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Smithsonian Highlights Fiscal Year 2005

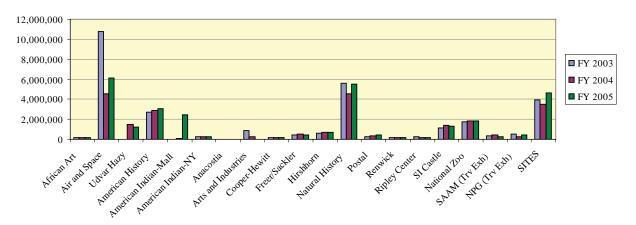
Introduction

This report presents highlights for each of the Smithsonian Institution's four strategic performance goals—increased public engagement, strengthened research, enhanced management excellence, and greater financial strength—for fiscal year 2005, the midpoint of the first decade of the 21st century. These highlights illustrate the role the Smithsonian plays in our nation's civic, scientific, and cultural life. What the Smithsonian does for everyone it touches—whether through visits to museums, reading *Smithsonian* Magazine, surfing our web sites, or participating in Smithsonian lectures and tours—is reconnect people to their heritage, and invite them to understand the richly diverse mosaic of our national identity.

Increased Public Engagement

Visits to the Smithsonian

The public's access to the Smithsonian has been expanded by increasing the number of physical and virtual visits over the prior fiscal year. The Institution had a total of 24.2 million visits to its museums in Washington, DC and New York and the National Zoo in fiscal year 2005, a 24% increase over fiscal year 2004. In addition, it attracted 4.6 million people—up 26% from last year—to 56 traveling exhibitions at 211 locations in 43 states, the District of Columbia, and Puerto Rico. The Smithsonian also increased its virtual visits by 12% over fiscal year 2004, receiving nearly 110 million visitors to its museum, zoo, research, and virtual exhibition web sites.



Visits to Smithsonian Museums and Traveling Exhibitions Fiscal Years 2003, 2004 and 2005

On September 21, 2005, we celebrated the first anniversary of the opening of the Smithsonian's National Museum of the American Indian on the National Mall. About 2.5 million visitors have come to see this beautiful museum with its expansive collections, soaring spaces, and wonderfully innovative architecture.

Over 35,000 attended the National Museum of the American Indian's first National Powwow at the MCI Center in Washing-

ton, DC on August 12 to 14, which also drew large crowds to the National Mall.



Smithsonian On Line

Following the birth of the National Zoo's new panda cub, the Zoo's web site was used to conduct the panda naming contest and it provided hugely popular live web feeds for the public to monitor the panda cub and his mother. We had 202,045 people vote for his name—Tai Shon (tie SHON), which means "peaceful mountain" in Chinese. Visitors were not only from the U.S. and China, but also from Australia, Brazil, Canada, Finland, France, Germany, Japan, Italy, New Zealand, Poland, and the United Kingdom.

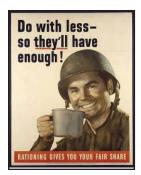


The number of public recognitions and awards received by Smithsonian web sites in fiscal year 2005 is evidence that the Smithsonian's myriad virtual offerings are providing interesting and thought-provoking information to the general public.

- The National Museum of Natural History's web site *Lakota Winter Counts* won the International Academy of Digital Arts and Sciences' prestigious "Webby" Award in the Cultural Institutions category and the United Nations World Summit Award in the e-culture category.
- The National Museum of American History's *America on the Move* virtual exhibition was the featured site of the day on www.techlearning.com and its *Price of Freedom* web site received honorable mention in the American Association of Museums' Muse Awards.
- *Doodles, Drafts and Designs*, a Smithsonian Institution Traveling Exhibition Service exhibition drawn from collections of the American History Museum and Smithsonian Institution Libraries, was named "hot site" by USA Today, site of the day by Freelists, and pick of the day by Yahoo!
- Launch of the Smithsonian's *Global Sounds* web site was called "the ethnographic answer to iTunes" by *The New York Times.*
- The Smithsonian American Art Museum's *Ask Joan of Art* site was the 2005 recipient of the American Library Association Thomson Gale Award for Excellence.
- A Latino virtual gallery presentation was selected for the 2005 National Board for Professional Teaching Standards conference.
- The National Science Resource Center was awarded the Smithsonian Transformation Grant for an electronic literacy supplement.
- The Smithsonian Tropical Research Institute was a finalist for the 2004 Golden Arroba Award.
- The Smithsonian Environmental Research Center's *Visit the Mangal Cay Virtual Mangrove Trail* site was the National Science Foundation feature of the week.
- The Smithsonian Astrophysical Observatory's *Astrophysics Data System* was praised by the United Nations General Assembly.
- *Conservation Central*, an education web site developed by the National Zoo, Friends of the National Zoo, and Fujifilm, was honored by the National Association for Interpretation with its top award in the Interactive Multimedia category in November 2004.



Exhibition and Collection Highlights



The Price of Freedom: Americans at War, which opened on November 11, 2004 in the new Kenneth E. Behring Hall of Military History at the National Museum of American History, continues to draw thousands of visitors. The 18,200-square-foot exhibition examines the nation's military battles from the Revolutionary War to the recent conflicts in Iraq and Afghanistan. Among the objects on display are Washington's sword and scabbard; the chairs on which Civil War generals Lee and Grant sat at Appomattox; Colin Powell's uniform from Operation Desert Storm; and a restored UH-1H Huey Helicopter from the Vietnam war.

The National Air and Space Museum launched the **James S. McDonnell Space Hangar** at its Steven F. Udvar-Hazy Center on November 1, 2004. When the Center opened in December 2003, the Space Hangar housed just the Space Shuttle Enterprise, which underwent extensive cleaning and

repair. It now features artifacts representing human spaceflight, rocketry and missiles, space sciences, and satellite applications.

Displayed at our National Air and Space Museum on the National Mall, we now have *SpaceShipOne*, the first privately built and piloted vehicle to reach space. It hangs in the Milestones gallery between Charles Lindbergh's Spirit of St. Louis and Chuck Yeager's Bell X-1.





The 2005 Smithsonian Folklife Festival—featuring Oman: Desert, Oasis and Sea, Food Culture USA, Forest Service Culture and Community, and Nuestra Musica: Music in Latino Culture—was held from June 23 through July 4 on the Mall, and drew over one million visitors. The Oman program was the first in the Festival's history to feature an Arab nation.

The fiscal year closed with a truly transforming gift to the

Smithsonian's National Museum of African Art—the Walt Disney-Tishman African Art Collection. This is one of the finest collections of traditional African art in the world. Comprised of 525 pieces representing 75 peoples in 20 countries, the collection includes most major styles of African art. The individual pieces are impressive in and of themselves; collectively the effect is simply breath-taking.





We have a number of new arrivals garnering great press, particularly our new stars at the National Zoo that are a result of the Zoo's reproductive biology achievements: two litters of cheetahs, and Tai Shan (tie SHON), the giant panda male cub. The litter of four cheetah cubs born November 23, 2004 was the first in the Zoo's 116-year history; another litter of five cubs was born in April. Tai Shan should make his public debut in December. The Allure of Pearls, at the National Museum of Natural History, featured twelve of the world's rarest pearls including the Hope Pearl, former partner to the Hope Diamond; the Pearl of Asia, once owned by Shah Jahan, the builder of the Taj Mahal; and La Peregrina, one of the largest and most famous pearls in the world, owned by Elizabeth Taylor and given to her by Richard Burton in 1969.

The National Museum of American History, Behring Center marked the 50th anniversary of the polio vaccine with Whatever Happened to Polio? The exhibition tells the story of the fight against polio in the United States and worldwide.

Also at the National Museum of American History from May 18 to October 31, 2005, ¡Azúcar! The Life and Music of Celia Cruz explored the life of legendary Cuban-born singer Celia Cruz (1925–2003), the undisputed "Queen of Salsa."





The National Postal Museum's exhibition Stamps Take Flight opened in March and showcases postal artifacts with air and space themes. Highlights include the famous 1918 "Inverted Jenny," a stamp celebrating John Glenn's 1962 global orbit (designed and printed in secrecy in case the mission failed),

and the only known surviving piece of mail from the first U.S. airmail delivery in 1859 aboard the hot-air balloon Jupiter.

The Smithsonian's art museums are the third most visited art complex in the United States – only the Metropolitan Museum of Art in New York and the National Gallery here in Washington get more visitors. The Institution's large and diverse art collections continued to draw crowds in fiscal year 2005, with many highly acclaimed and ground-breaking art exhibits.

Visual Music premiered at the Hirshhorn Museum and Sculpture Garden on June 23 and was on display until September 11. Created in partnership with the Museum of Contemporary Art, Los Angeles, the show explored the relationship among abstraction, color, and music through paintings, photography, film, light projection, computer graphics, and immersive environments by forty artists.



Also at the Hirshhorn, Ana Mendieta presented an overview of the Cuban-born artist's career between 1972 and 1985. Organized by Hirshhorn Director Olga Viso, the exhibition was the first major retrospective of Mendieta's work.

Caravan Kingdoms: Ancient Yemen and the Incense Trade at the Arthur M. Sackler Gallery (June



25–September 11) featured 200 objects (dating from 800 B.C.E. to 600 C.E.) that illustrate the unique cultural traditions of the ancient kingdoms of Qataban, Saba (biblical Sheba), and Himyar.

Earlier this year at the Sackler Gallery, Dream Worlds: Modern Japanese Prints and Paintings from the Robert O. Muller Collection, presented 150 prints from the bequest to the museum of the world-renowned Robert O. Muller Collection of Japanese prints. The more than 4,500 woodblock prints, representing 240 artists, is considered one of the world's finest collections of Japanese prints from the late 1860s through the 1940s.

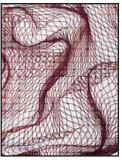
In November 2004, the National Museum of African Art opened Treasures as the centerpiece of



a yearlong celebration marking the Museum's 25th anniversary as part of the Smithsonian. On display were masterpieces from the Museum's collection and special loans from private collections, many of which had never been exhibited publicly in this country.

The National Museum of African Art's exhibition *TEXTures—Word and Symbol in Contemporary African Art* (February 11–September 4), featured works in which the interplay of words, images, and space creates visual poetry to convey messages about memory, identity, and the power of language.

Extreme Textiles: Designing for High Performance opened at the Cooper-Hewitt, National Design Museum in New York on April 8 and ran through October 30. This ambitious exhibition explored innovations occurring in technical textiles that are revolutionizing the fields of architecture, apparel, medicine, transportation, aerospace, and the environment.





High Fiber (March 11–July 10), at the Renwick Gallery of the Smithsonian American Art Museum, illustrated the diversity of contemporary art created with

fiber. Objects include quilts, baskets, tapestry, and sculpture by artists such as Anni Albers, Lia Cook, Ed Rossbach, Jon Eric Riis, and Claire Ziesler.

Retratos: 2000 Years of Latin American Portraits, organized by the National Portrait Gallery, the San Antonio Museum of Art, and El Museo del Barrio in

New York City, opened at El Museo del Barrio on December 3, 2004. With objects ranging from works of the ancient Moche of Peru to modern artists like Fernando Botero, Frida Kahlo, and José Guadalupe Posada, *Retratos* marks the first comprehensive exhibition of Latin American portraiture assembled for a U.S. tour. The exhibition opened at its second venue—the Smithsonian's S. Dillon Ripley Center—on October 21, 2005.



Education and Program Highlights

The annual **Smithsonian Teachers' Night** was held on November 5, 2004, at the National Museum of the American Indian. Simultaneous Teachers' Nights were held at five Affiliates: the Chabot Space and Science Center in Oakland, California; the Challenger Space Center in Phoenix, Arizona; the Durham Western Heritage Museum in Omaha, Nebraska; the Kansas Cosmosphere and Space Center in Hutchinson, Kansas; and the Northwest Museum of Arts and Culture in Spokane, Washington. A total of 4,000 educators attended these events.

The Smithsonian Environmental Research Center, in collaboration with Ball State University, broadcast a live, interactive field trip on **Biological Invasions: The Introduction of Non-Native Species** to 17.5 million students across the country. In partnership with the Fairfax Network, the National Air and Space Museum delivered a live, 45minute broadcast from the Udvar-Hazy Center on **Space Day 2005**, a museum–wide initiative held on May 5. It was available to more than 38,000 schools and 7-8 million students and educators nationwide.

From May 11-28, the Program in African American Culture presented four daily performances of **We Shall Overcome: The Selma to Montgomery March and the Voting Rights Act** in the Flag Hall of the National Museum of American History. The performance combined oral history, music, and narration to tell the story of the struggle for voting rights in 1965. It attracted approximately 5,000 visitors.

The National Aeronautics and Space Administration–Smithsonian Astrophysical Observatory Universe Education Forum partnered with 14 museums and planetariums nationwide to present programs around the 2005 centennial of Einstein's theory of special relativity. The **Inside Einstein's Universe** initiative provides science content support to museum educators, along with educational and visual resources for public programming.

On November 17, 2004, the second electronic field trip for the National Museum of American History's *America on the Move* exhibition premiered on cable channels throughout the country, reaching an estimated 1.2 million students. An accompanying downloadable activity kit for teachers guides students in researching and creating narratives based on their own families' histories.

First Nations/First Features: A Showcase of World Indigenous Film and Media, a film series presented by the National Museum of the American Indian in collaboration with the Museum of Modern Art and New York University, offered 52 programs/screenings from 22 indigenous directors in several venues in New York and Washington, drawing a total audience of approximately 11,000.

Strengthened Research

The Smithsonian is unique among the world's institutions. Not simply a museum or even a cluster of museums, it is a vast national research and educational center that encompasses—in addition to its exhibition galleries—laboratories, observatories, field stations, scientific expeditions, classrooms, and more. In fiscal year 2005, Smithsonian science centers published 555 scientific articles, papers, and other publications in peer-reviewed journals.

National Air and Space Museum Center for Earth and Planetary Studies (CEPS)

• CEPS scientists participated on science teams for several planetary missions, including the Mars Exploration Rovers (MER), the MESSENGER mission to Mercury, the European Mars Express, and the Mars Reconnaissance Orbiter. Weekly active mission planning for the MER Rover Spirit is conducted from a control station on site at CEPS.

National Museum of Natural History (NMNH)

• In an April article in *Nature*, Glenn MacPherson (Department of Mineral Science) and his colleagues documented how two of the major planet-forming dust reservoirs in the earliest solar system remained largely separated in time and space until about 2 million years after the birth of the solar system. • DNA samples were collected to help confirm the identity of remains believed to be those of Bartholomew Gosnold, a leader of the Jamestown expedition. NMNH forensic anthropologist Doug Owsley took a small bone sample from the remains of Gosnold's sister in Suffolk, England to compare with a sample from Gosnold's remains.



• In *Nature* (March 17), NMNH invertebrate zoologist Dave Pawson, National Oceanic and Atmospheric Administration's Mike Vecchione, and their colleagues refuted an earlier hypothesis that a species of mysterious deep sea worms are an evolutionary intermediate important in the history of the chordates.

National Zoological Park (NZP)

- The second meeting of the Conservation Centers for Species Survival (CCSS) was held April 9–11, 2005 at NZP's Conservation and Research Center. The CCSS is a consortium of five major facilities that cooperatively apply unique resources to the study and management of wildlife species.
- NZP, in partnership with the Zoological Park Organization of Thailand, the Nashville Zoo, and the Clouded Leopard Species Survival Plan, is developing a Clouded Leopard breeding program in Thai zoos. Twelve cubs have been born and selected cubs will be imported to the U.S. for genetic augmentation of the North American population.
- In May, NZP research associate Pruthu Fernando collared another elephant at Yala National Park, Sri Lanka for satellite tracking, the third since October 2004 for the Zoo's tracking project, which aims to develop strategies for mitigating human-elephant conflict by adapting land use strategies to elephant movements and habitat requirements.

Smithsonian Astrophysical Observatory (SAO)

• SAO's Submillimeter Array telescopes (SMA), located on the summit of Mauna Kea, Hawaii, produced the first high spatial resolution images of a star known to have numerous organic molecules in its immediate surroundings. The SMA's unique ability to precisely



image these cosmic environments in the submillimeter light of dozens of different molecular species (ranging from complex organic molecules like dimethyl ether to simple ones like sulfur dioxide) allows it to more accurately diagnose the physical conditions of these regions.

• SAO astronomers used the Chandra X-ray Observatory to discover the most powerful known eruption in the universe, an outburst underway in the hot gas around an entire cluster of galaxies. The energy involved is comparable to the amount our entire Milky Way galaxy will produce in a billion years. SAO played a key role in the design and development of Chandra, which is run by SAO from its headquarters in Cambridge, Massachusetts.

Smithsonian Center for Materials Research and Education (SCMRE)

- SCMRE was invited to work on restoring the Lodge of Retirement within the Forbidden City in Beijing, a rare example of a Chinese emperor's private quarters.
- SCMRE senior furniture conservator Don Williams and co-author Louisa Jaggar wrote a guide for preserving every family's past and present. *Saving Stuff: How to Care for and Preserve Your Collectibles, Heirlooms, and Other Prize Possessions,* published by Simon & Schuster



in June 2005, was featured in an article in the May issue of the magazine Real Simple.

Smithsonian Environmental Research Center (SERC)

- Johns Hopkins University Press released a new book edited by Peter Marra of SERC and Russel Greenberg of the Smithsonian's Migratory Bird Center, *Birds of Two Worlds*, that will appeal to ornithologists, evolutionary biologists, and interested general readers.
- In October 2004, SERC joined with Portland State University (PSU) to establish the Aquatic BioInvasion Research and Policy Institute. Led by SERC marine ecologist Gregory Ruiz and PSU aquatic plant ecologist Mark Sitzma, the Institute combines SERC's strength in marine ecosystems with PSU's expertise in freshwater ecosystems to develop novel approaches to research, management, and policy for biological invasions.

Smithsonian Tropical Research Institute (STRI)

- STRI's Center for Tropical Forest Science (CTFS) held its annual symposium "Forest Dynamics Research Around the Globe," from June 4–5 in Panama. One hundred and twenty specialists from 23 countries attended the event.
- The University of Chicago Press published *Tropical Rainforests: Past, Present, and Future*, edited by STRI deputy director Eldredge Bermingham, STRI postdoctoral fellow Christopher Dick, and Craig Moritz from the University of California at Berkeley.

Enhanced Management Excellence

Senior Leadership

During fiscal year 2005, key vacancies at the Smithsonian were filled with new, talented directors:



John Berry became the new Director of the National Zoo effective October 1. Berry brings strong management skills and experience in animal conservation issues to his new post, having most recently served as Executive Director of the National Fish and Wildlife Foundation.

Lonnie Bunch returned to the Smithsonian as the first Director of the National Museum of African American History and Culture, effective

July 2005. Most recently, Mr. Bunch was president of the Chicago Historical Society. He had served in various posts at the National Museum of American History, including Associate Director for Curatorial Affairs from 1994 to 2000.





Pilar O'Leary became the new Director of the Smithsonian Center for Latino Initiatives effective August 22. Prior to joining the Smithsonian, Ms. O'Leary was an executive at Fannie Mae, where she spearheaded several development efforts geared toward the Latino community.

Olga Viso was elevated from Deputy Director at the Hirshhorn Museum and Sculpture Garden to become its fourth Director on September 1. She succeeds Ned Rifkin, who will concentrate his efforts on his role as Under Secretary for Art.





Anson "Tuck" Hines was appointed as the new Director of the Smithsonian Environmental Research Center. Dr. Hines served as SERC's Assistant Director for the past 17 years, and Marine Ecologist and Principal Investigator of the Fish & Invertebrate Ecology Laboratory for the past 26 years.

Major Construction and Renovation Projects

The Smithsonian has over a half billion dollars in revitalization and construction projects under way.

Patent Office Building

384,000 gross sq. ft.

\$298 million total estimated project and program cost

• The historic Patent Office Building, home to the Smithsonian American Art Museum and the National Portrait Gallery, will reopen in 2006.

The project includes renewal of the 168-year-old building and creation of a 346-seat auditorium, open conservation labs, and storage areas. The physical plant renewal is approximately 85% complete.

- The opening date for the privately funded courtyard enclosure is to be determined. After approving the enclosure at two prior stages, The National Capital Planning Commission (NCPC) disapproved the final design submission at their June hearing, largely due to historic preservation concerns. The Smithsonian submitted a preferred enclosure design, mitigation measures, and the interior landscape design for action at the September 8, 2005 NCPC hearing, where the Commission voted 9 to 2 in favor of our design.
- The \$298 million total project cost includes \$166 million Federal for revitalization of the original building, \$50 million for the courtyard enclosure and enhancements, and the remainder for exhibits, programs, and support costs. An appropriation of \$44.4 million for fiscal year 2005 completed the Federal funding of the project.

National Museum of American History, Behring Center

771,000 gross sq. ft.

\$85 million total project and program cost

• Progress in the early stages of a comprehensive renovation/renewal of the National Museum of American History, Behring Center continues.





- The \$85 million includes design and construction costs for infrastructure improvements for the central core renovation and Star Spangled Banner exhibit. The Federal contribution to the project is \$4 million for design and \$41.5 million for construction; the remaining amount will be Trust funded.
- Public Space Renewal. Construction for the first package of improvements to public corridors and space surrounding the third-floor east wing gallery was completed in conjunction with the opening of Price of Freedom in November 2004. Schematic design for the entrance pavilions, central core, the Star Spangled Banner exhibit, and the public spaces on the first, second, and third floors was completed in August 2004. The design development phase for the central north-south core of the Museum was completed in March 2005; construction is planned to start in September 2006 and be completed by summer 2008.
- A comprehensive master plan will provide a roadmap for development of the Museum for the next twenty-plus years. Completion of the study is projected by the end of the calendar year.

National Museum of Natural History, Ocean Hall Exhibit

39,000 square feet

\$40.7 million total estimated cost

- The National Museum of Natural History has begun the largest renovation of public space infrastructure in the last 40 years to prepare for the Ocean Hall exhibit. This work is the next major phase of the Museum's renovation master plan. The project involves seven major halls and three retail shops.
- The total estimated cost of the Ocean Hall project is \$40.7 million: \$18.5 million from Smithsonian Federal funding for fiscal years 2002 through 2006, and \$22.2 million from a National Oceanic and Atmospheric Administration grant that has been appropriated and received. The target for opening of the Ocean Hall exhibit is September 2008.

Museum Support Center, Pod 5

119,500 square feet

\$42.7 million total estimated cost

• Design is complete and the construction contract was awarded in August 2005 for the fifth storage pod at the Museum Support Center (MSC) in Suitland, Maryland. Pod 5 will house most of the collections currently preserved in alcohol at the Natural History building and all of the collections presently housed in Pod 3 at MSC. This will eliminate a major safety concern by removing collections stored in approximately 365,000 gallons of alcohol from non-code-compliant facilities. Congress has provided \$35 million of the total project cost of \$42.7 million through fiscal year 2006.

National Museum of African American History and Culture

• A first phase report documenting information gathered about the four sites designated for consideration by Congress is completed. A second phase report, containing background information and an analysis of the potential sites was issued in October 2005. The final report will include an analysis of the capacity of each site and will inform the Regents' site selection decision in January 2006.

National Zoological Park

\$48.4 million total estimated cost for Asia Trail I

• Significant revitalization of the National Zoo's aging facilities began in 2001 with the renovated Fujifilm Giant Panda Habitat.



- The planned Asia Trail, a Federal/private partnership with more than \$12 million in non-Federal funds raised to date, will upgrade nearly 25% of the Zoo. Asia Trail I will provide a renovated home for the giant pandas as well as new homes for the sloth bears, fishing cats, red pandas, giant salamanders, and clouded leopards. Construction of Asia Trail I is more than 50% complete. The total projected cost of Asia Trail I is \$48.4 million, with \$41.6 million in Federal funds. The fiscal year 2006 Appropriations Act provides \$9 million for Asia Trail and an additional \$5 million for other facilities renewal efforts at NZP.
- The NZP Comprehensive Facility Master Plan will be completed in December 2006.

Permanent Physical Security Barriers—Multi-facility, Mall and off-Mall

\$55 million total project and program cost

- The temporary perimeter security barriers installed after September 11, 2001 will be replaced with permanent barriers more compatible with the Mall environment and the Smithsonian buildings. Planning, design and construction is to be phased over multiple years with Mall facilities taking precedence. The National Air and Space Museum barriers are under construction and completion is projected for March 2006. Mall-wide 35% design is complete and National Museum of Natural History (NMNH) final design is expected in mid-fiscal year 2006.
- Project funding to date has been from \$8 million in Federal anti-terrorism supplements. The fiscal year 2006 Appropriations Act provides \$7.9 million for design and construction of security barriers around NMNH, and an additional \$1 million for facilities planning and design for the National Museum of American History barriers.

Conclusion

Fiscal year 2005 was a very productive year, and as the midpoint of the first decade of the 21st century, a great year to look to the future. We have an exciting fall in store...

An exhibition called *Gold—the Asian Touch* just opened at the Freer Gallery, and the new IMAX film, *Magnificent Desolation: Walking on the Moon 3D* recently premiered at the National Air and Space Museum. *Retratos: 2,000 Years of Latin American Portraits* is now on display. In November, the National Museum of African Art presents *African Art Now: Masterpieces from the Jean Pigozzi Collection*, and the National Museum of Natural History will host *The Spirit of Colombian Gold*, with 280 pre-Columbian gold treasures from Colombia's renowened Museo del Oro. And that's just a sampling of the highlights.

Looking farther into the future, in March 2006, *Grant Wood's Studio: Birthplace of 'American Gothic'* can be seen at the Renwick Gallery of the Smithsonian American Art Museum. The Zoo's new Asia Trail will open in 2006 and we'll also re-open the Donald W. Reynolds Center for American Art and Portraiture at the restored Patent Office Building.

Plans to open the new home for the Star-Spangled Banner and a complete re-design of the central core of the National Museum of American History will unfold over the next several years, and then in the fall of 2011 the east wing renovation of American History will start and *America's Story*, a timeline of American History, will open.

At the National Museum of Natural History we'll open the Ocean Hall in 2008; Dinosaur Hall will begin renovation that same year. In 2009, the Human Origins exhibition opens, and in 2010 we hope to complete another major storage facility out in Suitland, Maryland.

The reach of all these initiatives will be expanded exponentially by web sites, and education and outreach programs, including our Smithsonian Affiliations Initiative, which now boasts 142 affiliates in 40 states. In essence, we have lots of momentum and what we need to do is keep it up as we head towards completing the first decade of the 21st century.

