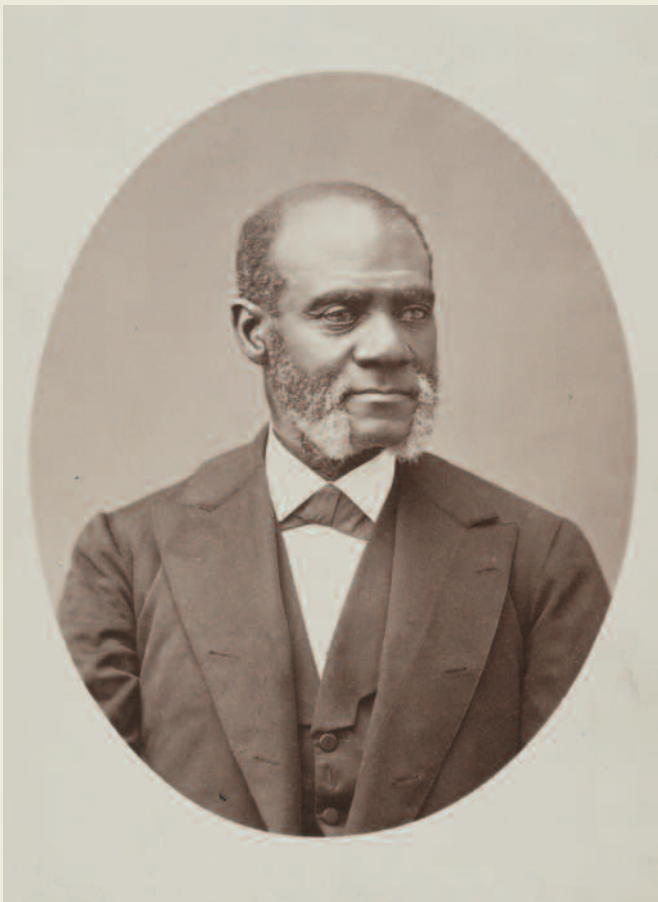
The announcement of the site, adjacent to the Washington Monument, met with universal approval from the museum’s Advisory Council, which includes some of the most respected leaders in America. Other significant accomplishments in 2006 included hiring core museum staff, beginning collection and program planning, and laying the groundwork for a national launch.



A Vision for the Future

For Director Lonnie Bunch, one of the main goals of the new museum is to showcase how the African American experience shaped national culture. The issues of slavery and civil rights, for example, challenge Americans to examine national touchstones, such as freedom and equality. Exhibitions will reflect the rich historical and cultural contributions of African Americans, from Sojourner Truth to Duke Ellington and Martin Luther King, Jr. Using the drawing power of the Smithsonian, the museum plans to direct visitors to collections throughout the nation that document African American history and culture.

Currently, museum staff are working to establish a national presence through a Web site and a national tour to encourage preservation of objects that illustrate and document African American history. The museum also plans a touring exhibition with the National Portrait Gallery featuring the portraits at right.



Asia Trail Wows Zoo Visitors

NATIONAL ZOOLOGICAL PARK

“The animals are ambassadors. Their stories represent both the quality of Smithsonian science and the plight of their entire species. Natural habitats are shrinking every day. At the Zoo, we work to save the last precious bits of wildlife left on Earth.”

TONY BARTHEL, CURATOR, ANIMAL CARE AND EXHIBITIONS,
NATIONAL ZOOLOGICAL PARK

Welcome to the Asia Trail, the National Zoo’s newest exhibition and a key part of the Smithsonian’s extensive plan to refurbish the Zoo, creating animal environments that encourage conservation and interest and excite visitors. Spanning nearly six acres — almost a full quarter of the park — Asia Trail represents the most significant change in the Zoo’s infrastructure in 40 years.

Showcasing Smithsonian Science

A popular stop on the Asia Trail is the Fujifilm Giant Panda Habitat, where visitors can watch Tai Shan, the most famous giant panda cub in the world. In addition,



the Asia Trail is home to six other Asian species: sloth bears, red pandas, fishing cats, Japanese giant salamanders, clouded leopards, and Asian small-clawed otters.

The Zoo’s scientific and conservation work helps animals all over the world thrive. Within the Zoo itself, staff research provides better stewardship for the animals and better information for visitors. Stations along the Asia Trail highlight selected scientists so visitors understand the people behind the research and the tools they need. The stories they tell may also spark interest in young visitors who can become the next generation of scientists.

Fun Family Learning Experience

Families who come for outdoor fun will also benefit from informal learning opportunities scattered along the Asia Trail. Visitors can call on interactive screens and kiosks that inform, question, and enlighten. Decision Stations provoke discussion by presenting the difficult choices conservation poses and asking respondents to take a stand. Logbooks along the trail explain common animal behaviors, and Curiosity Stations allow visitors to request more information on a specific animal and receive e-mailed answers.



Fossils Show Prehistoric Global Warming

NATIONAL MUSEUM OF NATURAL HISTORY

“I study fossils because they give us a long-term record of evolutionary, ecological, and environmental change. The history of life on this planet has a lot to tell us about our possible future.”

SCOTT WING, PALEOBIOLOGY DEPARTMENT CHAIRMAN,
NATIONAL MUSEUM OF NATURAL HISTORY

The Past as Prologue

For those who think that global warming is a 21st-century phenomenon, Scott Wing, a scientist at the Smithsonian’s National Museum of Natural History, has news about the past.

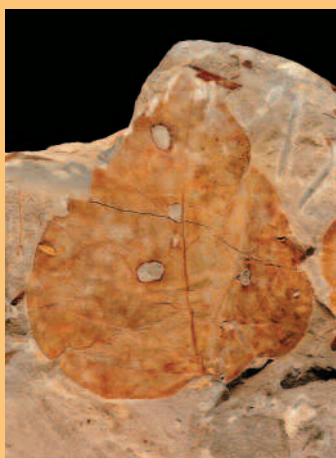
Wing headed an international team of scientists whose discovery of plant fossils in the Bighorn Basin of northwestern Wyoming helps document the consequences of a sudden global warming, called the Paleocene-Eocene Thermal Maximum (PETM), 55 million years ago. Experts believe the PETM, which was caused by a massive release of carbon into the atmosphere, may be an analogue for what is happening today as humans burn increasing amounts of fossil fuel and release large amounts of carbon dioxide.



Plant Movement Signals Global Warming

For nearly 15 years, Wing and his team dug through sediments deposited during uplift of the Rocky Mountains, looking for fossils of the right age and condition. Their discoveries proved that warming caused major shifts in the distribution of plants, allowing southern-dwelling trees and shrubs, related to poinsettia, sumac, and paw-paw, to move some 1,000 miles north in less than 10,000 years. These subtropical invaders flourished for about 100,000 years in what we now know as Wyoming. As carbon dioxide levels dropped and temperatures cooled again, plants related to birches and bald cypress came to dominate the vegetation.

The study and interpretation of this fossil record helps other scientists project future changes in plant life that may result from global warming induced by human activity.







Smithsonian Icons Go Cross Country

SMITHSONIAN AFFILIATIONS

“Smithsonian Affiliations allows us to display marvelous artifacts that are rarely seen outside of Washington. The Smithsonian’s traveling exhibitions are absolutely extraordinary. Visitors to our museum see things they would otherwise never have seen in their lifetimes.”

LEO SMITH, DIRECTOR, DURHAM WESTERN HERITAGE MUSEUM

Celebrating its 10th anniversary, Smithsonian Affiliations has facilitated the loan of more than 7,000 objects to member museums and cultural institutions in 39 states, the District of Columbia, Panama, and Puerto Rico.

America’s Icons on the Road

Visitors to Omaha’s Durham Western Heritage Museum recently caught the figurative flicker from Thomas Edison’s first light bulb and the flash of the Merriweather Post diamond tiara without ever leaving their own town. Thanks to Smithsonian Affiliations, an outreach program that brings artifacts and resources from the Institution closer to the public, the Nebraska museum has been able to provide a wide range of visitor experiences and education.



Affiliations Educates and Enlightens

Durham has been one of Affiliations’ outstanding partners. The museum hosted *American Originals: Collections from the Smithsonian*, 174 objects that reflect three centuries of ingenuity. At a special program arranged by The Smithsonian Associates, Smithsonian Scholars spoke to Nebraskans about the field of engineering, from ancient Egyptian times to the present. To commemorate Durham’s diamond jubilee, the National Museum of Natural History loaned exceptional objects from the gem and mineral collection. In a program presented by the Smithsonian Institution Traveling Exhibition Service, eighth-graders in the Omaha public school system visited the exhibition *First Ladies: Political Role and Public Image* and learned about the role of America’s presidential wives from Smithsonian educators.

Affiliates enjoy other Smithsonian resources as well, including education and performing arts programs, expert speakers, teacher workshops, and technical training for museum professionals.

The 7 million visitors who attended Affiliates events and saw Smithsonian collections in their own hometowns last year demonstrate that the Smithsonian’s reach extends far beyond the National Mall.





Experts: In Demand, On Demand

SMITHSONIAN BUSINESS VENTURES

“The Smithsonian has long sought to do on television what it has done so successfully in print with Smithsonian magazine — reach millions of people who would not otherwise have their lives enriched by its fascinating content.”

LAWRENCE SMALL, SECRETARY, SMITHSONIAN INSTITUTION

In what may be the perfect blend of voice and venue, the Institution realized a long-held dream in 2006 with the creation of Smithsonian Networks. Smithsonian On Demand, the partnership’s first initiative, will bring high-quality programming to millions worldwide via digital cable television.

Extending the Smithsonian’s Reach

Smithsonian On Demand has the potential to reach a market much larger than the Institution’s 23 million annual visitors and will provide an electronic platform to showcase priceless objects, innovative research, and informative cultural programs. The partnership expects to produce 100 hours of programming a year on history, art, and science.

Smithsonian On Demand will tap into the power of television and shine the light on the Institution’s vast collections and scholarship.



Engaging the Next Generation

Cable television will introduce the Smithsonian to young Americans who increasingly turn to “on demand technology” for information and entertainment. Plans call for programming to include documentaries, live performances, and features on exhibitions and research, all reflecting Smithsonian standards of accuracy and quality. Smithsonian On Demand is the latest venture to take the Institution outside its walls; others include the Smithsonian Institution Traveling Exhibition Service, *Smithsonian* magazine, and a partnership with HarperCollins to publish works of nonfiction.

Enhancing Institution-wide Work

All proceeds to the Institution from Smithsonian On Demand will go to funding a wide variety of activities not supported by federal dollars, such as exhibitions, education initiatives in schools, and the Smithsonian’s work with 152 affiliated museums and cultural institutions across the country.



Museums, Research Centers, and Programs

HIGHLIGHTS from the Smithsonian Institution's museums, research centers, and programs of national outreach in 2006



Anacostia Community Museum

The biannual Career Day introduced local students to museum career opportunities with a tour and staff-led activity workshops on collections, exhibitions, research, education, finance, and administration.



Archives of American Art

The Lawrence A. Fleischman Gallery, named in honor of the Archives' co-founder, opened July 1 in the Donald W. Reynolds Center for American Art and Portraiture with exhibitions drawn from a collection of more than 16 million items showcasing the history of visual arts in America.

Freer Gallery of Art and Arthur M. Sackler Gallery

In the Beginning: Bibles Before the Year 1000 was one of many exhibitions and events the Sackler Gallery held throughout the year to celebrate the 100th anniversary of Charles Lang Freer's gift of his collection.



Center for Folklife and Cultural Heritage

More than a million visitors to the 40th annual Smithsonian Folklife Festival saw North America's rich diversity come to life through traditional Native American and Latino music and dance; hip-hop, jazz, blues, and gospel concerts; and spontaneous jam sessions.



Cooper-Hewitt, National Design Museum

The Feeding Desire: Design and the Tools of the Table, 1500-2005 exhibition of historic and modern flatware drew a record number of visitors to the museum and included a sold-out series of education programs featuring celebrity chefs and restaurateurs.



Hirshhorn Museum and Sculpture Garden

At the Hirshhorn Museum's *Directions* series, visitors of all ages took part in the creative process and contributed to a living work of art by collaborating in artist Oliver Herring's interactive "Task," a performance piece staged on the museum's plaza.



National Museum of the American Indian

The George Gustav Heye Center in New York opened the new Diker Pavilion for Native Arts and Cultures in the Alexander Hamilton U.S. Custom House to showcase performances, special art, and educational programs for museum visitors.



National Museum of African Art

The *African Gold from the Glassell Collection* exhibition displayed a rich variety of jewelry and royal regalia from the region formerly known as the Gold Coast, including such works as headpieces, linguist staffs, swords, and figurative sculptures.



Museum Conservation Institute

To prepare for the reopening of the Patent Office Building, home to the Smithsonian American Art Museum and the National Portrait Gallery, staff consulted on the building structure and collections environment and worked with museum staff in conserving objects, including William Rimmer's 1861 sculpture *The Falling Gladiator*.

National Air and Space Museum

Families flocked to three annual events — *Space Day*, *Become a Pilot Family Day*, and *Mars Day!* — that made learning about space fun for all, with appearances by astronauts, aircraft tours, IMAX films, and such hands-on activities as using a robotic arm.



National Postal Museum

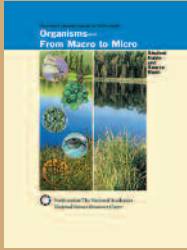
Exhibitions in the *Moving the Mail* gallery explored the complexities of mail delivery and highlighted the postal system's critical role in creating America's commercial aviation industry along with the pilots and aircraft that made it possible.



National Museum of American History, Kenneth E. Behring Center

Featuring recently acquired hip-hop objects, from turntables to graffiti art, the case exhibit *Hip-Hop Won't Stop: The Beat, The Rhymes, The Life* previewed a planned exhibition that will trace hip-hop from its urban roots in the 1970s to today's influential cultural explosion. Grandmaster Flash donated the turntable shown.



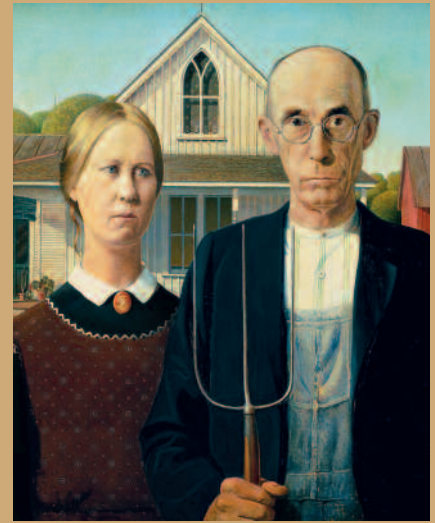


National Science Resources Center

A new study found school districts are far more likely to adopt research-based science curriculum if they participate in NSRC leadership institutes, which feature science curriculum programs and instructional materials that reach 25 percent of the nation’s elementary and secondary students.

Smithsonian Asian Pacific American Program

Commemorating a century of Filipino migration to the United States, the photo exhibition *Singgalot — Ties That Bind: One Hundred Years of Filipino Presence in America* documented the Filipino-American experience from early migration to the diversity of contemporary life and communities.



The Smithsonian Associates

Norway: A Centennial Celebration commemorated Norway’s 100 years as a sovereign state with three months of educational programs and events reflecting the country’s history, traditions, cultural arts, and food, including a lecture on contemporary Norway presented by Queen Sonja.



Smithsonian Center for Education and Museum Studies

During Smithsonian Day for the 2006 Teachers of the Year, outstanding teachers from across the nation went behind the scenes with Smithsonian educators at eight Smithsonian sites to discuss new ways to integrate Smithsonian resources into classroom teaching.

Renwick Gallery of the Smithsonian American Art Museum

Grant Wood’s Studio: Birthplace of American Gothic presented the artist’s decorative art and design work within the larger context of his paintings, drawings, and prints, including Wood’s iconic masterwork *American Gothic*, displayed in Washington, D.C., for the first time in 40 years. [Grant Wood (American), *American Gothic*, 1930. The Art Institute of Chicago: Friends of American Art Collection, 1930.934. Photography ©The Art Institute of Chicago]

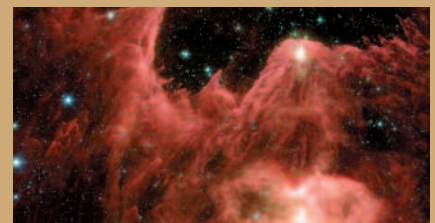


Smithsonian Environmental Research Center

For three decades, the center has conducted a pioneering field study on the response of ecosystems to rising atmospheric carbon dioxide. This year, in a major new undertaking, the center added instruments to measure soil levels and help us understand this aspect of global climate change.

Smithsonian Astrophysical Observatory

The infrared eyes of NASA’s Spitzer Space Telescope yielded this image of a gigantic cloud of cool gas and dust that astronomers dubbed “Mountains of Creation.” Shining red in this color-coded image, the cloud is sculpted into pillars by radiation and winds from a hot, massive star. The image offers new clues about how massive stars are born.





Smithsonian Institution Archives

Through a new cooperative effort with Seoul National University, graduate students in archival science came to the Smithsonian Institution Archives for a two-week internship program.



Smithsonian Institution Libraries

Eight of the world's major natural history and botanical libraries are building the Biodiversity Heritage Library, a project that will digitize more than 200 years of biodiversity literature from their collections and make it freely accessible via the Internet.

Illustration from *Metamorphosis insectorum surinamensium*, 1705.



Smithsonian Institution Traveling Exhibition Service

The exhibition *Wondrous Cold: An Antarctic Journey* featured images of the mysterious continent's terrain and wildlife by photographer Joan Myers, who spent four months capturing scientific study and daily life at McMurdo Station, Antarctica's premier research facility.



Smithsonian Tropical Research Institute

Smithsonian Tropical Research Institute staff led a new research program focused on evolutionary neurobiology and behavior associated with brain miniaturization.

Smithsonian Latino Center

The ¡*Smithsonian Con Sabor!* fundraising gala launched an annual tradition of celebrating a Latin American country highlighted in a Smithsonian Latino Center program. This year, the music, arts, and culture of Colombia were featured.



Smithsonian Marine Station at Fort Pierce

Ongoing research at the station is focused on how nitric oxide serves as a cell signal in marine cyanobacteria and the role the chemical may play in regulating the production of ecologically important metabolites. Pictured here are brownish, filamentous marine cyanobacteria *Lyngbya confervoides* overgrowing soft coral.



Renovations Will Transform Museum

NATIONAL
MUSEUM OF
AMERICAN
HISTORY

OVER THE NEXT DECADE, a complete transformation of the National Museum of American History, Kenneth E. Behring Center will create light-filled, easily navigated spaces and major new exhibitions, connecting Americans to their shared values and stories. To complete the first stage of the renovation safely and efficiently, the museum closed for a 20-month period, beginning in September 2006.



The Star-Spangled Banner's New Home

At the renovation's core is the Star-Spangled Banner Gallery, a new home for the flag that inspired the national anthem. An eight-year conservation project funded by Polo Ralph Lauren Corporation, The Pew Charitable Trusts, the Save America's Treasures program, and others will ensure that the most famous flag in America once again will be presented in a place of honor. When completed, the gallery will display the flag at a 10-degree angle to reduce stress on the fabric and at light levels that simulate the early dawn. Surrounding displays will describe the 1814 Battle of Baltimore and how this flag, which inspired the poem that later provided the words for our national anthem, became a national treasure.

Compelling American Stories

The museum has exciting plans to revitalize the entire visitor experience, renewing and integrating exhibitions to present a more coherent view of our national story. In subsequent phases, the museum will open a new Welcome Center and a lively introductory exhibition that offers a dynamic overview of American history. Major exhibitions, such as *First Ladies* and *The American Presidency*, will be refurbished to bring the past into the 21st century in a compelling way.

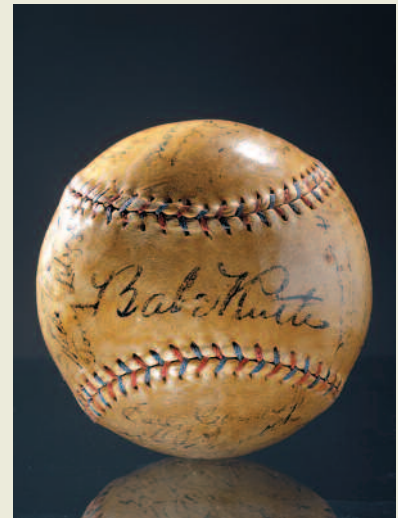
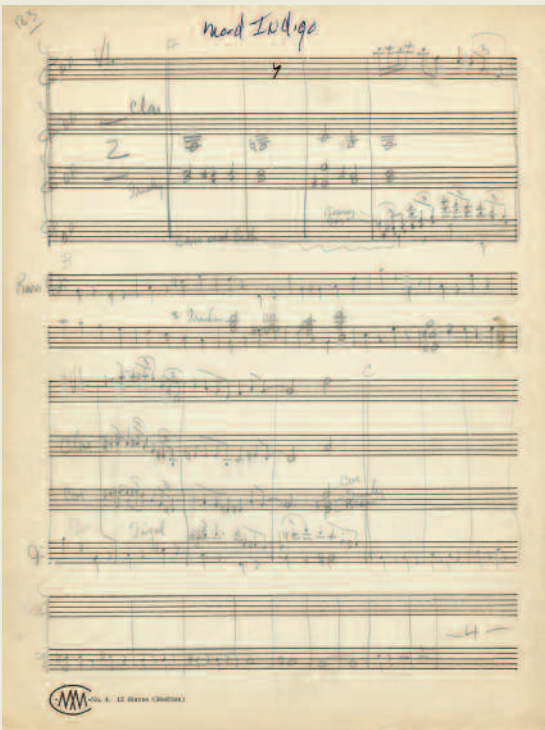
Sweeping Architectural Renovation

Top-to-bottom renovations of the museum's central core will refresh the 40-year-old infrastructure, bringing in natural daylight, and refurbish visitor amenities, such as cafes and bookstores. A center atrium will serve as a "public square" for programs and special events, and a dramatic central staircase made of glass will link the first-floor entrance on Constitution Avenue to the second-floor entrance on the National Mall. Together, these improvements will create a soaring, sunlit space.



VISITORS to Washington can still enjoy a selection of the museum's best-known objects, such as Lincoln's top hat and Dorothy's ruby slippers, as the National Air and Space Museum hosts *Treasures of American History*, an exhibition featuring 150 iconic artifacts, through spring 2008.

The public can also continue to browse collections and exhibitions online via the museum's Web site at www.americanhistory.si.edu.



Illuminating the Natural World

NATIONAL
MUSEUM
OF NATURAL
HISTORY

MANKIND'S INCREASING POWER to alter the Earth carries with it a greater obligation to understand how our environment works. The Smithsonian's National Museum of Natural History rises to this challenge with four new exhibitions — opening by 2012 — that will present an illuminating and integrated view of the world we live in.



Butterfly Pavilion

Opening in November 2007, the Butterfly Pavilion will integrate living displays of tropical butterflies and plants with the museum's collections to tell the story of how plants and animals have co-evolved and adapted over time. The new exhibition will occupy 2,100 feet of enclosed, climate-controlled space adjacent to the museum's popular Insect Zoo.



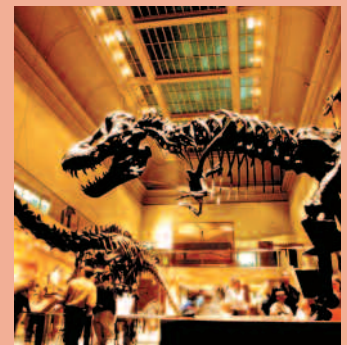
Ocean Initiative

Because oceans are a global system essential to all life, including our own, the museum has launched the Ocean Science Initiative. The new Ocean Hall, a 26,000-square-foot exhibition that will open in 2008, will use high-definition video, life-sized models, and a live coral reef to educate and enlighten visitors as it probes the mysteries of the deep. A comprehensive Web site will serve as a forum for scientific exchange and a resource for educators.



Human Origins

What Does it Mean to be Human? — opening in 2009 — will tell the story of human development through dynamic exhibitions in three galleries and interactive media presentations. Visitors will walk in 3.5 million-year-old footsteps, explore a woodland, walk through a 30,000-year-old cave with Paleolithic paintings, and use computer software to see how they would look as one of their prehistoric ancestors. The Human Origins Initiative will also expand research through field study in Africa and Asia, while a Web site will share images of the museum's collections and offer curricula for teachers.



Dinosaur Hall

Design work on the Dinosaur Hall will begin in 2009, yet paleontologists are already searching in the Hell Creek, Montana, region for the remains of a complete T-rex to serve as its centerpiece. Dinosaurs illustrate an important chapter in the evolution of life on Earth, and the revamped exhibition will use 30,000 square feet of space to place dinosaurs and other extinct land animals in their ecosystems. The exhibition will cover eras from 500 million years ago to the last ice age and will explore how organisms responded to their changing environment.

Investing in People

INTELLECTUAL CAPITAL

THE SMITHSONIAN CARES for the most precious objects, hosts the largest audiences, mounts the finest exhibitions, and sponsors the broadest research. The need for excellence in all that this Institution does comes with the trust of the American people. Along with transforming its facilities, the Smithsonian expects to continue to attract leaders and scholars through building its endowment funds.



Attracting a New Generation of Experts

Smithsonian scientists and researchers turn plants into medicine, conserve precious works of art, and deepen our understanding of history. With research so critical a part of its mission, the Smithsonian is continuing to maintain its leadership in science, art, American history, and culture by attracting and rewarding the best and the brightest minds. Private gifts that build endowment develop and enrich the Institution's intellectual resources. The Secretary's Distinguished Scientific Research Fellowship, established this year, is an annual award whose recipient will be a post-doctoral fellow of exceptional promise selected from a group of candidates representing the Institution's broad range of scientific disciplines. The forward-looking fellowship helps build the Smithsonian's next generation and makes a strong statement about the Institution's commitment to excellence.



Endowed Directorships Vital to Mission

The men and women who direct the Smithsonian's museums transform and interpret its collections for every generation. They are the keepers of this nation's culture and the leaders who remind us what it means to be Americans. Because extraordinary people also have extraordinary options, the Smithsonian has embarked on a plan to endow directorships for all of its museums and research centers; the endowments will ensure that the Smithsonian will recruit and retain exceptional leaders. Recently, pledges by two private donors have established the first two named, endowed directorships. These prestigious positions will signal to the world the esteem and respect accorded to their holders.

Financial Report

THE GRAND OPENING in July 2006 of the Donald W. Reynolds Center for American Art and Portraiture was a milestone in the Smithsonian's history and a defining event in fiscal year 2006. Marking the impressive rebirth of the National Portrait Gallery and the Smithsonian American Art Museum, the spectacular historic renovation of the Patent Office Building also drew attention to the Institution's all-out effort to revitalize its aging physical infrastructure.

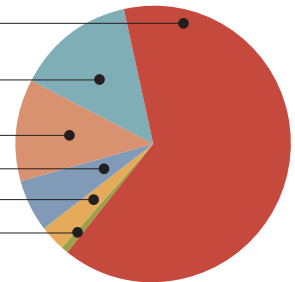
The Smithsonian's financial health continues to improve. The Endowment's value grew substantially during the year, and the Institution's net assets increased by 7 percent, or \$146 million, to a total of more than \$2.2 billion, a new record high.

The Smithsonian receives funding from direct federal government appropriations, from other governmental entities, and from private sources. With private funds, the Institution undertakes new ventures and provides a critical margin of excellence for carrying out innovative research, expanding and strengthening our national collections, developing and building new facilities, opening state-of-the-art exhibitions, and reaching out to America's diverse communities. Federal appropriations conserve our national collections; sustain basic research; educate the public; operate, maintain, and protect the large Smithsonian museum and research complex; and provide other administrative and support services. The 2006 annual audit was conducted by KPMG LLP. For a complete set of audited financial statements, contact the Office of the Comptroller at (202) 633-7250.

FY2006 REVENUE

September 30, 2006

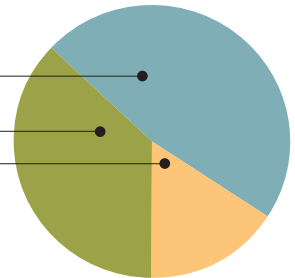
Federal Appropriations	64%
Government Grants & Contracts	14%
Contributions & Private Grants	12%
Investment Earnings	6%
Business Ventures	3%
Other	1%



FY2006 EXPENSES

September 30, 2006

Salaries & Benefits	47%
Other Operating Expenses	37%
Capital Expenses	16%



FY2006 FINANCIAL ACTIVITY

\$ Millions, September 30, 2006

	AMOUNT	
	2006	2005
Operating Revenue	979	986
Operating Expenses	880	805
Increase in Operating Net Assets	99	181
Increase in Other Assets	47	65
Total Increase in Net Assets	146	246

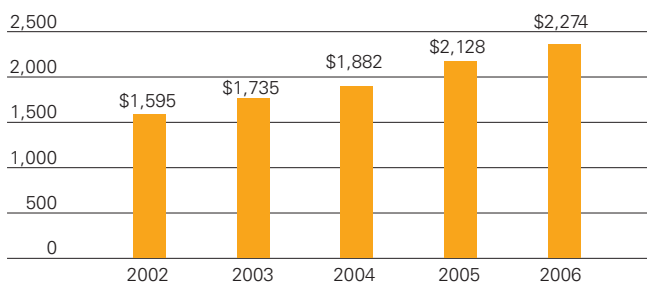
FY2006 FINANCIAL POSITION

\$ Millions, September 30, 2006

	TOTAL FUNDS			
	Trust	Federal	2006	2005
Assets	1,760	1,110	2,870	2,749
Liabilities	279	317	596	621
Net Assets	1,481	793	2,274	2,128

GROWTH IN NET ASSETS

\$ Millions, 2002-2006



Gifts to the Smithsonian

Smithsonian Business Ventures

Smithsonian Business Ventures encompasses *Smithsonian* and *Air & Space* magazines, 30 museum stores, 13 restaurants, three IMAX theaters, and the Smithsonian Gift Catalogue. Business Ventures also includes consumer product licensing, e-commerce, and commercial media enterprises that generate unrestricted income for the Institution. In 2006, total revenues from operations were \$164.4 million, representing a 4.2 percent decrease from 2005, due to a decline in museum visitation in 2006.

Major Highlights:

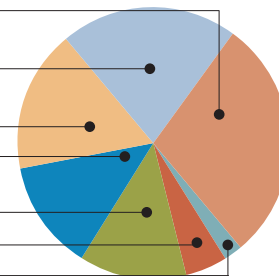
- The Institution created Smithsonian Networks, whose first venture, Smithsonian On Demand, will bring high-quality programming to millions of people worldwide via digital cable television.
- A new licensing agreement with the EF Group of Companies, an experienced domestic student tour operator, offered teacher-led tours to American students for destinations throughout the United States beginning in fall 2006.
- With July's successful opening of the Donald W. Reynolds Center, Business Ventures unveiled two retail locations and two food service facilities.
- *Smithsonian* magazine's dynamic redesign features new sections, including "Around the Mall," which groups together all Smithsonian-related content. The Magazine Group also created a stand-alone Web division to increase online advertising and better engage users.
- Smithsonian Business Ventures developed *Smithsonian Journeys* tours around one-time events to increase opportunities for experiential learning and launched its first-ever cruise catalog.
- Smithsonian Books continues to partner with HarperCollins Publishers; upcoming offerings include *Smithsonian Treasures of American History* and *After Sputnik: 50 Years of the Space Age*.

PHILANTHROPY is critical to the Smithsonian's mission. Donor gifts allow the Smithsonian to transform its museums and exhibitions, advance scientific research, ignite young minds through education and outreach, and fund innovation. Philanthropic support has never been more important to the Smithsonian, and we are most appreciative of our generous contributors.

PURPOSE OF FUNDS RAISED

Fiscal Year 2006

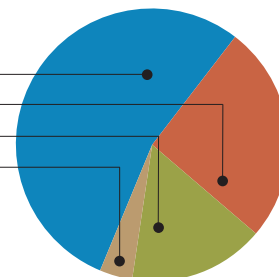
Construction	\$ 40.4M	29%
Exhibitions, Education & Public Programs	28.3M	21%
Museums & Research Centers, Unrestricted	23.2M	17%
Endowment	18.3M	13%
Smithsonian-wide, Unrestricted	17.7M	13%
Research	6.8M	5%
Acquisitions & Collections	2.4M	2%
Total	\$137.1M	100%



FUNDS RAISED BY SOURCE

Fiscal Year 2006

Individuals	\$ 73.6M	54%
Corporations	36.3M	26%
Foundations	22.3M	16%
Other	4.9M	4%
Total	\$ 137.1M	100%



Leadership Gifts

PRIVATE SUPPORT
STRENGTHENS
THE SMITHSONIAN

THE INSTITUTION is deeply grateful for the generous new gifts and pledges of \$1 million or more made in 2006 by the valued donors recognized in these pages. Their thoughtful and wide-ranging support has been essential in advancing Smithsonian initiatives in all fields.

American International Group, Inc. (AIG)

AIG is a proud supporter of the National Air and Space Museum's Steven F. Udvar-Hazy Center in Chantilly, Virginia. The \$1 million gift made by the aviation insurance underwriter is designated for the Commercial Aviation Exhibition Station, which

describes the history of air travel from its earliest use by the U.S. Post Office to the commercial airlines of the present day.



Bank of America

With a \$1 million contribution from the Bank of America, the National Museum of African American History and Culture will advance its mission to tell the African American story in all its dimensions, from slavery and civil rights to music and art. Bank of America continues its commitment to Smithsonian exhibitions and education with this leadership gift to the Institution's newest museum. The gift will provide funding for facility planning and support *Save Our African American Treasures: A National Collections Initiative of Discovery and Preservation*, an outreach effort that will create regional partnerships and build membership programs.



The Boeing Company

The world's leading aerospace company and largest combined

manufacturer of commercial jetliners and military aircraft set a Smithsonian record with its contribution to Phase Two construction of the National Air and Space Museum's Steven F. Udvar-Hazy Center. Boeing's \$15 million gift is the largest single corporate gift ever presented to the Smithsonian. In honor of the company's dedicated support of the National Air and Space Museum, the Udvar-Hazy Center's central structure will now be known as the Boeing Aviation Hangar. Boeing is also a sponsor of the museum's *How Things Fly* exhibition at its National Mall building and has supported six other Smithsonian museums and outreach programs.

Burroughs Wellcome Fund

The Burroughs Wellcome Fund's \$1 million gift brings the National Science Resources Center closer to its goal of reaching 40 percent of the nation's elementary and middle school students by the year 2010. The gift funds a 10-year initiative to improve K-12 science education in every school district in North Carolina. The National Science Resources Center is an organization of the Smithsonian and the National Academies. It provides leadership development for school districts, professional development for teachers, research-based science instructional materials for grades K-8, and internships for high school and college students.





Hacker and Kitty Caldwell

Private gifts helped make possible the magnificent restoration of the Donald W. Reynolds Center. L. Hardwick “Hacker” Caldwell III, a Smithsonian American Art Museum Commissioner and incoming Chair of the Smithsonian National Board in

2007, and his wife, Katharine, known as “Kitty,” made a \$1 million contribution to the Smithsonian American Art Museum’s capital campaign. A gallery named in honor of the couple recognizes their generosity and commitment to supporting American art.

Martha Parks Forrest

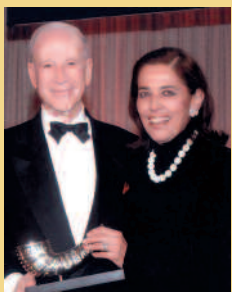
Through her estate, Martha Parks Forrest bequeathed more than \$2 million to the Smithsonian. Mrs. Forrest had given family heirlooms to the collections of the National Museum of American History in the 1980s. She continued her generous support of the Smithsonian with the remembrance in her will.



Patricia and Phillip Frost

In 1986, Patricia and Phillip Frost contributed their American abstract art collection to the Smithsonian American Art Museum and subsequently established an endowment to support the museum’s fellowship program and the study of American art and crafts. Twenty years later, their generosity and leadership continue with Mrs. Frost serving as Chair of the Smithsonian National Board and Dr. Frost serving as

a member of the Smithsonian Board of Regents. This year, Dr. and Mrs. Frost have made a \$1 million pledge to Cooper-Hewitt, National Design Museum in New York City.



The Glenstone Foundation, Mitchell P. Rales, Founder

The Glenstone Foundation and its founder, Mitchell P. Rales, honored current Smithsonian Under Secretary for Art and former Hirshhorn Museum and Sculpture Garden Director Ned Rifkin with a gift of more than \$1.5 million that enabled the muse-



um to purchase four early works by artist John Baldessari. The artworks are the first by Baldessari to enter the Hirshhorn’s collection. The pieces selected are from Baldessari’s early period, during which he became a primary force in establishing conceptual art. The gift continues the foundation’s and Mr. Rales’ generous support of the Hirshhorn and the Smithsonian.

Goldman, Sachs & Co.

Goldman, Sachs & Co.’s gift of \$1 million to the Star-Spangled Banner campaign furthers the National Museum of American History’s efforts to preserve and share tangible legacies of the United States. The museum’s planned renovation will feature new exhibitions, education and outreach programming, and the return of the conserved Star-Spangled Banner to the American public. Goldman, Sachs & Co. has been an active participant in the Smithsonian



Corporate Membership Program since 1997 and a generous supporter of past projects at the Smithsonian American Art Museum and the National Museum of the American Indian.

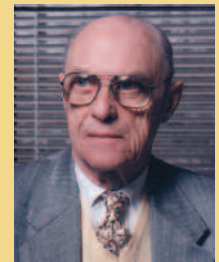
James E. Gysin

In his will, James E. Gysin named the Smithsonian as the sole beneficiary of his estate. A first-generation American, Mr. Gysin was an engineer, a successful inventor, and an avid amateur pilot. Upon his death, the Smithsonian received a gift of more than \$2.75 million. Mr. Gysin's bequest becomes part of the Smithsonian's endowment, which supports acquisitions, programs, research, and more.



Grant W. Howell

The Smithsonian Institution is the recipient of more than \$1.4 million from the estate of Grant W. Howell, a Michigan journalist and editor with a long and distinguished career. Mr. Howell directed that his generous legacy to the Smithsonian be designated for support of biological and environmental research.



Conrad N. Hilton Foundation

A gift of \$1 million from the Conrad N. Hilton Foundation to the National Air and Space Museum's Steven F. Udvar-Hazy Center furthers Phase Two construction. Previously, the foundation contributed \$2 million to Phase One construction. Phase Two construction plans include a new Restoration Hangar with visitor overlooks, archives, and state-of-the-art collection storage facilities. This year, the Udvar-Hazy Center welcomed 1 million visitors, including thousands of school children who participated in its educational programs.



Previously, the foundation contributed \$2 million to Phase One construction. Phase Two construction plans include

The History Channel

To stand in the presence of the Star-Spangled Banner, the very flag that flew over the battlements of Fort McHenry, is to experience history in an intimate and unforgettable way. The History Channel has supported memorable experiences at the Smithsonian in the past and now contributes \$1 million in cash and in-kind support to the National Museum of American History's Star-Spangled Banner campaign. Its help with videos, announcements, and online messages will greatly aid the museum's sharing of the flag and its story with millions.



The W.M. Keck Foundation

A \$1.4 million grant from The W.M. Keck Foundation to the Smithsonian Astrophysical Observatory supports a research program on galaxy assembly in the early universe. The program will compare theoretical models

of how galaxies form with observations made at Smithsonian Astrophysical Observatory facilities. The grant creates three fellowships named for the foundation and provides advanced computing capabilities for the project. The research made possible by the foundation is expected to contribute significantly to our understanding of how the universe formed.

Herb Kelleher

The Joan and Herb Kelleher Charitable Foundation's \$1 million gift to Phase Two construction at the Steven F. Udvar-Hazy Center honors Herb Kelleher, co-founder of Southwest Airlines. The center's Information-Tours Desk is named in honor of the foundation and Mr. Kelleher, a current member of the National Air and Space Museum's Board. Mr. and Mrs. Kelleher contributed generously to the first phase of the Udvar-Hazy Center's construction and have been Smithsonian Contributing Members since 1988.





David H. Koch

A \$15 million leadership gift from David H. Koch advances a planned exhibition at the National Museum of Natural History, *What Does it Mean to be Human?* Scheduled to open in November 2009, the David H. Koch Hall of Human Origins

will host the exhibition exploring the origin of human beings. Mr. Koch has long been interested in the earliest history of the human species. He has visited important sites in the field and supported related research and educational programs. Mr. Koch, a former member of the James Smithson Society, is executive vice president of Koch Industries, Inc.

John and Adrienne Mars

John and Adrienne Mars once again demonstrated their deep commitment to the Smithsonian’s future with a \$3 million leadership gift to the new Elephant Trails project at the National Zoological Park. Elephant Trails, the next step in the Zoo’s revitalization, will expand and transform the Washington, D.C., home of the Zoo’s elephant herd; build an elephant research facility in Front Royal, Virginia; undertake a



global elephant conservation program; and expand education and outreach programs. Mrs. Mars is a current member of the National Zoo’s Advisory Board and has served on the board of the National Air and Space Museum and the Smithsonian National

Board. Mr. and Mrs. Mars have in past years generously supported the National Air and Space Museum, the National Zoo, and other Smithsonian museums, research centers, and programs.

Susan and Furman Moseley

Smithsonian National Board alumna Susan Moseley and her husband, Furman, supported the Donald W. Reynolds Center for American Art and Portraiture with a gift honoring her western heritage. Two Smithsonian American Art Museum galleries in the Reynolds Center that feature art of the American West have been named the Susan Reed Moseley Galleries.



Bernard and Barbro Osher

The Smithsonian American Art Museum has recognized Bernard Osher’s dedicated service as a former museum Commissioner and the generous \$2 million gift he and his wife, Barbro, made this year to the Donald W. Reynolds Center for American Art and Portraiture by naming one of its galleries in the couple’s honor. The Barbro and Bernard Osher Gallery features special exhibitions and exemplifies the Oshers’ commitment to supporting the arts and culture. Previous gifts made by the couple helped tour the museum’s exhibition *George Catlin and His Indian Gallery* and the National Museum of Natural History exhibition *Vikings: The North Atlantic Saga*.



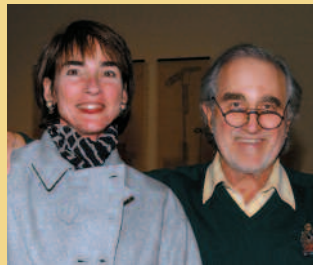
David Rockefeller

With his gift of \$1 million, David Rockefeller, a longtime generous friend to the Smithsonian, supports two endowment funds of the National Museum of the American Indian. Half of the gift is directed to the George Gustav Heye Center Endowment, which

provides vital educational funding to the museum’s New York location. The other half helps establish the W. Richard West, Jr. Endowment for Traveling Exhibitions, which shares museum exhibitions and programs with Americans wherever they live and is named in honor of the museum’s founding director. Mr. Rockefeller, a supporter of the museum since its beginning, has served on its Founder’s Council and Board of Trustees.

Samuel G. Rose and Julie Walters

A \$1 million gift from Samuel G. Rose and Julie Walters to the Smithsonian American Art Museum supported the renovation and opening of the Donald W. Reynolds Center for American Art and Portraiture and established an endowment named for the donors that helps provide a secure financial future for the museum’s programs. A second-floor gallery in the museum is named the Julie Walters and Sam Rose Gallery in the couple’s honor. Mr. Rose has served on the museum’s Commission since 2001. He and his wife, avid collectors of American art, have donated to the museum eight artworks by significant American artists.



Alfred P. Sloan Foundation

A grant of more than \$1.5 million continues the Alfred P. Sloan Foundation’s support of an international initiative to advance rapid, accurate identification of animal and plant species using minimal

DNA sequences. The Smithsonian’s National Museum of Natural History hosts the Consortium for the Barcode of Life, the organizing body for the initiative. The “barcodes” for plant and animal species developed through the initiative could revolutionize biological collections and create an invaluable public resource. The worldwide alliance of organizations undertaking the initiative includes zoos, botanical gardens, research organizations, government agencies, and other museums.



Albert and Shirley Small

A gift of \$1 million from Albert and Shirley Small funds the creation of the National Museum of American History’s Albert Small Document Gallery, where visitors will see documents relating to major events and themes in American history. Mr. Small, a noted collector of historical documents, has loaned priceless artifacts to the Smithsonian in the past, including a rare first printing of the Declaration of Independence.



The Tiffany & Co. Foundation

A \$1.1 million gift from The Tiffany & Co. Foundation to the National Museum of Natural

History established an endowment for the acquisition of new precious stones to augment the museum’s National Gem Collection. Gems purchased through the endowment will be known as The Tiffany & Co. Foundation Collection. A portion of the gift also creates an exhibition case in the National Gem Collection Gallery. Tiffany & Co. and its foundation have been supporters of the Smithsonian through gifts made to five of its museums and research centers since 1983.



Donors to the Smithsonian

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OUR
SUPPORTERS

THE SMITHSONIAN GRATEFULLY RECOGNIZES those donors who made gifts or pledges during the fiscal year ending September 30, 2006.

\$1,000,000 or more

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

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 Lehman Brothers Holdings Inc.
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 Numismatic Conservation Services, LLC
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 Omega Watch
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 Rockefeller Philanthropy Advisors
 Rockwell Collins
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 Species 2000
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 WAMU 88.5 FM, American University Radio*
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\$10,000 or more

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 and Mrs. Fern Schad (The Alfred
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 Native American People of Verizon
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Through their support, the Contributing Membership and its James Smithson Society help deliver exceptional museum experiences, outstanding research, and world-class educational outreach at America's museum. In 2006, the Contributing Membership raised \$13.9 million in unrestricted funds, \$1.5 million of it from James Smithson Society members. Spurred by major Smithsonian openings, such as this year's magnificent Donald W. Reynolds Center, Contributing Members nationwide increased their giving. Attendance at Washington, D.C., member events rose to record levels, and the James Smithson Society saw its membership and member contributions increase by double-digit amounts. At the James Smithson Society annual Gala Dinner at the National Air and Space Museum's Milestones of Flight Gallery, Smithsonian Regent Roger Sant and Smithsonian National Board alumna and Gala Weekend Co-chair Mary Ourisman thanked members for their commitment to the dynamic unfolding of James Smithson's founding vision.



James Smithson Society Guild members were invited guests at the Smithsonian National Board's State Department reception held during the Smithsonian Society's 2006 Gala Weekend. Shown are Smithsonian Society members May Liang and James Lintott.



James Smithson Society members Roger Sheldon, Paul and Deane Shatz, and Carol Sheldon enjoy An Evening of Firsts, the 2006 Gala Reception and Dinner at the National Air and Space Museum.

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IN 2006, THE BOARD ADVANCED the work of the Smithsonian locally, nationally, and abroad. Members broadened the Smithsonian's constituency in their hometowns by hosting receptions for the Secretary and book-tour events for Richard Kurin, Director of the Center for Folklife and Cultural Heritage, whose new book, *Hope Diamond*, tells the story of the Smithsonian's famous gem. A Science Committee formed this year furthers the goals of the Science Strategic Plan, and an agreement facilitated by the Education Committee brings nationwide support to Smithsonian educational efforts from the Council of Chief State School Officers. Traveling to India in March, Board study tour participants met government, science, and cultural leaders and represented the Institution. The Board continued its long-standing tradition of outstanding philanthropic leadership with contributions of more than \$13.3 million. The Smithsonian gratefully acknowledges the dedicated leadership and support of the current, honorary, and alumni members of the Smithsonian National Board.



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PHOTO CAPTIONS:

Cover: Reynolds Center Great Hall

Opposite "From the Secretary," clockwise from upper left: *Rhus nigricans* fossil leaf; Reynolds Center Great Hall and dome; *Virgin Enthroned*, 1891, by Abbott Handerson Thayer; *Bessie Smith*, 1936, by Carl Van Vechten (©1936 Carl Van Vechten Trust); unveiling at The Air Zoo, a Smithsonian Affiliate; information along the Asia Trail

"The Smithsonian in 2006," clockwise from bottom left: *Shiva Nataraja* (*Lord of the Dance*), bronze, India, circa 990; Hope diamond; One-Cent Z Grill stamp; basket weaving, Folklife Festival; staggerwing biplane; Mark Catesby illustration; wood face mask, Gabon; wood crest mask, Nigeria; E.A. Séguy pochoir print on a Smithsonian Web site; marine cyanobacteria *Lyngbya confervoides*; Ding ware bottle, China; Cizhou ware wine jar, Northern China; at *Space Day*; insects in *Colombia at the Smithsonian*

Opposite "Contents" page: Clouded leopard

Page 2: Reynolds Center F Street entrance

Page 3, from left: Luce Foundation Center for American Art; Lunder Conservation Center

Page 4: Nam June Paik's *Electronic Superhighway*

Page 5: Gilbert Stuart's *George Washington*

Page 6: Site chosen for the National Museum of African American History and Culture; pew from Chicago's Quinn Chapel African American Methodist Episcopal Church

Page 7, clockwise from upper left: *Henry Highland Garnet*, circa 1881, by James U. Stead; *Bessie Smith*, 1936, by Carl Van Vechten (©1936 Carl Van Vechten Trust); *Sojourner Truth*, circa 1870, by Randall Studio; *Muhammad Ali*, 1966, by Gordon Parks (©Gordon Parks)

Page 8: Fujifilm Giant Panda Habitat; Curiosity Station

Page 9: Sloth bear

Page 10, from left: Early Eocene fossil leaf; fieldwork in the Bighorn Basin, Wyoming; fossil leaf of the genus *Machaerium*

Page 11: Scott Wing and intern Liz Lovelock

Page 12: *Gems and Minerals* at Durham Western Heritage Museum

Page 13: Apollo 9 module at San Diego Air and Space Museum; *Gems and Minerals* at Durham Western Heritage Museum

Page 14: Filming curator Valerie Neal at Udvar-Hazy Center

Page 15: Magazine cover for May 2006; *Best of the National Air and Space Museum*, by Robert Van Der Linden; filming curator Doug Owsley and a team of scientists at Natural History Museum

Page 20, from left: Rendering of the planned entrance to the Star-Spangled Banner Gallery; reading about renovation plans at American History Museum and Director Brent Glass shows a model of museum renovations

Page 21, clockwise from upper left: Dorothy's ruby slippers; composite photo of the Star-Spangled Banner; baseball autographed by Babe Ruth, 1926; a Kermit muppet made in 1969; Duke Ellington score, around 1932-1942; top hat Abraham Lincoln wore the night he was shot

Page 22, from left: Renderings of Butterfly Pavilion, Ocean Hall, and an exhibition hall on human origins; a look inside Dinosaur Hall

Page 23: Studying mummified remains; attaching a model's antenna

Page 27: *A View of the Bombardment of Fort McHenry*, J. Bower, 1816

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