



58
TRAVELING
EXHIBITIONS



24
MILLION
MUSEUM
VISITORS

THE SMITHSONIAN IN 2008

As the world's largest museum and research complex, the Smithsonian Institution embraces the trust and responsibility that comes with its stature. Endowed by James Smithson and created by an act of Congress in 1846, the Smithsonian is dedicated to the increase and diffusion of knowledge.



BLOG WITH
MUSEUM
EXPERTS

RESEARCH IN
96
COUNTRIES

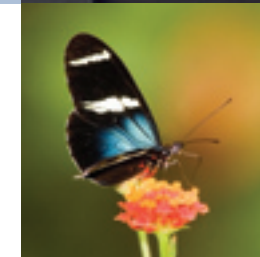


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LEARNING

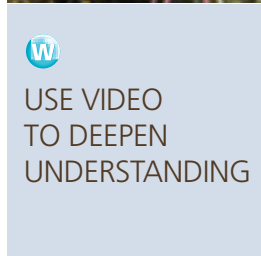


162
AFFILIATE
ORGANIZATIONS

VISIT THE SMITHSONIAN IN PERSON 364 DAYS A YEAR AND ONLINE 24/7 TO EXPERIENCE A MULTITUDE OF WAYS TO ENGAGE WITH — AND LEARN FROM — OUR INCOMPARABLE COLLECTIONS AND DYNAMIC EDUCATIONAL PROGRAMS.



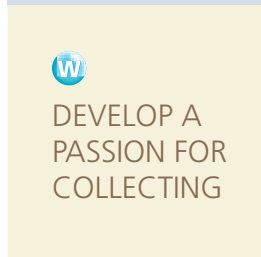
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CONTRIBUTING MEMBERS



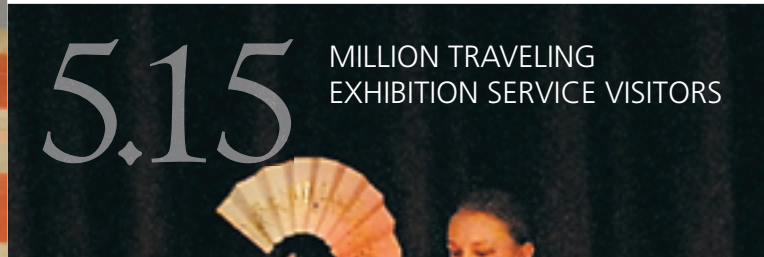
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USE VIDEO
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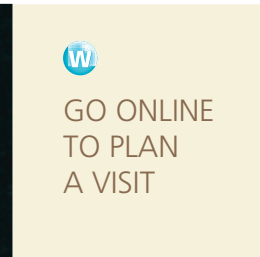
137
MILLION
COLLECTION
OBJECTS



W
DEVELOP A
PASSION FOR
COLLECTING



5.15
MILLION TRAVELING
EXHIBITION SERVICE VISITORS



W
GO ONLINE
TO PLAN
A VISIT



3.8
MILLION EDUCATION
PROGRAM ATTENDEES



6,229
VOLUNTEERS



W
EXPLORE THE
MYSTERIES
OF THE
NIGHT SKY



278
WEB SITES




173
MILLION ONLINE
VISITORS

W WWW.SMITHSONIAN.ORG

CHARTING COURSE »



A full-page underwater photograph of a diver in a black and red wetsuit, wearing a snorkel and mask, examining a rocky reef. The diver is positioned horizontally, leaning over the rocks. The water is clear and blue, with sunlight filtering through. The rocks are covered in various marine life, including algae and small fish. The diver's wetsuit has a prominent red stripe along the side. The overall scene is serene and focused on marine research.

Examining the Present

From biologists who explore the ocean to curators who engage us with the beauty and relevance of contemporary art and educators who quench our thirst for knowledge — the staff of the Smithsonian enriches and broadens our world every day.

Marine botanist James Norris on a snorkel dive off South Water Cay, Belize.


Our Lives Depend On the Ocean *The Sant Ocean Hall*

The Sant Ocean Hall, the National Museum of Natural History's newest permanent exhibition, opened to enthusiastic crowds on September 27. Explaining humankind's current understanding of the ocean and its connections to all humanity, the 23,000-square-foot hall represents the museum's largest renovation since it opened in 1910.

The ocean covers nearly three-quarters of our planet's surface, yet less than five percent of the ocean has been explored. It contains the majority of the world's protein resources, but overfishing has put 75 percent of edible marine species at risk. Ancient, vast, and constantly changing, for humankind the ocean is an irreplaceable resource, but it also is a fragile and little understood ecosystem that is increasingly at risk.

Created in partnership with the National Oceanic and Atmospheric Administration and five years in the making, The Sant Ocean Hall, named for the family of Smithsonian benefactors Victoria and Roger Sant, uses the latest in multimedia technology to vividly explain the ocean's importance to life on Earth. More than 700 marine specimens are on display in this captivating exhibition, including two rare giant squid and an adult and juvenile coelacanth, an extremely rare prehistoric fish thought to be extinct until one was caught off the coast of South Africa in 1938.

"The Smithsonian has created an exhibition like no other," says Cristián Samper, director of the National Museum of Natural History. "We hold the world's largest and most diverse marine collections, some 80 million specimens, and our impressive network of internal partners includes the Smithsonian Tropical Research Institute in Panama, the Smithsonian Environmental Research Center on the Chesapeake Bay, and the Smithsonian Marine Station in Fort Pierce, Florida. Working together, we are expanding what we know about this extraordinary ocean planet."

 To learn more about The Sant Ocean Hall visit the Web site: ocean.si.edu/ocean_hall

"At least half of all the oxygen available to breathe on this planet comes from the ocean. All life came from the ocean. We hope our visitors come to understand that Earth is an ocean planet full of amazing life forms that have adapted to every imaginable condition. It is up to each of us to protect this vital resource. Our lives really do depend on it."

Carole Baldwin, Research Zoologist, National Museum of Natural History



Life Imitates Art

The Cinema Effect: Illusion, Reality, and the Moving Image


In today's media-saturated world, where moving pictures emanate from cell phones and iPods, and even the exteriors of public buildings are used as billboards, sophisticated technology can blur the line between the real and the imagined. People once were able to rely on their senses to separate reality from illusion, but no longer.

At the Hirshhorn Museum and Sculpture Garden, a recent two-part exhibition, *The Cinema Effect: Illusion, Reality, and the Moving Image*, used moving image artworks to examine the evolving influence of cinema on our perception of reality. The range of the Hirshhorn's look at film and video in contemporary art was unprecedented, offering visitors an engaging journey to the cutting edge of creativity, where modern artists are exploring the expressive realm of film, video, and digital animation.

In *Dreams*, the first installment of the exhibition, the museum chose artworks that use cinematic techniques to create the dream-like state that film viewing prompts. *Dreams* transported viewers into a stage between wakefulness and sleep, moving them through a literal labyrinth of black box artworks that tapped the imagination's deepest recesses. *Realisms*, the exhibition's second installment, was an in-depth look at how the moving image can complicate rather than clarify our perception of the relationship between fact and fantasy.

"The exhibition's success in drawing repeat visitors poses an interesting model for future exhibitions. Having two installments allows us to tell a story more fully and more fully engage our visitors in the art," Curator Anne Ellegood says. "Visitors were inspired to come back. They needed to return at least once if they wanted to see both parts, plus each artwork took time to absorb."

The Cinema Effect was hugely popular with young audiences. At two sold-out "After Hours" events in April and June, the museum remained open until midnight while more than 5,000 attendees mingled amid the art, blending fun with education and making the Hirshhorn a very cool place to be.

 To learn more about art and artists featured at the Hirshhorn, visit the museum's Web site: hirshhorn.si.edu/art/

"At the Hirshhorn, we want to change the way people see, challenge them to think critically, and expand their views of the world. *The Cinema Effect* got them talking, and they came back again and again."

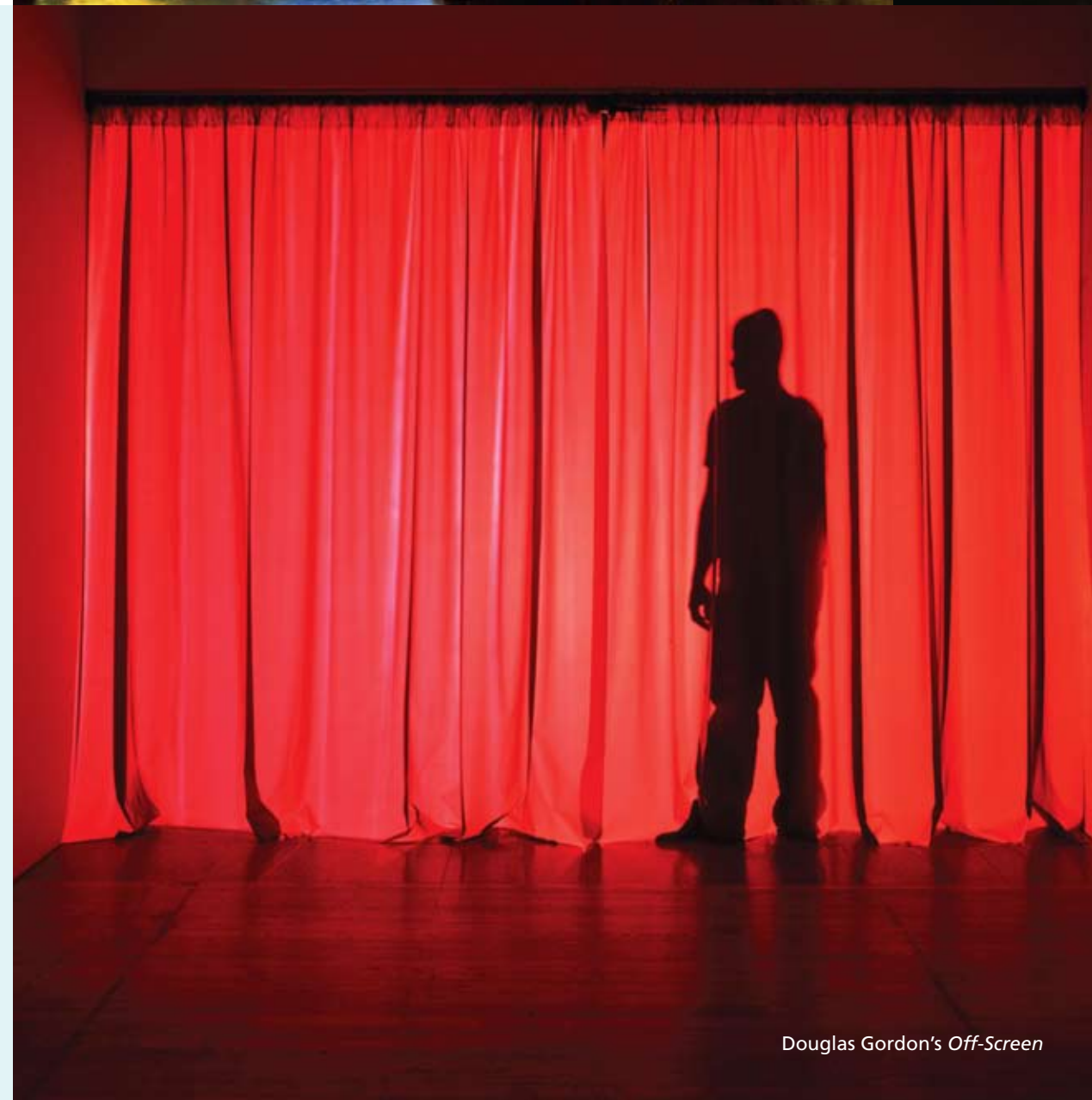
Kerry Brougher, Chief Curator, Hirshhorn Museum and Sculpture Garden



Kelly Richardson's
Exiles of the Shattered Star



Runa Islam's *Twin*



Douglas Gordon's *Off-Screen*



The Hirshhorn Museum



Christoph Girardet's
Release



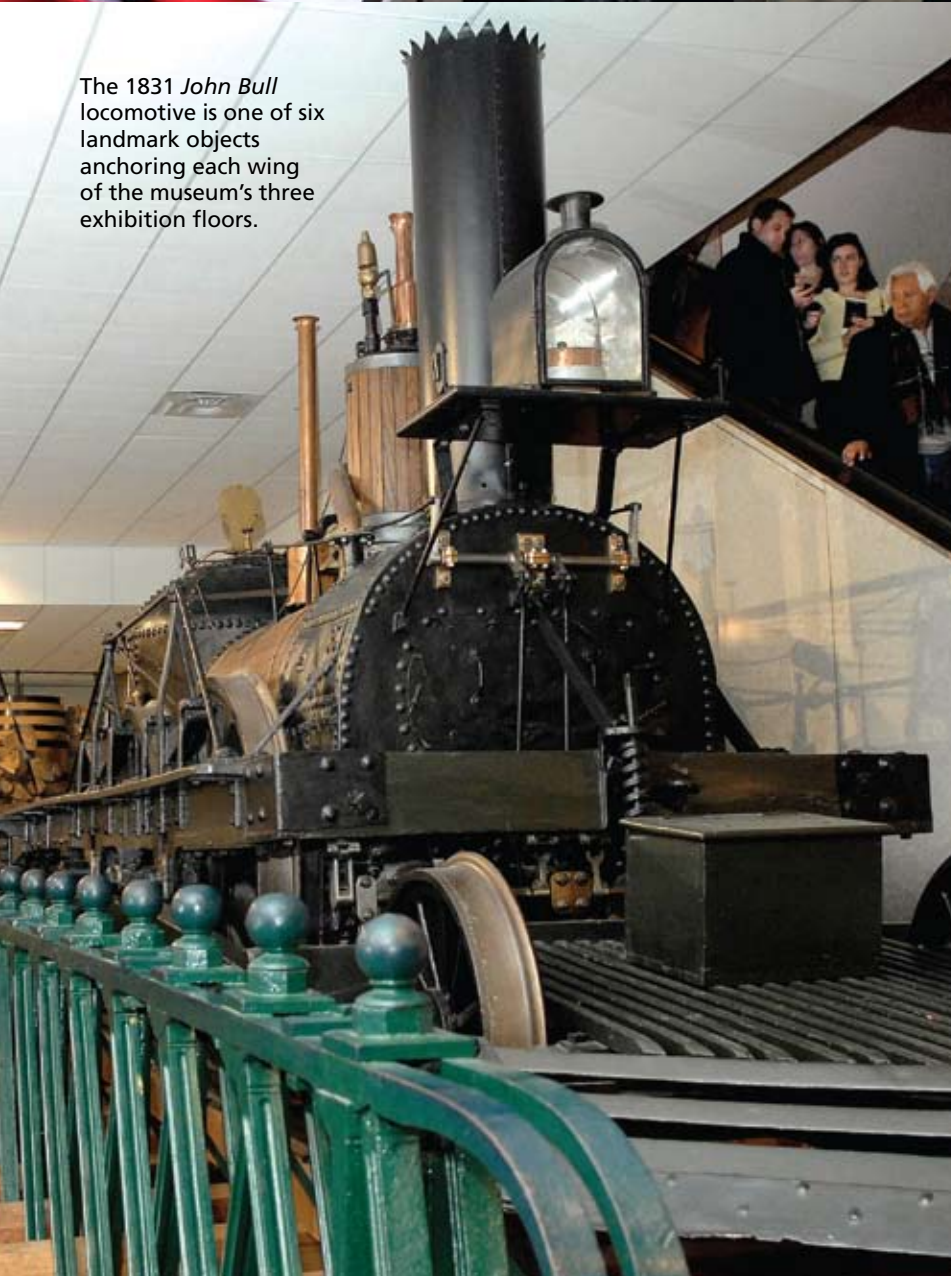
These attendees at an "After Hours" event enjoy music and a light show.



Celebrants watch as the ribbon is cut at the reopening ceremony.



Shedding Light on American History *National Museum of American History Reopens*



The 1831 *John Bull* locomotive is one of six landmark objects anchoring each wing of the museum's three exhibition floors.



Guests gather in front of the Star-Spangled Banner Gallery at the reopening gala.

Reenactors portraying figures from our nation's historic past mingled with everyday Americans during the festive and patriotic ceremonies that marked the November 21 reopening of the National Museum of American History, Kenneth E. Behring Center. President George W. Bush and the First Lady, former Secretary of State Colin Powell, and historian David McCullough were among the guests who gathered to rededicate the only museum that tells the whole story of our nation's history.

Two years of extensive renovation literally let in the light, transforming the museum's center into a bright, welcoming space built around a central atrium that makes the artifacts and the history they represent more accessible. Renovation of the atrium also has created a safe and permanent home for one of America's most revered icons, the Star-Spangled Banner.

The new Star-Spangled Banner Gallery exhibits the flag "by the dawn's early light," recreating the scene that inspired poet Francis Scott Key on the morning of September 14, 1814. An accompanying exhibition presents the flag and national anthem in their historical context. Visitors learn how the Star-Spangled Banner became our national symbol and what the Smithsonian has done and continues to do to preserve, protect, and present it.

New and returning visitors alike will find the museum easier to navigate. Artifact display walls enable the museum staff to exhibit a wider range of our extraordinary collection, while landmark objects anchor each of six wings of the museum's three exhibition floors.

Architectural enhancements and new amenities create a visitor-friendly experience. The welcome center orients visitors and informs them about museum events, while the lobby and 275-seat auditorium serve as community spaces that provide new opportunities for programming.

"We've opened up the area outside of the Star-Spangled Banner Gallery to serve as a public square, a place for programs, performances, and ceremonies, including the swearing-in of new U.S. citizens," Museum Director Brent Glass says. "What setting could be more appropriate?"

Learn more about the Star-Spangled Banner at the Web site: americanhistory.si.edu/ssbl
Watch a video of the Star-Spangled Banner Gallery dedication at: americanhistory.si.edu/webcast/dedication.html



Judy Garland's ruby slippers now have a new home.



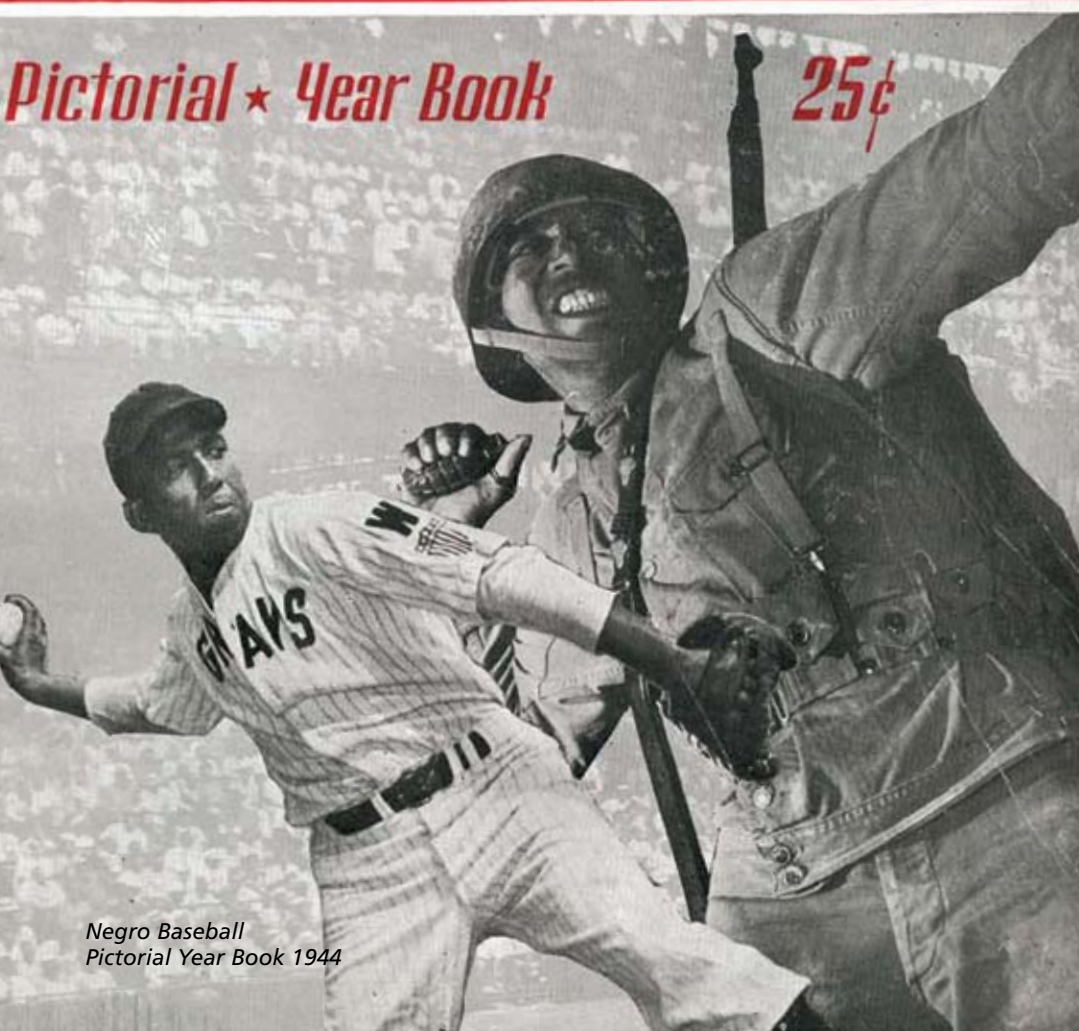
The Federal City Brass Band performs Civil War-era music on reopening day.

"All of the objects found within these walls are the real thing, no facsimiles, no reproductions or approximations. In their various ways, they are talismans, objects with magic power, and their power is in the multitude of stories they tell — our stories, and the ideas those stories embody. How can we love our country and take no interest in its story?"

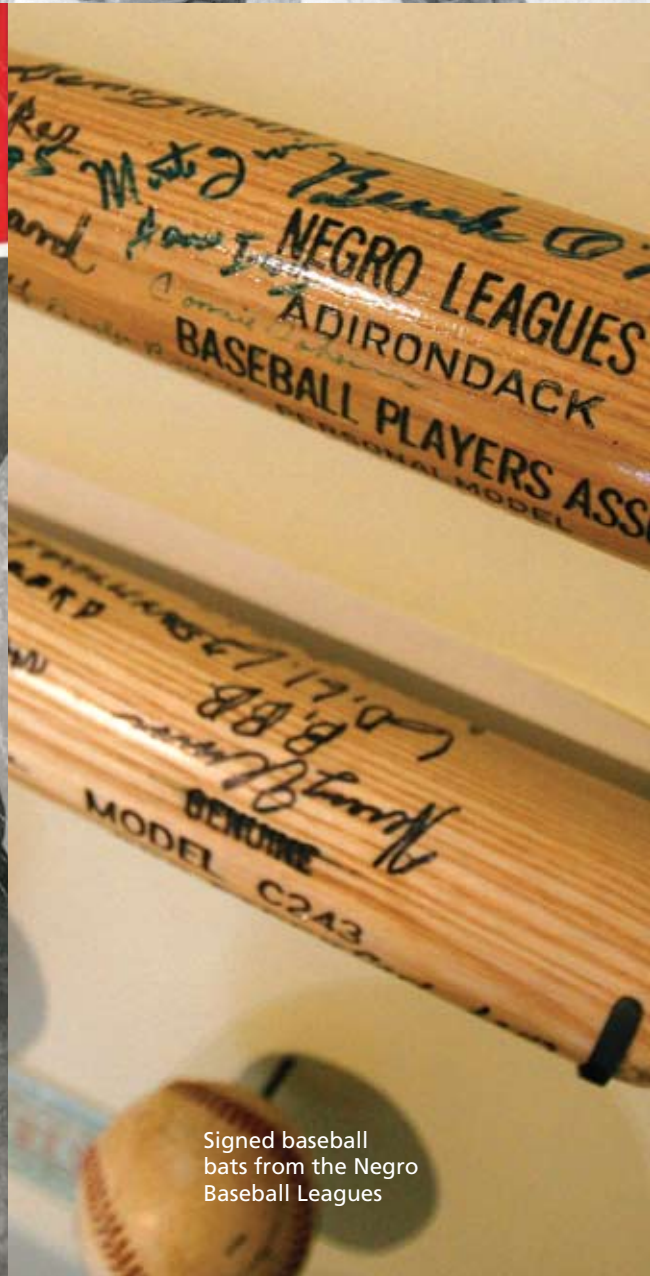
Historian David McCullough, at the reopening dedication of the National Museum of American History



Negro BASEBALL



Negro Baseball Pictorial Year Book 1944



Signed baseball bats from the Negro Baseball Leagues

America's Perfect Mania

Separate and Unequaled: Black Baseball in the District of Columbia

From its beginnings, baseball has captivated America. Played with equal enthusiasm in million-dollar stadiums and corner sandlots, the sport is the great common denominator. Rich or poor, all children dream big at bat.

In the exhibition *Separate and Unequaled: Black Baseball in the District of Columbia*, the Anacostia Community Museum focused on a long overlooked chapter of the game's history, the Negro Baseball Leagues. It told the story of the Homestead Grays, a team that played many of its games in Washington, D.C., and won nine consecutive Negro National League pennants in the 1930s and 1940s.

On view at the Historical Society of Washington, D.C., the exhibition used vintage black-and-white photos, old-time equipment, and other ephemera to recreate a time when fiercely talented black athletes and their fervent fans were held firmly on one side of the color line. Using baseball as a lens through which to view the past, the exhibition revealed what life was like for African Americans during the Jim Crow decades.

"As America changed, so did baseball, becoming segregated after Reconstruction and remaining so until Jackie Robinson broke baseball's color line in 1947, a few years before *Brown v. Board of Education* erased the 'separate but equal' standard of law," says Curator Anthony Gualtieri. "Baseball is democracy's ultimate sport; it is embraced by people at every level of society and reflects solid values such as teamwork and sportsmanship."

Separate and Unequaled made special note of the African American journalists who covered Negro Baseball League games in an era when the mainstream media ignored black baseball. Capturing every score and statistic, these sportswriters ensured that achievements of players such as Walter "Buck" Leonard and Josh Gibson — and the young Satchel Paige and Hank Aaron — found their rightful place in the pages of sports history.

 To view the exhibition brochure online, visit: anacostia.si.edu/docs/Resources/Exhibits/Baseball/Baseball_Brochure.pdf



Cool Papa Bell



Matthew Carlisle of the Homestead Grays runs to third base.

"Baseball is America's perfect mania that perfectly represents us as a people."

Daily National Intelligencer newspaper, September 11, 1866

"Baseball has always been a passion of District-dwelling African Americans. If there was a back alley or plot of land, something to use as a bat, something to use as a ball, and a second to spare, youngsters formed a pick-up game. The only rule was stay away from mama's wash."

Gail Lowe, Historian, Anacostia Community Museum



Tracks made by the Mars Exploration Rover *Opportunity* crisscross the surface of Mars.

Shaping the Future

Research fuels discovery, and discovery shapes the future. The Smithsonian's ambitious program of research reaches across time and space to create new knowledge, provide real-world solutions, drive best practices, and, most critical of all, lead to new inquiry.

Did Mars Once Support Life?

National Air and Space Museum Piecing Together Mars' Ancient Geologic Record

Every day, scientists at the National Air and Space Museum's Center for Earth and Planetary Studies get closer to turning science fiction into science. Exploring the solar system and Earth's place in it, the center is part of an international collaboration using robotic rovers to roll across the surface of the red planet taking photographs, analyzing minerals, and gathering information in an attempt to answer such questions as, "How much water was once on Mars?" and "Was there ever life on Mars?"

Center for Earth and Planetary Studies Geologist John Grant is closely examining data collected from Mars by NASA rovers and orbiters. Distinct traces of water on the Martian surface indicate that conditions may once have been favorable to support life, albeit relatively simple life. "We see evidence of water in the rock record," Grant says, "which tells us the planet was once more temperate. Three to four billion years ago, parts of Mars might have resembled the sand dunes of an Arabian desert. When it did rain, the water pooled and then evaporated. Conditions even earlier on Mars were likely much wetter."

Mars, which is smaller than Earth, has cooled and is no longer as geologically active. Much of the ancient record of Mars is preserved on the planet's surface. Studying Mars also gives biologists and geologists a better understanding of the conditions under which life began on Earth.

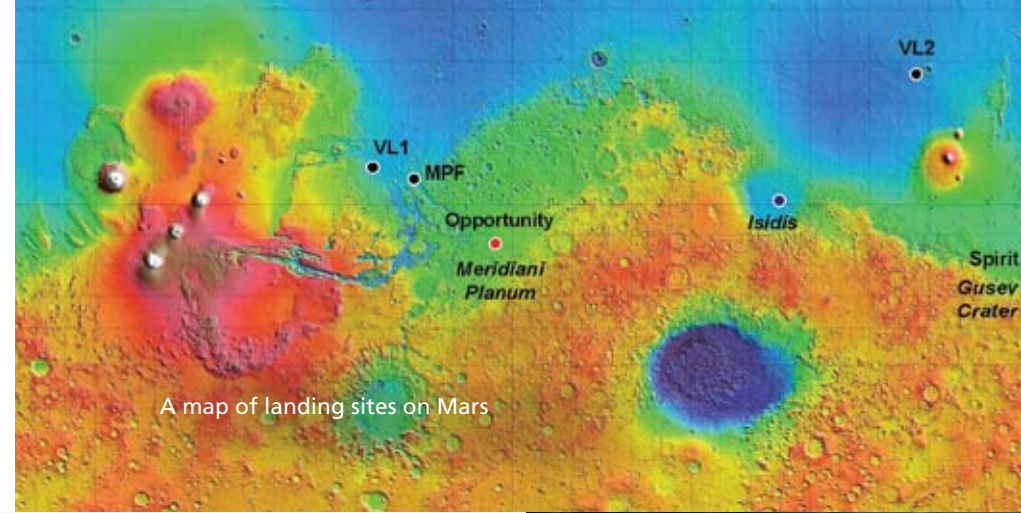
Grant, who serves as co-chair of NASA's Mars Landing Site Steering Committee, which is currently pinpointing the landing site on Mars for a new rover scheduled for launch in 2011, is also examining data gathered by a high-power camera called HiRISE aboard NASA's Mars 2005 Reconnaissance Orbiter. The HiRISE camera is capturing incredibly detailed surface images of Mars as it orbits the planet.

Exploring space is a team effort. The Smithsonian's great knowledge of Mars, gained through years of basic research, combined with its expertise in planetary geology, makes it an important collaborator in this massive undertaking.

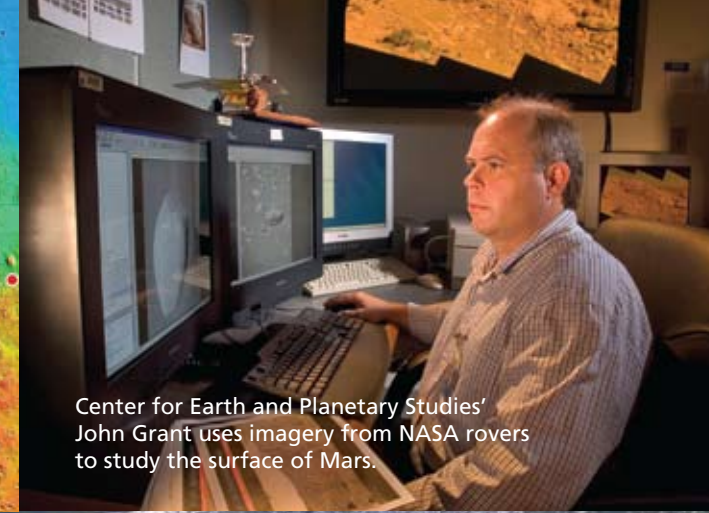
To learn more about the Smithsonian's planetary studies visit the Web site: www.nasm.si.edu/research/ceps/
To view the Earth from space: www.nasm.si.edu/exhibitions/gal213/earthtoday/

"Because planet Earth is dynamic, life evolves. On Mars, the engine of life might have started, but it may not have run for very long. Our work on ancient Martian environments helps scientists understand the conditions under which life might have existed."

John Grant



A map of landing sites on Mars



Center for Earth and Planetary Studies' John Grant uses imagery from NASA rovers to study the surface of Mars.



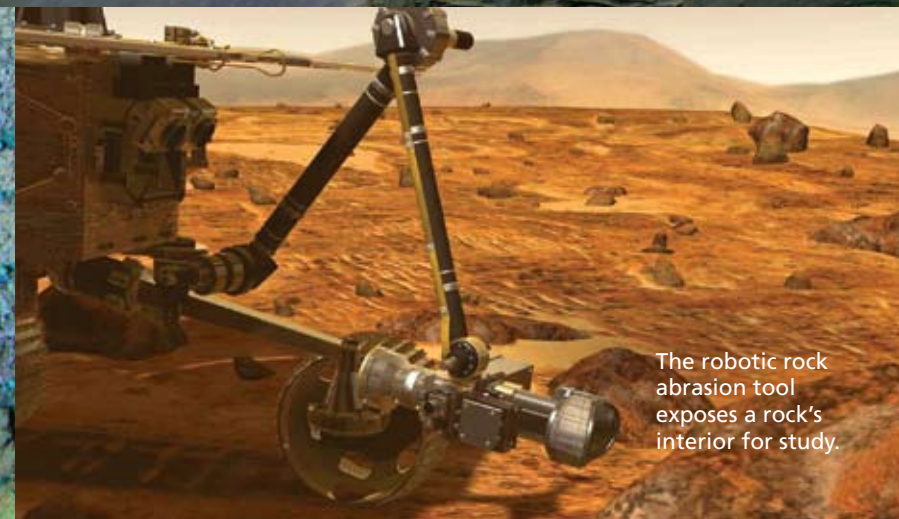
Planetary Scientist Lynn Carter works with ground penetrating radar equipment in Hawaii, a possible analog for Mars.



Smithsonian scientists explore Mars with images such as this one taken by the orbiting HiRISE camera.



Circles ground into a Mars rock allow scientists to study its texture and composition.



The robotic rock abrasion tool exposes a rock's interior for study.

The Smithsonian Goes Digital

Creating Universal Online Access to the World's Greatest Collections


Standing in the presence of a treasured object and sensing its historic significance can be a life-changing experience. The Smithsonian's collections are used for research by scholars from all over the world, and visitors travel great distances to see their favorites among the Institution's 137 million objects. Physical access to artifacts and specimens will always be critical to researchers, but the modern era demands solutions that connect people electronically. Digital photography and data management now allow the Smithsonian to make its treasures available to millions around the globe.

Today, more than 250 digital imaging projects are underway at the Smithsonian. The scope of this effort, the need for common standards, and the rapid emergence of new tools make planning critical. In response, the Smithsonian established a pan-Institutional committee in 2008 charged with drawing up a plan to create, preserve, and manage digital assets in an integrated manner.

"It is a massive undertaking, and the actual act of digitization is the least complicated part," says Katherine Spiess, Director of the Smithsonian's Central Digitization Office. "More challenging is managing the digital content that documents and makes accessible everything from priceless paintings to presidential collections to microscopic organisms."

The Institution's Web sites attract nearly 173 million visitors each year, eight times the number of the Smithsonian's in-person visitors. Digitization will offer them a multimedia experience: in the future, for example, not only will the Smithsonian be able to post images of Isaac Singer's original sewing machine online, but digital video clips will show it at work. Ultimately, scholars will be able to use a single electronic portal to access Institution-wide information, helping them study important figures such as Thomas Edison, whose portrait, papers, and inventions reside in different Smithsonian collections.

Digitization will vastly increase the Smithsonian's ability to carry out its mission: the increase and diffusion of knowledge.

 Explore digitized artifacts from the Archives of American Art at the Web site: aaa.si.edu/collectionsonline

"As holder of the national collections, the Smithsonian is at the intersection of many worlds — art, history, science, and culture — but we must also be at the forefront. Our collections are invaluable, and if we cannot bring everyone to Washington, we have an obligation to take our collections out to the world."

Katherine Spiess



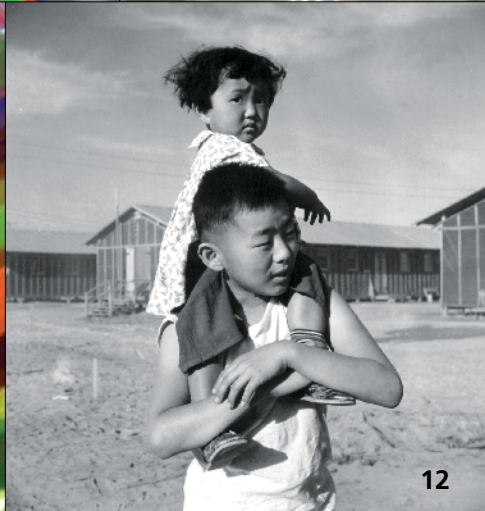
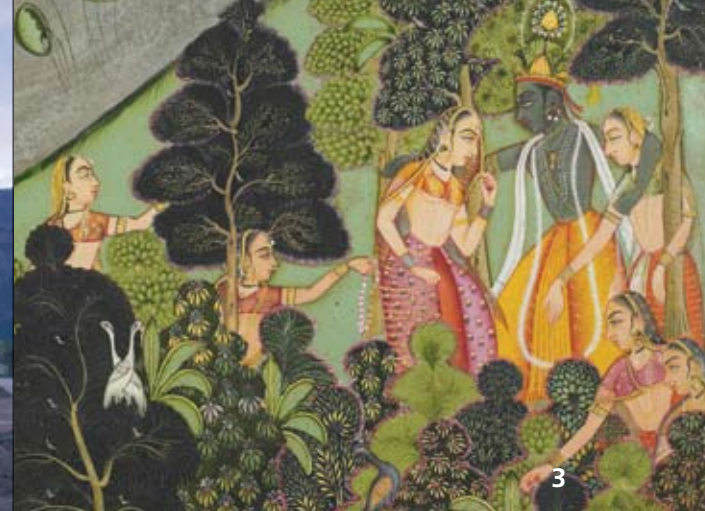
Ingrid Pol-Yin Lin digitizes one of the more than 80,000 botany specimens placed online by National Museum of Natural History staff.



Tom Garnett, Biodiversity Heritage Library Program Director, holds a rare book on malacology (mollusks) from Smithsonian Institution Libraries.



Walter Larrimore photographs a ceramic bowl from the collections of the National Museum of the American Indian.



The Year at a Glance 2008 Highlights

Smithsonian Museums,
Research Centers, and Programs

ART

ARCHIVES OF AMERICAN ART

Celebrating romantic and familial love, the book, *With Love: Artist's Letters and Illustrated Notes*, used the Archives' vast collections of letters, photographs, and ephemera to provide a unique glimpse into the private lives of great American painters, sculptors, and illustrators. (1)

COOPER-HEWITT, NATIONAL DESIGN MUSEUM

Tom Kundig's "Rolling Huts," Cooper-Hewitt National Design Awards 2008 Architecture Design winner, seamlessly integrates architecture, landscape, and raw materials to evoke Thoreau's simple cabin in the woods. (2)

FREER GALLERY OF ART AND ARTHUR M. SACKLER GALLERY

The exotic and colorful exhibition, *Garden and Cosmos: The Royal Paintings of Jodhpur* at the Sackler Gallery featured 60 never-before-exhibited paintings from the royal court collection of Marwar-Jodhpur, in the modern state of Rajasthan. (3)

NATIONAL MUSEUM OF AFRICAN ART

Featuring colorful textiles and accessories primarily from west and southern Africa, the exhibition *Textiles/Fashioning Identity* showed how African textiles convey messages of personal identity through dynamic, ever-changing forms and objects. (4)

NATIONAL PORTRAIT GALLERY

RECOGNIZE! Hip Hop and Contemporary Portraiture was the Smithsonian's first exhibition to examine the influence of hip hop music and culture on the art of portrayal. It featured the work of six artists and a poet. (5)

SMITHSONIAN AMERICAN ART MUSEUM AND THE RENWICK GALLERY

For SAAM, a site-specific sculpture by artist Jenny Holzer consisting of light and text created from white electronic LEDs (light emitting diodes), was commissioned by the museum for its third floor Lincoln Gallery. The sculpture is the only work by this internationally renowned artist on public view in Washington, D.C. (6)

HISTORY AND CULTURE

CENTER FOR FOLKLORE AND CULTURAL HERITAGE

Some 100 Bhutanese participated in the 42nd Smithsonian Folklife Festival's *Bhutan: Land of the Thunder Dragon*. Festival performances and demonstrations showcased the kingdom's culture and community. (7)

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

Started in 2008, *Save Our African American Treasures: A National Collections Initiative of Discovery and Preservation* is stimulating preservation activity nationwide by helping people identify cultural objects of historic significance to the African American community. (8)

NATIONAL MUSEUM OF THE AMERICAN INDIAN

The museum's *Hawaiian Cultural Festival* attracted more than 13,000 visitors who took part in hands-on activities and demonstrations that emphasized island traditions in music, dance, and feather-working. (9)

NATIONAL POSTAL MUSEUM

An annual celebration of mail by rail, *Trains!*, allowed visitors to explore working model train layouts and learn about the Railway Mail Service by participating in activities such as sorting mail. (10)

SMITHSONIAN AFFILIATIONS

Annmarie Garden Sculpture Park and Arts Center in southern Maryland, a Smithsonian Affiliate, unveiled its first indoor gallery, which featured sculptures on loan from the Smithsonian, including *Dragan*, by Vasa Velizar Mihich. (11)

SMITHSONIAN ASIAN PACIFIC AMERICAN PROGRAM

A screening and discussion of the documentary film, *Passing Poston: An American Story*, exposed viewers to the devastating and long-lasting effects of World War II internment camps on the Japanese American community. (12)



The Year at a Glance 2008 Highlights

Smithsonian Museums,
Research Centers, and Programs

HISTORY AND CULTURE

THE SMITHSONIAN ASSOCIATES

China: An Incomparable Journey explored the country through more than 20 individual presentations, workshops, and events held in Washington, D.C. The program covered China from its ancient culture to the Beijing 2008 Olympic Games. **(13)**

SMITHSONIAN CENTER FOR EDUCATION AND MUSEUM STUDIES

The center published *Teaching with Collections*, a special edition of its curriculum guide *Smithsonian in Your Classroom*. The publication helps teachers create lesson plans for preschool- and kindergarten-age children based on museum collections. **(14)**

SMITHSONIAN INSTITUTION ARCHIVES

Five thousand cubic feet of older historical collections and fragile paper records were painstakingly transferred by Archives' staff to secure underground storage vaults in Pennsylvania. **(15)**

SMITHSONIAN INSTITUTION TRAVELING EXHIBITION SERVICE

Earth from Space, a poster exhibition of colorful high-resolution images taken by satellites, began touring the United States this summer. The exhibition explains how satellite images are used to learn more about our dynamic planet. **(16)**

SMITHSONIAN LATINO CENTER

A live concert given by the musicians featured in *The Accordion Kings: The Story of Colombian Vallenato Music* — a documentary which was screened before the concert — attracted a crowd that numbered more than 600 people. **(17)**

BOTANICALS BUTTERFLIES & INSECTS



SCIENCE

MUSEUM CONSERVATION INSTITUTE

Institute research scientists are using a newly acquired micro-fading tester to conduct a yearlong survey of post-renovation light levels on museum objects and artifacts in the Donald W. Reynolds Center for American Art and Portraiture. **(18)**

NATIONAL SCIENCE RESOURCES CENTER

Teachers deepened their knowledge of biodiversity, ecological field studies, electricity and magnetism, and energy and motion through the center's weeklong residential summer sessions, Smithsonian Science Education Academies for Teachers. **(19)**

NATIONAL ZOOLOGICAL PARK

Two Przewalski's horse foals, a species extinct in their native Asia since 1970 and genetically distinct from domestic horses, were born at the Zoo's Conservation and Research Center facility, a direct result of work and research by staff reproductive scientists. **(20)**

SMITHSONIAN ASTROPHYSICAL OBSERVATORY

A Smithsonian astronomer recently discovered a black hole that weighs between 24 and 33 times as much as our Sun. This new black hole, the heaviest black hole known to orbit another star, is located in a nearby galaxy 1.8 million light-years from Earth. **(21)**

SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

Through a partnership with the North American Climate Center, a group of citizen-scientists joined Smithsonian ecologists to participate in a research project that will contribute to a long-term global study measuring how forests respond to a changing climate. **(22)**

SMITHSONIAN INSTITUTION LIBRARIES

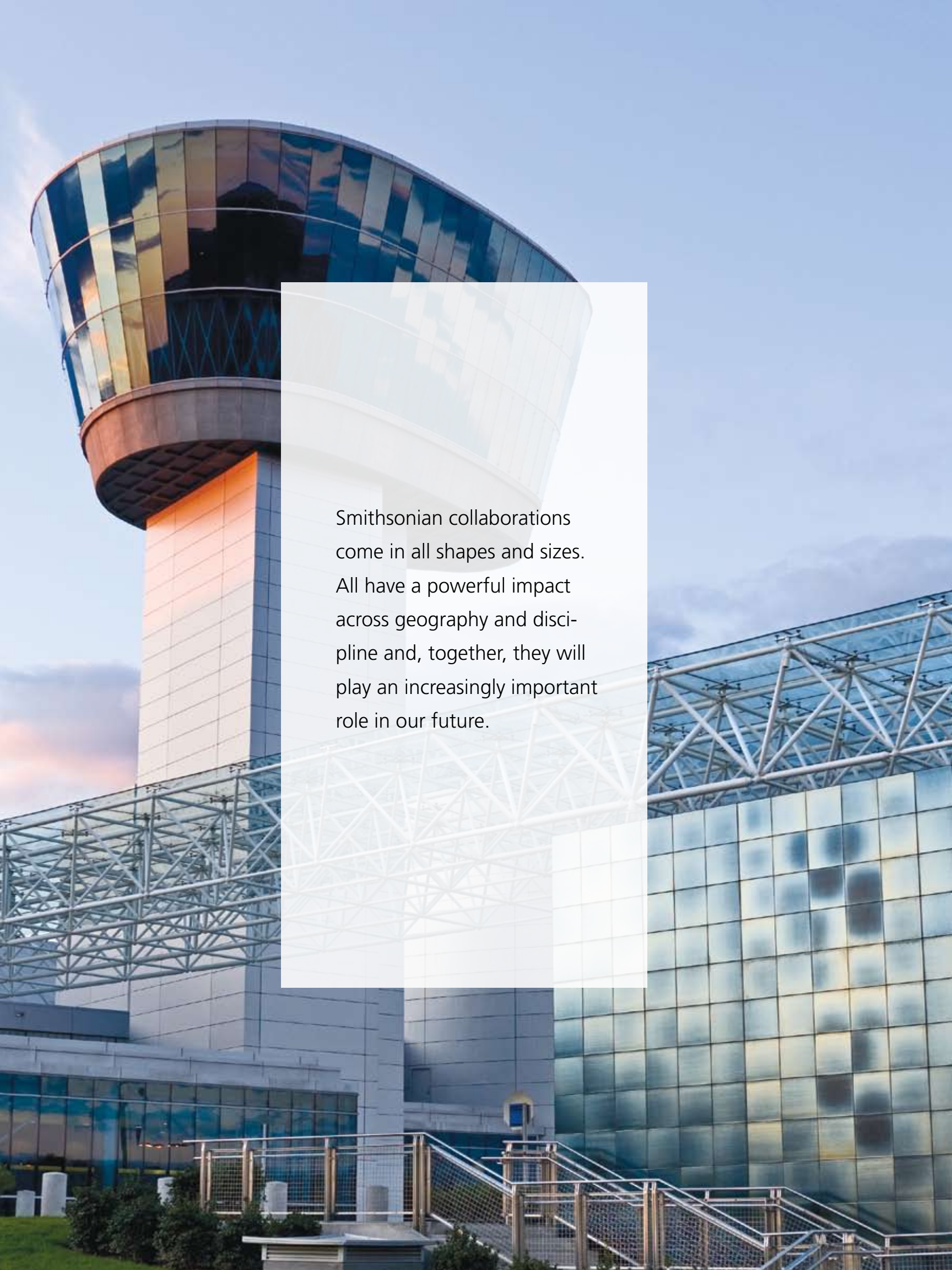
Botanicals: Butterflies & Insects, a 300-page book featuring stunning natural history illustrations that span two centuries, was published by the Libraries. The images are compiled from works in the Libraries collection. **(23)**

SMITHSONIAN MARINE STATION AT FORT PIERCE

In keeping with the station's ongoing mission to support and document the ecosystems and marine biodiversity of south Florida, marine biologists conducted behavioral studies on the feeding preferences of sea urchins. **(24)**

SMITHSONIAN TROPICAL RESEARCH INSTITUTE

Studying the social organization of one of the largest insect groups on the planet, ants, researchers at the institute's Neurobiology Lab examined the behavior of tropical ants and how it changes according to their age and the needs of their colony. **(25)**



Smithsonian collaborations come in all shapes and sizes. All have a powerful impact across geography and discipline and, together, they will play an increasingly important role in our future.

Charting a Bold Future

The Smithsonian in the 21st Century

Today's world is defined by both limitless opportunity and limited resources. Shrinking borders have shaped a true global community whose inhabitants are eager to learn about — and from — each other, while vastly improved technology enhances our ability to communicate. At the same time, the planet faces problems — sustainability, global climate change, diminishing biodiversity — too big for any one organization, or nation, to solve. Distinguished by unparalleled collections, stellar research, and expert staff, the Smithsonian is uniquely positioned to convene leading organizations to address complex opportunities and issues that demand collaborative action.

Collaboration is deeply ingrained in the Smithsonian's culture and made manifest at all levels of the Institution. Individual museums and centers combine objects and scholarship in the arts, history, and the sciences to tell a collective story, whether it be of the world's oceans or an American hero. We learn about the desires of the museum-going public from our strong network of national affiliates and, at the same time, our affiliates benefit from the Smithsonian's collections and expertise. We also enlist prestigious partners to leverage our own work. The first such collaboration — between the Harvard College Observatory and the Smithsonian Astrophysical Observatory — formed the Harvard-Smithsonian Center for Astrophysics, today the world's largest astrophysical institution.



1



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4



5

FORGING AN INTERNATIONAL PARTNERSHIP

With the Smithsonian's assistance, the emirate of Abu Dhabi in the United Arab Emirates is making extraordinary investments to turn itself into a cultural destination. For a major project involving the preservation and celebration of local heritage, the Abu Dhabi Authority for Culture and Heritage invited a Smithsonian team to study the feasibility of a new museum dedicated to the Bedouin people and inspired and informed by the National Museum of the American Indian. The team was led by Richard Kurin, Smithsonian under secretary for history, art, and culture, and Elizabeth Duggal, the National Museum of Natural History's associate director. In a follow-up collaboration, Abu Dhabi is working with the Smithsonian to design a new approach to museum professional education, to ensure the long-term success of the region's many cultural projects. "What a unique opportunity to enhance the mission of the Smithsonian while supporting a region that is making significant investments in culture," Duggal says. "Educating a new generation of museum leaders is critical to the success of all museums across the world in the 21st century."

1 Members of the team tour the Sharjah Museum of Islamic Civilization.

2 Mohammed Khalaf Al-Mazrouei, Director General of the Abu Dhabi Authority for Culture and Heritage

3 Team members visiting the American University of Sharjah

A NEW APPROACH TO CONSERVATION EDUCATION

The world needs a new generation of professionals to preserve the wondrous variety of life on Earth and the Smithsonian is helping to bring this about. The Smithsonian National Zoological Park joined with George Mason University in Fairfax, Va., to educate and train such leaders in the relatively new science of analyzing and protecting Earth's biological diversity. Students in the Smithsonian-Mason Global Conservation Education Program spend a semester at the Zoo taking courses for academic credit in the natural and social sciences with an emphasis on developing the problem solving skills necessary to address critical conservation issues.

Throughout the program they learn from scientists at the Zoo's Center for Conservation Education and Sustainability, as well as faculty at George Mason's Center for Conservation Studies. "Students are living and breathing conservation at the Zoo's 3,200-acre Conservation and Research Center in Front Royal, Va., where more than 30 endangered species are housed and cared for," says Steve Monfort, the Zoo's associate director of conservation and science. "And in 2010 we break ground for an energy-efficient academic complex that will feature classrooms and state-of-the-art labs and dormitory facilities."

4 Smithsonian-Mason Semester students work on hormone analysis in the Endocrine Lab at the Conservation and Research Center.

5 Smithsonian and George Mason scientists lead students in a biodiversity monitoring field exercise.

BRINGING HISTORY TO LIFE

The Smithsonian marshaled its broad and rich resources from across museums and research centers to celebrate the bicentennial of Abraham Lincoln's birth. The pilot project of Smithsonian Connections, a program aimed at enhancing the visitors' experience, *Abraham Lincoln at the Smithsonian* brings the compelling story of America's most mythologized president to life through exhibitions, public programs, tours, and multimedia Web sites. Accessible to museum attendees and Internet users, the Lincoln program incorporates all the tools of modern communications technology, including blogs, podcasts, and social networking platforms, such as Facebook and Twitter. "The Smithsonian is one of the few institutions that can look in-depth at a single subject through a variety of lenses including art, history, and science," says Jane Milosch, senior program officer for the arts in the office of the under secretary for history, art, and culture. "Next we'll tackle other subject matter in the same collaborative manner. We believe Smithsonian Connections is the future of the museum experience."

6 Funeral drum and drumsticks that sounded the first call to arms after Lincoln's assassination, National Museum of American History

7 *Abraham Lincoln*, by Thomas Le Mere, albumen silver print, 1863, National Portrait Gallery

8 Top hat worn by Lincoln to Ford's Theatre on the night of his assassination, National Museum of American History

CROSSING BOUNDARIES IN THE NAME OF SCIENCE

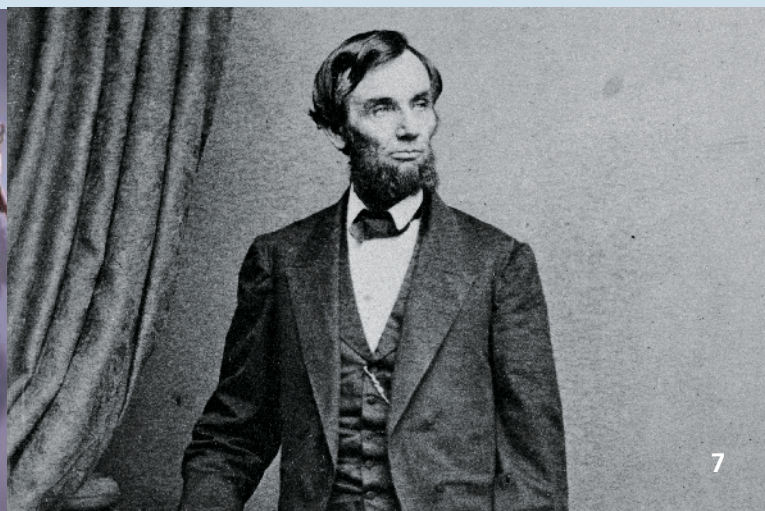
Combining its vast natural history collections, excellence in plant and animal taxonomy, and the power to convene experts around the world, the Smithsonian is hosting the Consortium for the Barcode of Life (CBOL), which is crossing political, geographic, economic, and social boundaries to promote DNA barcoding as a new global standard for identifying species using a short DNA sequence. CBOL was formed in 2004 and now has more than 170 member organizations from 50 countries, many in developing nations. Barcoding is helping these countries recognize and preserve their natural resources by building networks and offering training in the use of DNA barcoding techniques. "This project is democratizing, internationalizing, and accelerating the identification process," says David Schindel, executive secretary of CBOL. "Taxonomists will no longer have to travel to other museums or borrow collections to compare their unidentified samples with known flora and fauna samples. DNA barcoding also is helping scientists in other disciplines by creating a permanent, public resource for biodiversity identification. Barcodes are being used to improve public health, promote conservation, and ensure crop safety across the world." Through the efforts of CBOL, the Smithsonian is a key partner in the global DNA barcoding initiative.

9 Research entomologists at the National Museum of Natural History are using DNA barcode data to study the relationships between cryptic species of skipper butterflies and other insects.

10 Kit used by researchers to analyze DNA



6



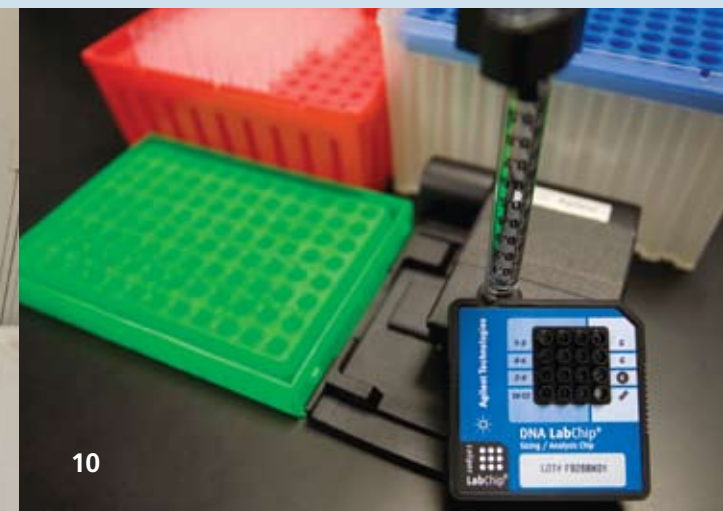
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Board of Regents Report



In 2008, Roger Sant, left, was elected first chair and Patricia Stonesifer was elected first vice chair. In January 2009, Ms. Stonesifer succeeded Mr. Sant as chair, and Alan Spoon was elected vice chair. John McCarter, Jr. is a new citizen Regent.

NEW SECRETARY APPOINTED

On March 15, 2008, the Board of Regents announced the selection of G. Wayne Clough as 12th Secretary of the Smithsonian Institution. He took office July 1, 2008. Since 1994, he had been the president of the Georgia Institute of Technology, and under his tenure, the school's academic reach expanded throughout the world, with campuses in France, Ireland, Singapore, and Shanghai; enrollment increased by more than 5,000 and achieved greater ethnic and gender diversity; and the university consistently ranked among the nation's top 10 public research universities. The Board of Regents is pleased to have a scholar and scientist of his stature at the Institution's helm, and is confident that his leadership will offer positive direction to the more than 6,000 Smithsonian staff and thousands of volunteers, whose dedication and excellence reflect so positively upon the Institution.

GOVERNANCE REFORMS IN PLACE

The Regents completed a thorough reform of the Smithsonian's governance, implementing 25 recommendations proposed by its Governance and Nominating Committee. These reforms increase transparency and accountability, improve internal and external communications, and strengthen partnerships between the Regents and key staff and stakeholders.

Changes made to the structure and operations of the Board of Regents include creating new positions of chair and vice chair and establishing an Office of the Regents separate from the Office of the Secretary. In addition, the Board now has three new committees: investment, advancement, and strategic planning and programs, expanding its number of committees to nine.

To increase transparency, the Regents created a public Web site and conducted their first annual public forum on November 17. The duties and responsibilities of individual Regents have been clearly established, and the Board is putting in place processes by which to assess its effectiveness and that of individual Regents.

The Inspector General, the Chief Financial Officer, and the General Counsel now have direct access to the Regents, and new policies prohibit Smithsonian executives from serving on for-profit boards. All Smithsonian employees now adhere to federal travel, expense, and leave procedures.

The reforms have been comprehensive and responsive to concerns, but the Regents are not taking a "once and done" view. The Board is committed to working with Secretary Clough to sustain a top-to-bottom culture of accountability and an ongoing review of governance policies and procedures.

RECOGNIZING A DEDICATED LEADER

In acknowledgment of his many contributions, the Board of Regents named National Museum of Natural History Director Cristián Samper as the first recipient of the Regents' Gold Medal for Exceptional Service in recognition of his 15 months' service as Acting Secretary of the Smithsonian. The award reflects the board's gratitude and appreciation for leading the Institution with skill and dedication through a time of transition and for his ongoing commitment to the Smithsonian.

Detailed information on the activities and accomplishments of the Smithsonian's Board of Regents is available online at www.si.edu/about/regents.

In 2008, the Smithsonian made important strides toward its goal of becoming a leader in 21st-century nonprofit governance.

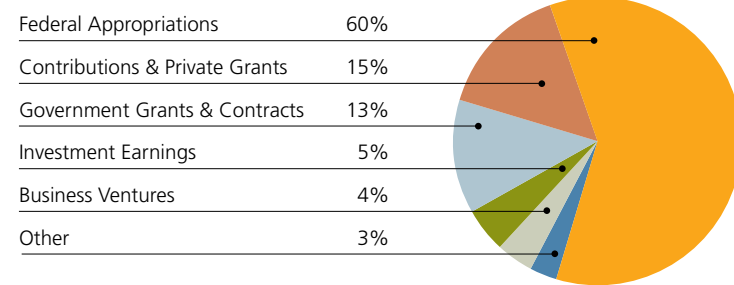
Financial Report

Fiscal Year Ending September 30, 2008

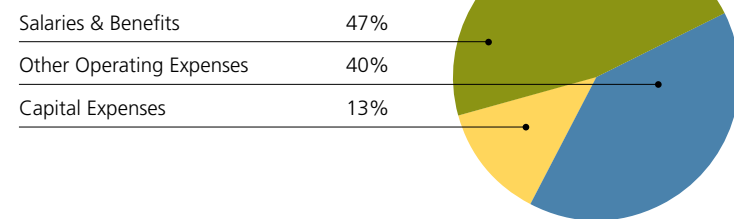
With the opening of The Sant Ocean Hall at the National Museum of Natural History and the reopening of the National Museum of American History which now houses an inspiring new home for the Star-Spangled Banner, fiscal year 2008 was both a productive and rewarding one for the Smithsonian. Smithsonian operations performed well during the year. The endowment, while hurt by a slumping economy, outperformed its benchmark and the median return of a wide selection of peer organizations.

The Smithsonian receives funding from federal government appropriations, from other governmental entities, and from private sources. Private funds enable the Institution to undertake new ventures and provide the means 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 fund other administrative and support services. The 2008 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.

REVENUES, in Percent, FY 2008



EXPENSES, in Percent, FY 2008



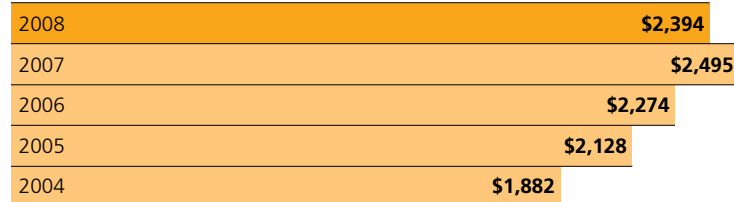
FINANCIAL ACTIVITY, in Millions of Dollars, FY 2008 and 2007

	2008	2007
Operating Revenue	\$1,007	\$993
Operating Expenses	898	881
Increase in Operating Net Assets	109	112
Increase (decrease) in Other Assets	(210)	108
Total Increase (decrease) in Net Assets	(\$101)	\$220

FINANCIAL POSITION, in Millions of Dollars, FY 2008 and 2007

	2008		2007	
	Trust	Federal	Total Funds	
Assets	\$1,873	\$1,199	\$3,072	\$3,106
Liabilities	322	356	678	611
Net Assets	\$1,551	\$843	\$2,394	\$2,495

GROWTH IN NET ASSETS, in Millions of Dollars, Over Five Years



SMITHSONIAN ENTERPRISES

Smithsonian Enterprises (formerly Smithsonian Business Ventures) provides critical, unrestricted funds to the Institution and its museums through its operation of mission-related, revenue-generating activities that include museum stores, restaurants, IMAX theaters, the Smithsonian Catalogue, *Smithsonian* and *Air & Space* magazines, Smithsonian Channel, Smithsonian Books, and the worldwide educational travel program, Smithsonian Journeys.

Smithsonian Enterprises' operations achieved \$157.2 million in revenue during 2008 and contributed \$26.7 million in net gain to the Institution, an amount slightly higher than its 2007 contribution.

2008 HIGHLIGHTS:

- The SMITHSONIAN CHANNEL ended a year of programming accolades with a coveted Emmy Award for *The Magic of Motion*, an episode in its popular series *Nature Tech*. It is the youngest channel ever to win an Emmy. The channel is now in more than 10 million households and offers viewers 209 different programs. In addition, selected Smithsonian Channel programs can be downloaded at the iTunes Store, the world's most popular online music and video store.
- RETAIL STORES' year-end net gain exceeded 2007 gains through improved operating margins and new initiatives, such as extended operating hours at the National Air and Space Museum and the implementation of the successful *Curator's Choice* book program, focusing on selected favorites of the museum staff.
- Despite industry-wide circulation challenges, the quality of SMITHSONIAN magazine continues to deliver to more than 2 million National Associate members with each issue. The magazine was named by a leading circulation trade newsletter as one of its top 10 circulation performers of the past decade.
- As part of a pan-Institutional effort, the LICENSING division helped secure an agreement with 20th Century Fox to place the Smithsonian in a starring role in the upcoming release of *Night at the Museum: Battle of the Smithsonian*.
- Two SMITHSONIAN BOOKS titles made it onto *The New York Times* bestseller list: *America's Hidden History*, by Kenneth Davis, and *How the States Got Their Shapes*, by Mark Stein.
- SMITHSONIAN JOURNEYS grew its number of passengers by 11 percent and completed its first full year as a preferred supplier for the American Express Consumer Travel Network. The partnership resulted in more than 200 additional bookings.
- Visitors to Web sites operated by the MEDIA division — *Smithsonian.com*, *airspacemag.com*, and *goSmithsonian.com* — were up 107 percent in 2008.

Gift Report

Gifts to the Smithsonian

Philanthropy is essential to the Smithsonian's mission. Private contributions from donors provide the funds to transform Smithsonian museums and exhibitions, advance research, ignite young minds through education and outreach, fund innovation, and help the Smithsonian remain free to all and open 364 days a year. Philanthropic support has never been more important to the Smithsonian, and we are most appreciative of our generous contributors.

PURPOSE OF FUNDS RAISED, in Millions of Dollars, FY 2008

Museums & Research Centers, General Support	\$39.6	29%
Facilities & Public Spaces	27	20%
Endowment	22.6	17%
Smithsonian, General Support	18.7	14%
Exhibitions, Education, & Public Programs	18.2	13%
Research	7.1	5%
Acquisitions & Collections	3.1	2%
TOTAL	\$136.3	100%

FUNDS RAISED BY SOURCE, in Millions of Dollars, FY 2008

Individuals	\$84	62%
Corporations	24.9	18%
Foundations	24.4	18%
Other	3	2%
TOTAL	\$136.3	100%



Donors to the Smithsonian Leadership Gifts

The Institution is deeply grateful for the generous new gifts and pledges of \$1 million or more made in 2008 by the donors recognized in these pages. Their thoughtful and wide-ranging support has been essential in advancing Smithsonian initiatives in all fields.

THE BOEING COMPANY

The Boeing Company made a \$5 million gift to the National Museum of African American History and Culture that provides critical momentum to this major Institutional initiative. The aerospace company's support helps fund the design and development of the new museum, which is scheduled to open in 2015. Boeing has generously supported Smithsonian museums and programs for almost a quarter of a century and, in 2006, gave the largest single corporate gift in the Institution's history.



THE MORRIS AND GWENDOLYN CAFRITZ FOUNDATION

The Morris and Gwendolyn Cafritz Foundation's \$2.568 million in funding furthered the National Museum of American History's transformation and initiated a preservation study of Alexander Calder's sculpture *Gwenfritz*, donated by the foundation to the Smithsonian in 1969. The foundation's generosity made possible the Abstract Flag, an architectural representation of a waving flag which marks the entrance of the new Star-Spangled Banner gallery. Calvin Cafritz is the foundation's chairman, president, and chief executive officer. His wife, Jane Lipton Cafritz, is a member of the foundation's Advisory Board and serves on the Smithsonian National Board. The gift is the largest made by the foundation to the Smithsonian.

THE MORRIS & GWENDOLYN
CAFRITZ FOUNDATION

TRAVIS AND ANNE ENGEN

Travis and Anne Engen's \$15 million gift to the National Air and Space Museum honors the memory of Mary Baker Engen, Travis Engen's mother, and helps make possible the construction of the Steven F. Udvar-Hazy Center's long-planned second phase. Phase Two's restoration hangar, spacious enough to accommodate several full-size aircraft at one time, will bear the name of Mary Baker Engen, a longtime member of the museum's board, who is shown in the photograph here with her late husband, former National Air and Space Museum director Admiral Donald D. Engen. From the Center's mezzanine, visitors will be able to view specialists reconstructing, repairing, and preserving artifacts. A portion of the gift also provides an endowment for ongoing maintenance of the facility.



IBM CORPORATION

The Smithsonian's 19th museum, the National Museum of African American History and Culture, is reaching a global audience through its Web presence even though the public opening of the museum facility is years away. The Web site, known as the *Museum on the Web*, is made possible with the donation of technology and Web development expertise, valued at \$1.4 million, from the IBM Corporation. Site visitors may download educational activities, explore the exhibition *Let Your Motto Be Resistance*, and share personal stories in the *Memory Book*. Samuel J. Palmisano, chairman of the board and chief executive officer of IBM Corporation, is a founding member of the museum's council. For a quarter of a century, IBM Corporation has generously supported the Smithsonian, its museums, and its programs.



JAMES A. JOHNSON AND MAXINE ISAACS



With their gift of \$1 million, James A. Johnson and his wife, Maxine Isaacs, have provided leadership support for the National Museum of African American History and Culture. Their gift helps fund the planning and preliminary design of the future museum, now underway.

James A. Johnson is a founding member of the museum's council. The couple also has supported the National Zoological Park and Contributing Membership.

ROBERT L. JOHNSON

Robert L. Johnson's generosity to the National Museum of African American History and Culture helps advance the museum's mission of telling the African American story in all its dimensions. His gift of \$2 million furthers the planning and development of the future museum, which will be located on the National Mall. It also helps support the traveling exhibitions and public programs through which the museum already has begun sharing its important story with the American public. Robert Johnson is a founding member of the museum's council.



THE J. WILLARD AND ALICE S. MARRIOTT FOUNDATION

With a grant of \$2.5 million to the National Zoological Park's *Elephant Trails*, The J. Willard and Alice S. Marriott Foundation continues its support to the zoo and its mission of advancing scientific understanding, expert animal care, and conservation of endangered species. The next step in the National Zoo's revitalization, the planned *Elephant Trails*, will provide an expanded and enhanced habitat for a multigenerational herd of Asian elephants. The Foundation and the Marriott family have been major donors to the zoo's giant panda conservation program, and John W. Marriott III serves on the National Zoological Park's advisory board.



HERB KELLEHER

Herb Kelleher and his wife, Joan, continue their long friendship with the Smithsonian and its National Air and Space Museum with a second gift of \$1 million to the Steven F. Udvar-Hazy Center. The gift, made through The Joan and Herb Kelleher Charitable Foundation, helps begin construction of Phase Two of the Center, which will include a restoration hangar, archives, reading room, and conservation and storage facilities. Herb Kelleher serves on the National Air and Space Museum Board. He and his wife have been Contributing Members for 20 years.



MOTOROLA FOUNDATION

A \$1 million gift from the Motorola Foundation supports the National Postal Museum's *Systems at Work* exhibition, scheduled to open in 2011. Visitors will discover how sophisticated technology has transformed mail delivery through the years and learn about the impact this has had on social and economic life in the United States. The company has also supported the National Museum of American History and other Smithsonian museums and programs.



motorola foundation

LEON LEVY FOUNDATION

With its \$1 million gift to the Freer Gallery of Art and Arthur M. Sackler Gallery, the Leon Levy Foundation funds a five-year program on intercultural relations in the ancient world that makes possible exhibitions such as *Wine, Worship and Sacrifice*. The gift also provides for the program's scholarship by funding visiting Leon Levy Foundation Curators and Leon Levy Foundation Fellows. The foundation continues the philanthropic legacy of its founder, the late Leon Levy.



NYSE FOUNDATION

The \$1 million gift of the New York Stock Exchange Foundation, Inc. to the National Museum of American History's Star-Spangled Banner Campaign helped transform the museum with a renovated central core and a specially constructed Star-Spangled Banner Gallery. The foundation, established in 1983 to support educational and community programs, previously has provided financial assistance to the Center for Folklife and Cultural Heritage.



RICHARD D. AND LAURA A. PARSONS

The National Museum of African American History and Culture's traveling exhibitions and conservation outreach programs have already touched the lives of thousands across the country, while its *Museum on the Web* reaches many more. Richard D. and Laura A. Parsons' gift of

\$1 million to the museum supports these activities as well as initial planning for the design of the long-awaited museum on the National Mall. Richard Parsons is a founding member of the museum's council.

POOR RICHARD'S CHARITABLE TRUST

A \$2 million gift from the Poor Richard's Charitable Trust to Cooper-Hewitt, National Design Museum's Capital Campaign, will help the museum increase exhibition space and provide greater access to its permanent collection. The gift was made possible by two of Poor Richard's trustees, Lisa S. Roberts and David Seltzer, her husband, who are committed friends of Cooper-Hewitt. Lisa Roberts is a museum board member who serves on its marketing and acquisitions committees, and the couple were vice chairs of the museum's 2008 and 2007 National Design Awards Gala. In recognition of their leadership and generosity, the museum's former library and study are named in their honor.



Poor Richard's Charitable Trust

SUSAN AND ELIHU ROSE

With their gift of \$1 million to the National Museum of American History's Star-Spangled Banner Campaign, Susan and Elihu Rose continue their generous support of the museum and its current renovation. Elihu Rose served on the National Museum of American History Board from 1996 until 2003 and remains an active alumnus. The Susan and Elihu Rose Gallery is named to honor their long-time commitment to the museum. The gallery's inaugural exhibition commemorates the bicentennial of Abraham Lincoln's birth.



ALFRED P. SLOAN FOUNDATION

A grant of \$2.25 million continues the Alfred P. Sloan Foundation's support of the Barcode of Life, an international initiative to advance rapid, accurate identification of animal and plant species using DNA sequences. The Consortium for the Barcode of Life, the initiative's organizing body, is hosted by the Smithsonian's National Museum of Natural History. With its grant, the foundation is helping hundreds of scientists to build a global reference library of DNA "barcodes." This work accelerates efforts to create the Encyclopedia of Life and the Biodiversity Heritage Library, projects the foundation also supports.



THE SUMMIT FUND OF WASHINGTON

Roger and Vicki Sant continue their support of the National Museum of Natural History's Ocean Initiative with a \$16.25 million gift from the Roger and Victoria Sant Founders' Fund of The Summit Fund of Washington. The support underscores the commitment of Roger and Vicki Sant, chairman and president of the Fund, respectively, to the Initiative. Of the gift, \$1.25 million funds Ocean Initiative education programs and aspects of the Hall exhibition, and \$15 million creates an endowment to ensure continued ocean education and outreach programs and future enhancements, updates, and maintenance of The Sant Ocean Hall. Roger Sant chairs the National Museum of Natural History Board and is a member, and former chair, of the Smithsonian Board of Regents. Vicki Sant is a former member of the executive committee of the Smithsonian Washington Council and current President and a Trustee of the National Gallery of Art.

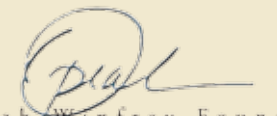
CORALYN WRIGHT WHITNEY

Each year, millions visit the National Museum of Natural History's exhibition of rare and outstanding gems, making it one of the Smithsonian's most popular destinations. A gift of \$1.5 million from Coralyn Wright Whitney, a businesswoman and collector of fine jewelry and gemstones, enables the museum to acquire significant new gems for the national collection, and establishes an endowment to support acquisitions, research, and outreach. This generous gift helps ensure the collection's continuing allure.



THE OPRAH WINFREY FOUNDATION

The Oprah Winfrey Foundation's gift of \$1 million brings the National Museum of African American History and Culture closer to the design and construction of its permanent home on the National Mall adjacent to the Washington Monument. This gift provides support for the museum's architectural design. Groundbreaking and construction are planned to begin in 2012. Oprah Winfrey, the Foundation's president and director, is a founding member of the museum's council.



The Oprah Winfrey Foundation

Donors to the Smithsonian

Recognizing Our Benefactors

The Smithsonian gratefully acknowledges those donors who made gifts, payments on gifts, or pledges during the fiscal year ending September 30, 2008.

\$1,000,000 or more

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

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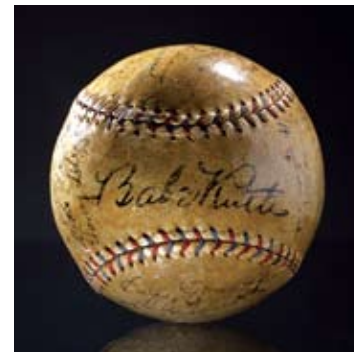
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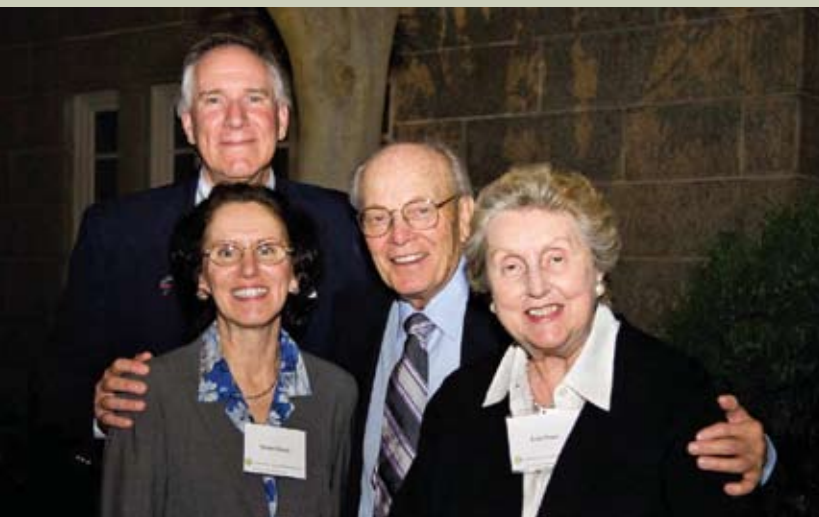
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As one of the nation's largest museum membership organizations, the Contributing Members and Friends program, now in its forty-third year, is a family of 91,000 loyal Smithsonian friends from across the nation. Member dues provided \$14.1 million in support to the Institution in 2008, one of the Institution's largest sources of unrestricted funds. Contributing Membership support helps advance programs and scholarship, share the nation's treasures with the public, and further the Institution's 162-year-old mission. Program participants enjoy member benefits that deepen their appreciation of the Smithsonian and its many accomplishments.

For 32 years, James Smithson Society members have set an example of personal philanthropy by the generous support they provide the Institution. Their help enables the Smithsonian to achieve new levels of excellence in its exhibitions, scientific research, and areas such as preservation of collections and art scholarship.

Spread over 48 states and hailing from as far away as Europe, the Smithsonian Society's 568 members enjoy access to the Smithsonian through an array of members-only programs that includes lectures, tours, special events, and receptions with Smithsonian leadership. The James Smithson Society Annual Members' Weekend, always a highlight of the year, culminated in 2008 in an elegant black-tie dinner and reception in the Smithsonian Castle and the adjoining Enid A. Haupt Garden. This year, the Smithsonian Society contributed \$1.47 million in unrestricted support to the Institution.



The James Smithson Society Members' Weekend attracted more than 350 attendees, including long-time members Bernard and Susan Dennis of Virginia (left) and William and Lela Poms of California (right), who visited at the welcome reception at the Robert and Arlene Kogod Courtyard of the Donald W. Reynolds Center for American Art and Portraiture.

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Members of the Smithsonian's only pan-Institutional volunteer advisory board provide advice and counsel to the Secretary and his leadership team, act as ambassadors for the Smithsonian, and help the Institution raise the private funds it needs through their personal generosity and their assistance with fundraising efforts.

In 2008, National Board chair Hacker Caldwell participated in the selection of the new Secretary as a member of the Board of Regents' search committee. Several Board members advised the Institution's Leadership Development Program, and another served on the business enterprise task force, each making valuable contributions to these initiatives. Science Committee efforts made possible a public symposium on tropical extinction, and the committee assisted with its promotion. The Education Committee continued to help bring Smithsonian educational resources to K-12 students, teachers, and classrooms nationwide, aided by the Smithsonian partnership with the Council of Chief State School Officers, which it was instrumental in establishing. The Board demonstrated its commitment to Smithsonian outreach through members' support including enabling purchase of video conferencing equipment to remotely distribute educational programming. Through events held in Denver, Phoenix, Minneapolis, and San Francisco, Board members and alumni brought friends and community leaders together with Smithsonian scholars and leaders and with Smithsonian traveling exhibitions visiting these cities, in keeping with the Board's 38-year tradition of ambassadorship. In 2008, the Board generously advanced Smithsonian fundraising through gifts from its members and alumni that totaled more than \$8.4 million. Of this, slightly more than \$1 million was unrestricted Board giving.



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Front Cover: Top row: icons from the collections of the National Museum of American History; second row: images of Mars used for research by Smithsonian staff; third row: portraits and paintings from the Donald W. Reynolds Center for American Art and Portraiture, National Portrait Gallery, and Smithsonian American Art Museum; fourth row: digital images and digitizing objects in the Smithsonian collections; sixth row: images from The Sant Ocean Hall at the National Museum of Natural History; seventh row: the reopening celebration of the National Museum of American History; eighth row: images from *The Cinema Effect* exhibition at the Hirshhorn Museum and Sculpture Garden; bottom row: environmental education at the Smithsonian
Opposite "From the Secretary" page: Top row: images studied and created by the staff at the Smithsonian Astrophysical Observatory; second and fourth rows: images from The Sant Ocean Hall at the National Museum of Natural History; third row: images from *The Cinema Effect* exhibition at the Hirshhorn Museum and Sculpture Garden; fifth row: the reopening celebration of the National Museum of American History; sixth row: images from the Anacostia Community Museum exhibition *Separate and Unequaled: Black Baseball in the District of Columbia*; seventh row: Smithsonian staff digitizing objects in the collections; eighth row: images from the Archives of American Art exhibition *With Love: Artists' Letters and Illustrations*; bottom row: animals in residence at the Smithsonian's National Zoological Park

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