

American Museum of Natural History

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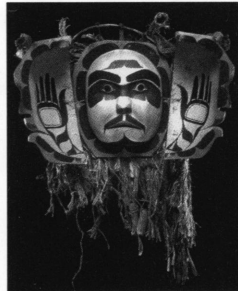
Henry G. Walter, Jr.

ON THE COVER
Folio 1A:1r from
Leonardo da Vinci's
Codex Leicester.
Detail showing
notes and diagrams
of astronomical
observations.
© Corbis
Corporation

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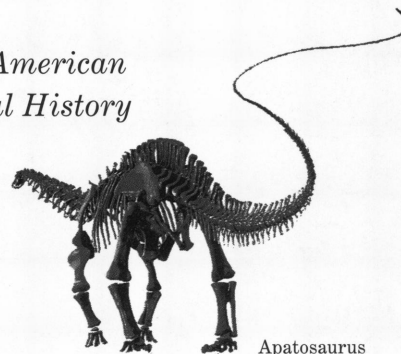
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Apatosaurus



Message from the Chairman

On behalf of the Board of Trustees and the staff, I am pleased to present the Annual Report of the American Museum of Natural History for the period July 1, 1996, to June 30, 1997.

This has been a year of exceptional growth and innovation. Under the superb guidance of President Ellen V. Futter, the Museum has expanded its scientific research facilities and its educational outreach to help meet the complex scientific, educational, and cultural demands of the coming century. Our world-class scientists are breaking new ground; similarly, our educators and designers are developing innovative methods of bringing the wonder and importance of scientific discovery to the public. A visitor to the Museum today finds a wealth of stimulating and informative exhibitions, both temporary and permanent, and a wide range of programmatic offerings. Beyond our walls, new techniques and technologies take the Museum's great resources and expertise to people across the country and around the world.

The commitment, intelligence, and hard work of our outstanding staff have been essential to all our accomplishments. The Museum is fortunate to have working for it such an enormously talented and dedicated group of professionals. In addition, a large and devoted corps of volunteers gives invaluable assistance throughout the Museum.

Our active and supportive Board of Trustees continues its remarkable service to the institution. I welcome our new Trustees and look forward to working with them. All the departing Trustees, whom we owe great thanks, have agreed to join the ranks of the Honorary Trustees and will continue to be involved with the Museum.

Finally, I wish to give special thanks to all those who have participated in the Museum's major capital campaign. In bringing us ever closer to our \$425 million goal, these thoughtful and generous individuals, foundations, government agencies, corporations, and planned-giving donors are advancing science and scientific literacy and are helping to build a stronger and more effective Museum, a Museum for the New Century.

Anne Sidamon-Eristoff

Anne Sidamon-Eristoff

Chairman of the Board of Trustees

Report of the President

At nearly 130 years old, this extraordinary institution is forever new, as ongoing discovery and learning ensure continual change. The Museum's advanced scientific research, conducted by men and women both on site and across the globe, provides insights and knowledge that not only change our view of Earth, its inhabitants, the natural world, and the cosmos beyond, but also inform the experience of the visitor to the Museum. To explain what we know about Earth and the universe, and our place in both, is a singular responsibility, one that has added importance at a time when humans must confront some of the most urgent and complex issues they have ever faced. These issues place increasing pressure and significance on the reach and effectiveness of the Museum's burgeoning educational programs and on its special position as a bridge between the natural and human worlds.

With some 32 million specimens and cultural artifacts, the American Museum of Natural History houses an unparalleled record of the history of life on Earth. A walk through the Museum's magnificent halls offers a thrilling journey to the ends of Earth, through billions of years of history. Such a journey has always been eye-opening—frequently breathtaking—yet we can imagine how different the experience of a visitor to the Museum fifty years ago was from one today. Now more than ever, a Museum visit not only provides a journey through time and place, but also stimulates reflection on our individual and collective responsibility as stewards of the natural world. As one passes through the grand Akeley Hall of African Mammals, for example, it is impossible not to be struck by the astonishing beauty of our world and its inhabitants; yet today we are also struck by how many of these inhabitants are now extinct or at risk of

becoming so, and by an acute sense of how their fragility mirrors our own. Other Museum halls call to mind the richness and extraordinary variety of world cultures and the exquisite interdependence of all living things, including humans.

The preservation of Earth's biological diversity—on which the continuation of life as we know it depends—can only be achieved through the public understanding of science. To help reach the critical goal of increasing science literacy, the Museum is taking an ever more active role in the educational life of the nation by expanding its participation in public education for children and adults. It is developing programs and exhibitions that are transforming the Museum from a place for passive experiences to one in which visitors are full participants and engaged learners in a rich, educational adventure. And it is developing a variety of strategies, using new media, new teaching tools and techniques, and, most of all, the power of personal encounters with real objects, to bring the Museum's vast and wondrous resources—its collections, its more than 200 scientists, and its nearly 130 years of educational expertise—to people not only at the Museum or in schools, but also in their homes and communities.

Our efforts in these crucial areas have been greatly strengthened and supported by the Museum's outstanding chairman, Anne Phipps Sidamon-Eristoff, whose intelligence, wisdom, and unwavering commitment to this institution and all that it stands for have been a constant source of inspiration. The Museum owes her an immeasurable debt of gratitude, and a warm expression of admiration and affection.

I am delighted to present an overview of some of the highlights of fiscal year 1996–97.

Education

To address a widely acknowledged crisis in scientific literacy among the American public—a crisis that was confirmed by the Museum's own 1994 Science and Nature Survey (conducted in conjunction with Louis Harris and Associates)—the Museum is undertaking one of the most important and exciting initiatives in its history. It is recasting its educational mission to include audiences beyond its walls, bringing the Museum's vast interpretive and educational resources to schools, libraries, community learning centers, and homes across the country. **The National Center for Science Literacy, Education, and Technology** is integrating science, education, and technology to reach people of all ages, backgrounds, and levels of education nationwide, helping to redefine the role of museums in public education and extending learning beyond classrooms and school years. This bold initiative is creating programs and materials designed not only to educate the largest public possible about the natural world and scientific processes, but also to evoke a sense of the curiosity, wonder, and responsibility that drive scientific investigation and conservation of the natural world. What has the power to fascinate has the power to educate. We here at the American Museum of Natural History are blessed in having a treasure trove of fascinating objects and specimens that afford a unique opportunity to educate, and we intend to make use of its full potential.

One of the National Center's exciting pilot programs has already begun. In this cutting-edge undertaking, the Museum is collaborating with Discovery Channel Online to bring the Museum's groundbreaking scientific expeditions across the globe directly to the public via the World Wide Web. In the inaugural effort of

this collaboration, a correspondent and a photographer from Discovery Channel Online accompanied the 1997 fossil-collecting expedition to the Gobi Desert and sent daily dispatches and digital photographs from the field to Internet users worldwide, thereby bringing scientific discovery—such as a new geologic explanation for the death of the dinosaurs—to hundreds of thousands of people with an immediacy made possible only by recent technology. Another pilot project has biodiversity as its focus. This program takes schoolchildren across the country into their backyards, parks, and schoolyards to study and inventory the plants and animals that live there. They will then share their findings with one another through an online field journal that will ultimately yield a national biodiversity survey.

The National Center was established with the benefit of a Congressional designation and appropriation of \$8 million from the National Aeronautics and Space Administration (NASA) under a new cooperative agreement between NASA and the Museum. The designation represents the largest educational investment NASA has ever made in New York State, or in any museum in the country. In addition to NASA, this groundbreaking initiative has received crucial funding from Citibank and the Citicorp Foundation, which pledged \$1 million, as well as from numerous other corporate, foundation, and individual sponsors.

Permanent Exhibitions

Hall of Biodiversity

In keeping with the Museum's increasingly active role in addressing critical issues, the Hall of Biodiversity, the Museum's first interdisciplinary hall, tackles one of the most pressing environ-

Report of the President

mental threats of our time. This hall examines the variety and interdependence of living things, or "biodiversity," and its vital importance to human survival. In November 1996, in preparation for the creation of a diorama for the new hall, the Museum mounted a major expedition to the rainforest of the Central African Republic. There, scientists, exhibition preparators, designers, and audiovisual technicians spent five weeks making casts of plants, videotaping the forest, and conducting interviews with indigenous peoples. This material is informing a 2,500-square-foot re-creation of a portion of the rainforest that will redefine the art of the diorama for the twenty-first century, and set a new standard for museum display. Using high-resolution imagery, video, sound, and aroma, this exhibit creates an immersive environment in which animals appear to move through the forest and lighting effects simulate the forest ambiance at different times of day. Moreover, the diorama invites visitors behind the glass wall that traditionally forms a barrier between viewers and the natural world depicted, thus making them part of this diverse, severely threatened ecosystem. In another major departure from traditional museum exhibition—one that will inform the Museum's other new initiatives—the Hall of Biodiversity presents not only the traditional retrospective view, but is current and prospective in outlook as well: an electronic BioBulletin, generously sponsored by the New York Times Company Foundation, offers regularly updated information on events that affect biodiversity worldwide. The Biobulletins are an initiative of the National Center for Science Literacy, Education, and Technology, in partnership with NASA.

The Hall of Biodiversity received \$2 million in crucial funding from the National Science Founda-

tion for the development of exhibits and the technology necessary for related science education.

Frederick Phineas and Sandra Priest Rose Center for Earth and Space

Construction of the Rose Center for Earth and Space, named in recognition of Fred and Sandy Rose's stunning \$20 million gift, is proceeding apace, and the north side of the Museum now presents an exciting, ever-changing prospect as this remarkable facility comes into being. The Rose Center will include a new, state-of-the-art Hayden Planetarium (opening in early 2000), supported by an exceptional \$5 million gift from the Charles Hayden Foundation; the Lewis B. and Dorothy Cullman Hall of the Universe (opening in early 2000), named in honor of the Cullmans' magnificent \$10 million contribution to the Museum; and a new Hall of Planet Earth (opening in spring 1999), funded by an anonymous trustee gift of \$10 million. Exhibits in the Rose Center will make full use of new technologies to keep the information presented in the halls current, and to bring that information and accompanying programs to people off site. Together, the Rose Center and the Hall of Biodiversity will provide visitors with a seamless journey from the outer reaches of the cosmos, to the inner workings of Earth, to the life forms—human and other—that inhabit it.

Lead individual gifts to the Rose Center have been provided by Frederick P. and Sandra P. Rose, Mr. and Mrs. Richard Gilder, Lewis B. and Dorothy Cullman, Robert R. and the late Elizabeth Barker, Joan Bull, and an anonymous trustee. Namesake support for the Hayden Planetarium has been generously supplied by the Charles Hayden Foundation. The Museum is grateful for magnificent support for this project from The City of New York.

Temporary Exhibitions

Temporary exhibitions are a potent means of bringing current scientific and cultural issues, as well as the work of Museum scientists, to the public. Among the many exhibitions presented in fiscal year 1996–97, three in particular stand out.

Leonardo's Codex Leicester: A Masterpiece of Science

Leonardo's Codex Leicester displayed the only manuscript in the United States by Leonardo da Vinci. On loan from William H. Gates III, the Codex Leicester opened a window onto the awe-inspiring mind of the Renaissance artist, engineer, and thinker, revealing him as a man of transcendent brilliance, while also illuminating the scientific process, the creativity of that process, and the vibrant intersection of science and art. During its brief, nine-and-one-half-week run, 168,000 visitors came to view this extraordinary masterpiece of scientific observation and artistic expression. Principal sponsorship of the exhibition was provided by Merrill Lynch. Additional support was provided by Compaq Computer Corporation, and interpretive software and in-kind support were provided by Corbis Corporation.

Endangered! Exploring a World at Risk

Endangered! examined species and habitat endangerment and extinction, issues explored in still greater depth in the Hall of Biodiversity. This special exhibition brought to light not only the Museum's historic commitment to the study and interpretation of the natural world and the role of humans in it, but also its involvement in conservation biology. Corporate sponsorship for *Endangered!* was provided by Volkswagen AG. Additional support for the exhibition was pro-

vided by the Lila Wallace-Reader's Digest Endowment Fund.

The Lost World: The Life and Death of Dinosaurs

The Lost World took advantage of the public interest in the movie *Lost World: Jurassic Park* to present the most current scientific evidence concerning dinosaur behaviors, life cycles, and diversity. The exhibition, which featured forty newly discovered dinosaur specimens, many of which had never been on view in North America, used a variety of means to illuminate the differences between popular presentations of dinosaurs and what scientists actually know—and don't know—about these fascinating creatures. This special exhibition was co-organized by the Museum and Dinosaur Exhibitions, LLC. Mercedes-Benz was the principal sponsor of the New York showing of the exhibition. It is also principal sponsor of the Museum's 1997, 1998, and 1999 research expeditions to Mongolia, providing both financial support and vehicles for use by the expedition team.

Science

Scientific research is at the heart of all of the Museum's activities, and provides the foundation for its educational programs and exhibitions. The Museum's scientists, many of them world leaders in their fields, are actively working at the vanguard of their disciplines to trace the history of life and culture on Earth, to better understand the interrelationship and global distribution of species, and to interpret these understandings for application to the present-day world and projections about the future. They are illuminating the place of humans in relation not only to one another, but also to other species, and are discovering what makes

Report of the President

our planet habitable and how we can maintain the balance of life on it. Furthermore, their understanding of life on Earth offers critical insights into the possibility and quality of life beyond Earth. Increasingly, we observe and foster strong interdisciplinary study of these phenomena, drawing such fields as life sciences, earth sciences, and astrophysics ever closer together.

Some of the most exciting scientific work takes place in the Museum's molecular laboratories, where scientists analyze the DNA sequences of living and extinct creatures to gain new understanding of the development of and relationships among species. Other work occurs in the collections areas, where the Museum's exceptional collections provide an invaluable resource. And of course fieldwork, which has been a major component of research since the Museum's founding, continues to be carried out across the globe, with Museum scientists conducting more than 100 such expeditions annually.

A more detailed overview of the year in science begins on page 16.

The Museum is greatly indebted to the many donors who helped us achieve so much this year. These include \$1 million commitments for general education initiatives from The Vincent Astor Foundation and from an anonymous foundation. Bristol-Myers Squibb has made a generous pledge to be the lead sponsor of an important temporary exhibition on infectious disease, opening in February 1999. Magnificent commitments of \$5 million each from Chairman *Emeritus* William T. Golden and from Trustee Frederick A. Klingenstein and Mrs. Klingenstein and The Esther A. and Joseph Klingenstein Fund have helped the Museum's \$425 million Campaign enormously. Individual leadership gifts have

also come from Lewis W. Bernard, vice chairman of the Board of Trustees, and Mrs. Bernard, who have generously pledged \$2 million, Trustee Nancy B. Fessenden and an anonymous donor, who have each pledged \$1 million, and Mr. and Mrs. Joseph F. Cullman 3rd, who provided lead sponsorship for an exhibition on Ernest Shackleton's Antarctic expedition of 1914, as well as \$750,000 in general funds.

The strong attendance at the Museum reflects the quality, range, and far-reaching appeal of our exhibitions and other programs, which attract a highly diverse audience of all ages from New York City, the nation, and across the globe. Moreover, the Museum reaches people not only on the premises, but also through our educational site on the World Wide Web. As the Museum develops new halls, their content will be available to people across the country through distance-learning technologies.

The success of this year is further reflected in strong financial results. Significant success in fund-raising and solid endowment performance, combined with continued control over expenses, led to greatly improved operating results. As of June 30, 1997, the endowment had a market value of close to \$380 million.

The Museum is especially grateful to New York City, which has provided ongoing generous support. We express our deep appreciation to Rudolph W. Giuliani, Mayor of The City of New York, whose recognition of the Museum's important role in the life of the City continues to nourish this institution. We are extremely grateful as well to City Council Speaker Peter F. Vallone for his longstanding commitment to the Museum. Former Manhattan Borough President Ruth Messinger also provided much-appreciated support. All of these individuals have shown their awareness not only of the Museum's place in the

hearts of New Yorkers, but also of its contribution to the City's position as an international center of culture, scholarship, and learning, as well as to its economic well-being. In addition, we thank the commissioners and staffs of the New York City Department of Cultural Affairs, the Department of Parks and Recreation, the Department of Design and Construction, the Landmarks Preservation Commission, and the Art Commission, all of whose assistance is key to our efforts. Individually and collectively, they have been essential to the Museum's success as a great scientific, educational, and cultural force, and to ensuring that the Museum continues to grow and improve.

The support, enthusiasm, devotion, and sheer hard work of the Museum's Board of Trustees have been an enormous help both on a daily and long-term basis. Frederick Rose, chairman of the Planetarium Project Committee, and Planetarium Committee co-chairmen Donald K. Clifford, Jr., and Richard Gilder have worked tirelessly and with vision to see this exciting and important endeavor to completion. Anne Sidamon-Eristoff and Lewis Bernard are vigorously and effectively leading the Museum's \$425 million Campaign, guaranteeing the future of the institution.

As always, the immense contributions of the Museum's splendid staff are critical. These extraordinarily dedicated and creative men and women not only keep this multifaceted, complex institution running smoothly every day, but are creating a Museum that is well suited to meet the complex demands of the next century. We thank as well our many committed volunteers, whose work with both the public and Museum staff is so important.

We hope that as you look at this Report you will at once be reminded of the long and distinguished history of this great institution and in-

spired to contemplate its exceptionally exciting future. This is an organization marked by both innovation and tradition, and one whose new initiatives are based on the superb scholarship and expertise of a broad range of people. The Museum is proud to serve an unusually diverse audience, opening the eyes of children and adults to the wonders of nature from the interior of Earth to the outer reaches of the cosmos. As we strive to educate the largest audience possible, we are also working toward finding solutions to many of the most urgent problems confronting the world today. We hope that you will visit us—both “virtually” and on site—and will join us in our ongoing expedition of discovery and understanding.



Ellen V. Futter
President

This Year at the Museum

In-Young Sohn Dance Company SEPTEMBER 29, 1996



In-Young Sohn and her company of dancers and musicians made their United States debut, joined by two "living treasure" performers, in a concert of traditional Korean dance and song at the Museum. The program was part of the Department of Education's Multicultural Outreach Program.

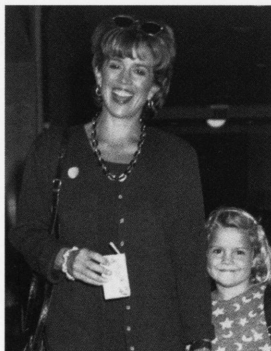
Third Annual Family Party

OCTOBER 9, 1996

The Museum's popular annual Family Party features dinner under the great blue whale and performances and activities throughout the Museum's exhibition halls. This year, more than 2,200 children, parents, and grandparents attended the event, which offered exciting activities and performances for all ages, including multicultural music and dance, storytelling, and a variety of hands-on activities. Science activities included a fossil dig, and "touch carts" holding fossils.



Family Party co-chair Leslie Patel with her husband, Sanjay Patel, and their daughters listening to a storyteller.



Museum Trustee and Family Party co-chair Karen J. Lauder and her husband, William, with their daughters.

Jane Hanson and her daughter.

Astor Turret Dedication

OCTOBER 15, 1996

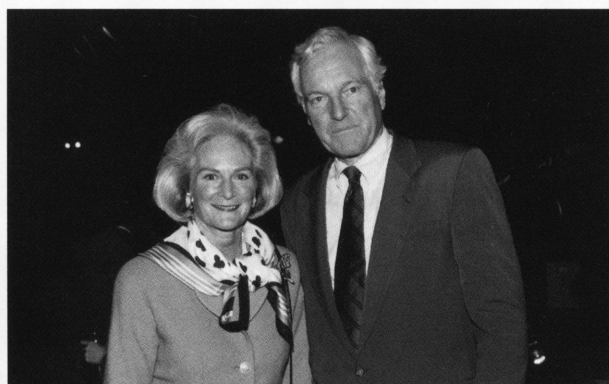


President Ellen V. Futter, Mrs. Vincent Astor, and Barbara Walters at the dedication of the Astor Turret.

The Museum named the turret located in the fourth-floor fossil halls the Astor Turret, in recognition of the long-standing commitment of Mrs. Vincent Astor and The Vincent Astor Foundation to the Museum's educational and children's programming. A luncheon hosted by President Ellen V. Futter was held in honor of the dedication of the turret as well as of the Astor Foundation's \$1 million gift to renovate two Museum classrooms.

Leonardo's Codex Leicester: A Masterpiece of Science

OCTOBER 26, 1996–JANUARY 1, 1997



Eileen and Thomas Pulling at the opening reception for the exhibition *Leonardo's Codex Leicester*.

Margaret Mead Film & Video Festival

NOVEMBER 8–14, 1996

This annual showcase for works by independent filmmakers from around the world presents documentary films and videos that explore cultural traditions and diasporas, cross-cultural conflicts, and human-rights issues. It is the largest annual festival in the United States to examine different cultures through film and video. This year's Mead Festival, the twentieth, addressed two themes: the contemporary challenges facing Pacific Islanders, and "fake documentaries," a genre that uses documentary techniques and fictional characters to investigate real or imaginary issues and events.

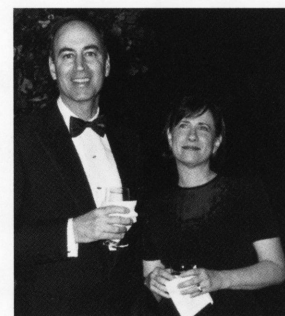


An image from *Halving the Bones*, shown at this year's Mead Festival.

Museum Ball

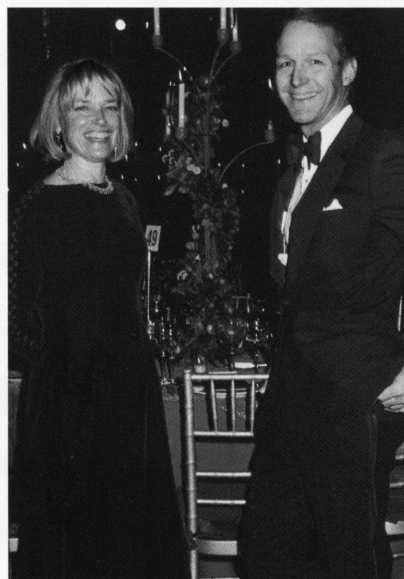
DECEMBER 4, 1996

This year's Museum Ball celebrated the special exhibition *Leonardo's Codex Leicester: A Masterpiece of Science*. Trustee David Koch and his wife, Julia, chaired the black-tie evening, which was attended by more than 650 guests and raised over \$750,000 for Museum programs.



Museum Trustee Kenneth Wallach and his wife, Susan.

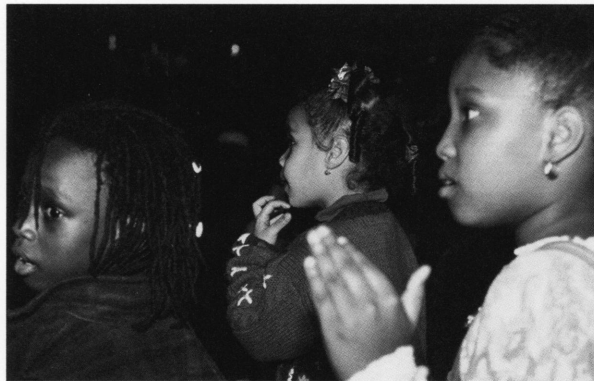
Left: John Shutkin, Museum Trustee Nancy Fessenden, Chairman of the Board of Trustees Anne Sidamon-Eristoff, Hart Fessenden, and President Ellen V. Futter.



Museum Trustee Alan "Ace" Greenberg and his wife, Kathy.

Connie Roosevelt and Trustee Ted Roosevelt.

Young visitors
enjoying a
Kwanzaa per-
formance.



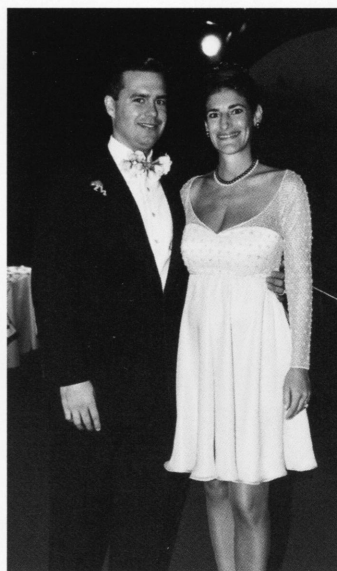
Kwanzaa Celebration

DECEMBER 27, 1996

The sights and sounds of a traditional market-place filled the Hall of Ocean Life for the Museum's annual celebration of Kwanzaa, a holiday honoring the richness and diversity of African cultures as they exist in the diaspora. The Museum's Kwanzaa celebration includes performances of African music, dance, and storytelling, as well as hands-on activities. This year's Kwanzaa events were hosted by performing artist Marcya Joseph and members of Keepers of the Flame, an organization dedicated to preserving African-derived traditions.

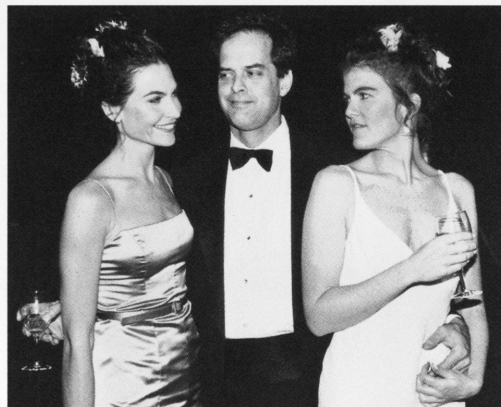
Winter Dance

MARCH 6, 1997



Jeffrey and Valerie Peltier,
co-chairs of the Winter Dance.

Whitney Fairchild, left, and
Paige St. John, right, with a
friend.



The theme of this year's Winter Dance, at which some 800 guests dined and danced beneath the great blue whale in the Hall of Ocean Life, was "The Beauty of Nature." The event, which featured a silent auction, was a great success. With help in part from Tiffany & Co., the Winter Dance raised proceeds of \$130,000 for Museum programs.

Endangered! Exploring a World at Risk

MARCH 8-SEPTEMBER 1, 1997



Ross MacPhee, chairman and curator, Department of Mammalogy, and organizer of Endangered!, with Museum Chairman Anne Sidamon-Eristoff at the opening reception for the exhibition. Behind them is a Volkswagen "Beetle" encrusted with zebra mussels, illustrating the problem of "introduced species."

Spring Environmental Lecture-Luncheon

APRIL 9, 1997



Robin Chandler Duke, Jean Rather, and Dan Rather.

At this year's Spring Environmental Lecture-Luncheon, the Museum presented its first Environmental Recognition Award to Robin Chandler Duke, in honor of her work internationally on behalf of the environment and humanitarianism. The guest speaker was Dan Rather, whose timely lecture was entitled "The Fire-Breathing Dragon: China's Environment and Ours." The Lecture-Luncheon raised \$200,000 in support of ongoing scientific research at the Museum.

Legislators Night

APRIL 16, 1997

The Museum's annual City Legislators Night was attended by more than 500 legislators and their families. Dining under the blue whale was followed by a viewing of the fourth-floor fossil halls and the temporary exhibition *Endangered! Exploring a World at Risk*. Guests also enjoyed a special screening of the IMAX film *Cosmic Voyage*, while children made origami animals.



Tena Vallone, New York City Council Speaker Peter Vallone, and Museum Chairman Anne Sidamon-Eristoff.

Extinction Symposium

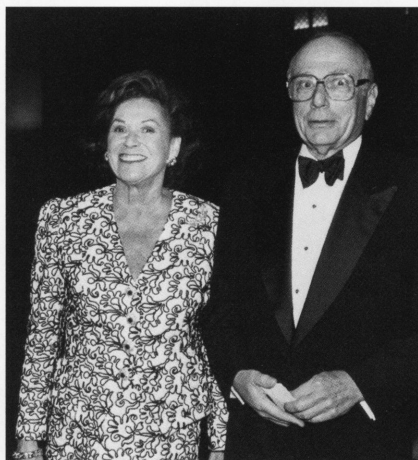
APRIL 17 AND 18, 1997

In conjunction with the exhibition *Endangered! Exploring a World at Risk*, the Museum held a two-day international symposium on past extinction patterns and the nature of the current biodiversity crisis. Symposium participants in-

cluded more than twenty-five prominent scientists from across the globe, as well as public policymakers, experts on resource management, representatives from nongovernmental agencies, and educators.



*Trustee
Frederick A.
Klingenstein
and his wife,
Sharon.*



Corporate Dinner

MAY 13, 1997

The Museum's fifth annual Corporate Dinner brought together distinguished New York City business leaders, philanthropists, and government officials to honor Museum Trustee Harry P. Kamen, chairman, president, and chief executive officer of the Metropolitan Life Insurance Company. Mr. Kamen was given the Museum's Distinguished Service to Science and Education Award, for the extraordinary generosity he has demonstrated both individually and on behalf of Metropolitan Life. This year's Corporate Dinner, attended by some 950 guests, raised more than \$1.6 million.



*Senior Vice President and Provost Michael J. Novacek
with Trustee Dorothy Cullman.*



*Museum Trustee Harry P. Kamen, Chairman of Metro-
politan Life and dinner honoree, with his wife, Barbara,
and Museum President Ellen V. Futter; viewing the special
exhibition Endangered! Exploring a World at Risk.*

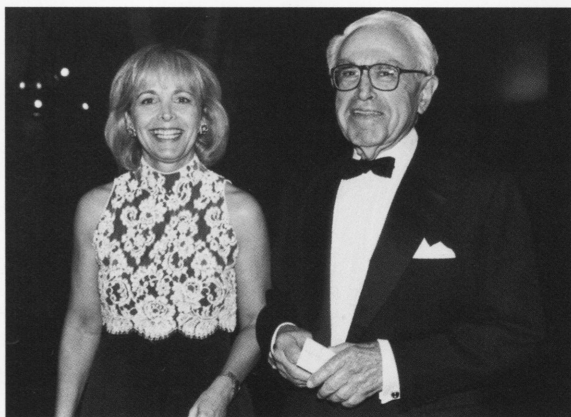


Trustee Frederick P. Rose and his wife, Sandra.

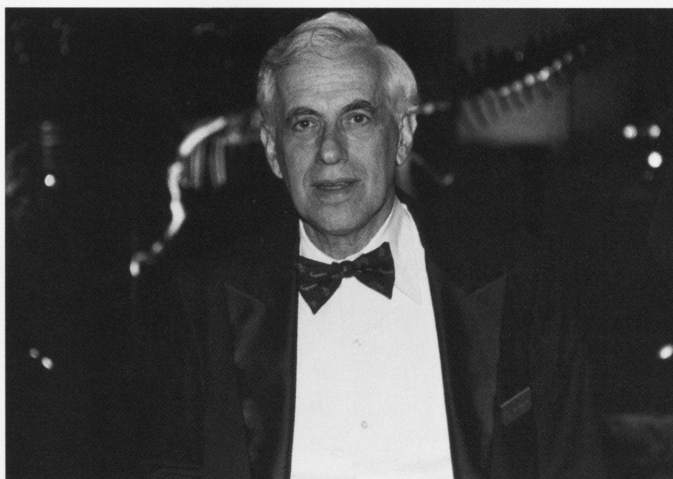


*Trustee David H. Komansky, chairman of Merrill
Lynch and chair of the Corporate Dinner, with Museum
President Ellen V. Futter.*

Corporate Dinner



Museum Trustee Connie Spahn and Chairman Emeritus William T. Golden.



New York City Parks Commissioner Henry Stern.

Moveable Museum

The Moveable Museum, a thirty-four-foot-long converted recreational vehicle, brings educational programs and resources directly to New York City's underserved neighborhoods and schools. Operating free of charge in New York since May 1993, the Moveable Museum serves an average of 15,000 people, nearly half of whom are students, every year. The Moveable Museum travels to schools, street festivals, children's hospitals, shelters, houses of worship, day-care centers, and a variety of other locations. Although the Moveable Museum's resources are available to all parts of the City, they are especially valuable to inner-city communities and to people who have difficulty traveling long distances to visit a cultural institution. The Moveable Museum program is made possible by the Moveable Museum partners, com-



prising seven cultural institutions dedicated to the needs of the people of New York City.

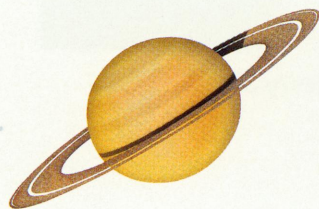
Moveable Museum Coordinator Jeffrey Rodgers with William Levisay, Vice President, Northeast Area, Coca-Cola USA Foundation; Pat Mannelly, Group Vice President, Coca-Cola Bottling Co. of New York; and Myles Gordon, director of the Museum's Department of Education, at the Moveable Museum exhibition Earth to Space: Explorations. The Coca-Cola Group made a generous pledge of \$225,000 in support of the Moveable Museum.

Science at the Museum



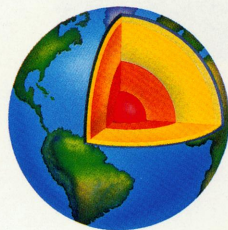
Anthropology

The Department of Anthropology is dedicated to increasing our knowledge of human biology and culture. Museum anthropologists conduct ethnological research in Asia, Africa, and North and South America, in addition to addressing global topics such as warfare and the origins of the state. Archaeological fieldwork is carried out throughout North, Central, and South America, while biological anthropologists work worldwide to study the evolution of humans and their close primate relatives. The Department maintains extensive collections of objects and engages in a wide-ranging program of scientific and popular publication.



Astronomy

Research staff and affiliated associates of the Department of Astronomy are active in the areas of dwarf galaxies, supernovae, star-cluster evolution, galactic structure, and the formation of galaxies and of structure in the early universe. The Department is also working on the new Hayden Planetarium, the Lewis B. and Dorothy Cullman Hall of the Universe, and other aspects of the Rose Center for Earth and Space, helping to develop some of the most sophisticated educational programming of any such facility in the country.



Earth and Planetary Sciences

Scientists in the Department of Earth and Planetary Sciences research the nature of terrestrial and planetary processes. Through a combination of fieldwork and laboratory studies, and drawing on the Department's large collections of rocks, minerals, and meteorites, scientists study questions such as how the Earth and other planets formed in the early solar system, what the interior of the Earth is made of, how ore deposits form, and how volcanoes work. One of the current areas of focus for the Department is the development of the Hall of Planet Earth, scheduled to open in 1999, in the Rose Center for Earth and Space.



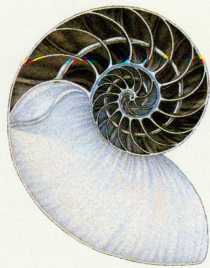
Entomology

The Department of Entomology houses more than 17 million specimens of living and extinct arthropods (including insects, spiders, centipedes, and scorpions), a group that makes up more terrestrial biomass and greater numbers of species than any other kind of animal. Museum entomologists conduct research in these collections and throughout the world in order to document the evolutionary history of and the relationships among this most diverse and successful group of higher land-dwelling organisms. Research on the genetic relationships of arthropods takes place in the Museum's molecular systematics laboratories.



Herpetology

Museum herpetologists document the diversity and evolutionary history of amphibians and reptiles, and work in related aspects of comparative anatomy, behavior, conservation genetics, and philosophy and methods of science. The Department of Herpetology and Ichthyology's global holdings, which have few parallels anywhere in the world, are available for loan to other scientific institutions, and include preserved specimens, skeletons, and recordings of frog calls, among other items. In addition to their work with the collections, herpetologists carry out an active program of worldwide fieldwork.



Ichthyology

Ichthyologists study the largest and most diverse of all vertebrate groups: the fishes. The Museum's Ichthyology staff uses the extensive Museum collections and maintains an active program of fieldwork for studies that run the gamut of the discipline. Occupying almost every conceivable aquatic habitat, fishes are also among the most endangered of vertebrate groups; as fragile aquatic habitats are increasingly affected by human activities, the losses to global biodiversity accelerate. These losses, as well as large gaps in current knowledge, highlight the critical place of the research of Ichthyology curators in conservation and biodiversity science.

Invertebrates

The animals studied by scientists in the Department of Invertebrates not only contribute immensely to Earth's biodiversity, but also have left a fossil record that provides a remarkable history of life on this planet. Most of these organisms play a prominent role in the marine ecosystem, which covers nearly 80 percent of the Earth: With our growing awareness of the complexity and fragility of this ecosystem, it becomes ever more important to document and understand the invertebrates that inhabit the planet. Through fieldwork and laboratory studies, supported by extensive collections, Museum scientists explore invertebrate life ranging from marine arthropods of 400 million years ago to snails currently living off the coast of Florida.

Mammalogy

The scientific investigation of mammals has been integral to the Museum since its founding in 1869. Today, much of the research performed by scientists in the Department of Mammalogy focuses on the relationships of mammals to one another, their distribution across the world, and how their diversity has been critically affected by humans. Research in mammalogy is global in scope, and has concentrated in recent years on Asia, the Caribbean, and South America. Curators in the Department have made significant contributions to our understanding of several major mammalian groups, including bats, rodents, and primates. Laboratory and field research is supported by collections of more than 260,000 specimens.

Ornithology

The Department of Ornithology maintains the world's largest collection of birds, comprising nearly 99 percent of all species, representing all continents and oceans, and including a large number of type specimens and rare or extinct species. This collection, which numbers nearly one million specimens, includes skins, skeletons, nests, eggs, and anatomical preparations. Researchers in the Department investigate the evolution, distribution, relationships, and classification of birds throughout the world. This work entails field expeditions as well as studies in the Museum's molecular laboratories.

Vertebrate Paleontology

Researchers in the Department of Vertebrate Paleontology seek to understand the relationships among and history of backboneed animals. These scientists are aided immensely in their work by the world's largest collection of vertebrate fossils, including fossil fishes, amphibians, reptiles, and mammals. In addition to work with the collections and in Museum laboratories, fieldwork is carried out across the globe. In recent years, expeditions to the Gobi Desert, undertaken in collaboration with the Mongolian Academy of Sciences, have yielded spectacular and important fossil finds, including fossils of dinosaurs, birds, and mammals. These expeditions continue the Museum's groundbreaking expeditions to this area in the 1920s.

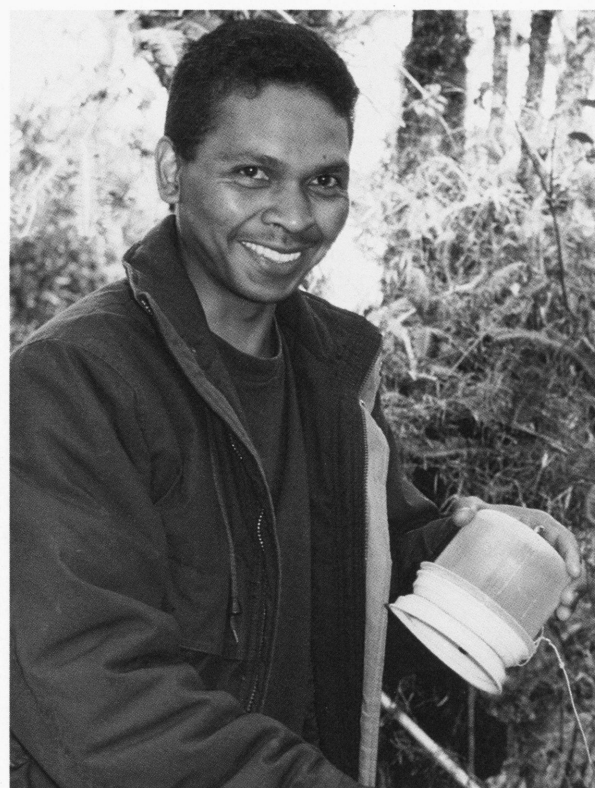
Science at the Museum

The American Museum of Natural History is home to a scientific staff of 200 individuals, among them some of the world's leading researchers in their fields. Led by a core staff of forty-two curators, these men and women have been leaders in developing theories and applications that significantly enhance our understanding of the evolution and organization of life, the origins of humans and the diversification of human culture, and the processes that shape our planet and universe. Museum science seeks to understand who we are, where we came from, and how we relate to and depend on the myriad life forms that share this planet with us. This research, conducted by ten scientific departments, occurs in the Museum's collections areas, which house more than 32 million specimens and artifacts; in its state-of-the-art laboratories, which are centers of collaborative research; and in the field, in locations ranging from Vietnam to Madagascar to Cuba.

Such scientific work has never been more directly relevant to the lives of every human being than it is today, when widespread degradation of the environment threatens the very survival of life on our planet. In work that is directly related to our efforts to understand and mitigate the current alarming rate of species extinction, the research of a large segment of the Museum's curators is devoted to systematics—the science that deals with the relationships among the Earth's millions of biological species. Much of this work and other research on biodiversity is coordinated by the Museum's Center for Biodiversity and Conservation, which also administers an international program of biodiversity surveys and convenes meetings that bring leading scientists together with educators, policymakers, and a broad public.

If scientists are to find viable solutions to

the biodiversity crisis and provide information to bring about improvement, it is crucial that they transmit their knowledge to the widest audience possible. In this effort, Museum scientists are joining together with the Departments of



Malagasy ornithology student Jean Claude Razafimahaimodison, of the Center for Biodiversity and Conservation's graduate training program, prepares for a collecting trip.

Education and Exhibition to interpret science for the public in the most engaging, effective manner achievable. The Museum's new Hall of Biodiversity is one important example of the use of exhibitions to educate the public; the Rose Center for Earth and Space is another.

Another essential component of the Museum's scientific efforts is the training of new scientists. The American Museum of Natural History is home to the oldest and largest doctoral and postdoctoral training program of any

scientific museum in the world. In collaboration with Yale University, Columbia University, Cornell University, and the City University of New York, this program enrolls some forty graduate students who work with Museum curators on the vast range of topics represented by their research. Moreover, the Center for Biodiversity and Conservation offers extensive training in systematic biology to graduate students from around the world. This program is particularly vital to efforts to alleviate the biodiversity crisis, as the areas of the world that are richest in species have the fewest scientists trained to study biodiversity. (For example, although the tropics are home to a great majority of species, there are probably fewer than 1,500 professional systematists who are competent to deal with tropical organisms.) The Center's program offers academic training and field experience so that students can extend conservation work in their native countries. Finally, in an effort to find and begin training the next generation of scientists, the Museum's Department of Education has programs for high-school students interested in careers in science.

A sampling of the many research projects carried out by Museum scientists during fiscal year 1996–97 follows.

Research on Human Life and Culture

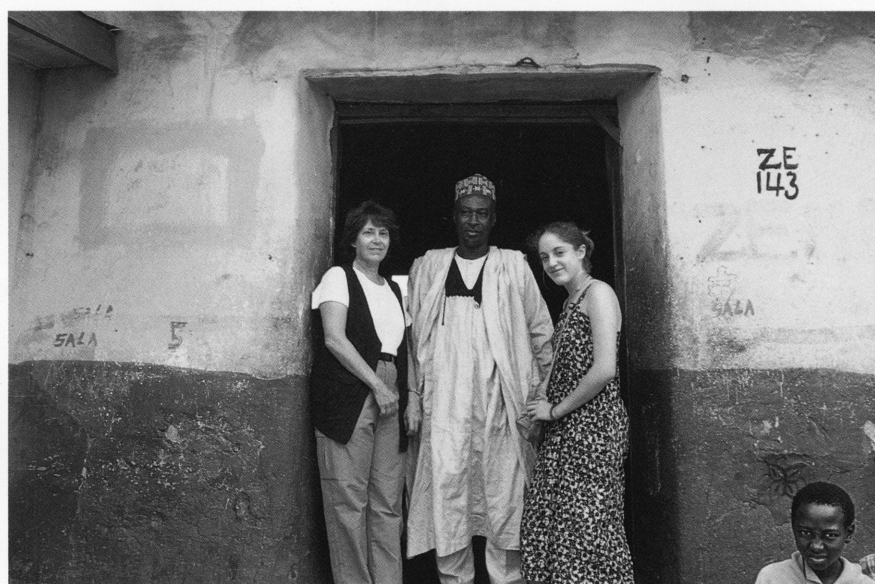
The worldwide research conducted by curators in the Department of Anthropology addresses both the evolution of humans and the diversification of human culture. Among other projects, Chairman and Curator Ian Tattersall, working with Research Associate Jeffrey Schwartz, is carrying out studies on the systematics and evolution of the genus *Homo*. This work indicates

that systematic variety in human evolution was much greater than has traditionally been supposed, and that linear models of human evolution require much critical reevaluation.

Curator David Hurst Thomas and his staff are nearing completion of a massive project analyzing, computerizing, and conserving the accumulated artifact assemblage from the twenty-three years of excavation on St. Catherines Island, Georgia, with special emphasis on explorations at Mission Santa Catalina de Guale (1566–1680).

Dean of Science and Curator Craig Morris conducts research on the Chíncha Kingdom and its incorporation into the Inka Empire, and carried out a second season of fieldwork at the archaeological site of Tambo de Moro, a fourteenth-century pyramid in Peru, in collaboration with the Instituto de Arqueológico. The excavations uncovered new evidence of offerings and of a pilgrimage center related to the pyramid. Dr. Morris and his colleagues were able to define the last phase of Chíncha Period occupation and use (ca. 1450), as well as the phase of Inka contact (ca. 1480).

Anthropology Curator Enid Schildkrout, Chief Abraham Adam, of the Mosso Zongo community, and Alicia Van Couvering, in Kumasi, Ghana.



Science at the Museum

For her study of Ghanaian ethnicity, Islam, and identity, Curator Enid Schildkrout compared the Arabic-language account of Ghanaian history written by a Muslim scholar in the 1960s with the history she presented in writings based on her fieldwork of the same period, exploring how and why the Ghanaian writer's account centered on global issues, whereas hers focused on the local and national context.

Studies in Evolution and Systematics: Understanding Biodiversity

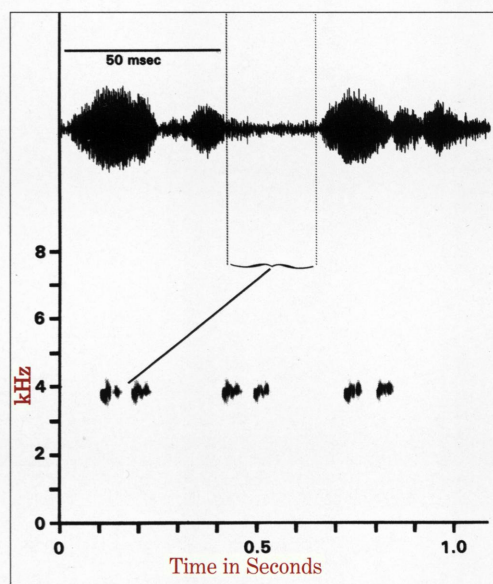
As an old Chinese proverb states: "The first part of knowledge is getting the names right." A large portion of scientific work relating to biodiversity consists of finding and describing species and working out their complex relationships. In research dealing with more than half of all named species, curators in the Department of Entomology are engaged in an ambitious databasing of major groups of arthropods, as well as in exploration of new arthropod faunas around the globe. One area receiving

particular attention is Australia, being studied by Curator Norman Platnick. Dr. Platnick, a world expert on spiders, has been surveying the ground spiders (the Gnaphosoidea) of that continent with postdoctoral fellows Vladimir Ovtcharenko and Kefyn Catley. This work is sponsored by a \$550,000 grant from the National Science Foundation's PEET (Partnership for Enhancing Expertise in Taxonomy) program and by the Australian Biological Resources Study program. There have already been several hundred new species of spiders discovered in various families, resulting in an entirely new, diverse fauna for that continent.

Also related to species documentation is the work of Department of Herpetology and Ichthyology Chairman and Curator Charles Myers, who completed research on the evolutionary biology of tropical poison frogs—which are potentially important sources of medicine—as well as a survey of amphibians and reptiles on the Isthmus of Panama, and studies on the "Lost Worlds" of the Venezuelan *tepuis* (table mountains). Much time was devoted to the study of specimens collected by Dr. Myers's team on the Robert G. Goelet American Museum-TERRAMAR Expeditions to the Venezuelan *tepuis* and by the earlier Phipps Tapirapecó Venezuelan Expedition.

Department of Mammalogy Archbold Curator Guy Musser and his colleagues are documenting the species diversity of small mammals native to tropical forests in the Americas and Asia. Defining these species is critical to future studies of their relationships and evolution, and to understanding the overall species composition of mammal communities in Neotropical forests.

On a Museum-wide expedition to the Central African Republic, during November and December 1996, Curator Joel Cracraft and other members of the Department of Ornithology sur-



The "song" of *Colostethus tamacuarensis*, a new species of frog from the Venezuelan highlands. This frog's call is a series of double notes; the notes of each pair are so closely spaced that the paired notes are heard by the human ear as a single "peep." This spectrographic analysis shows three pairs of pulsed notes, with an expanded waveform of the first couplet of notes, which are only three-hundredths of a second apart. There are two pulses in the first note and three in the second.

veyed specimens of birds for systematic and biogeographic studies of central Africa. Among the results of these surveys was the discovery of a new species of forest robin, an exciting addition to Africa's avian biodiversity.

Sharing information about species is another crucial component of biodiversity studies. To this end, Scott Schaefer, associate curator in the Department of Herpetology and Ichthyology, has been working since 1991 on a National Science Foundation-sponsored collaborative database project on South American freshwater fish biodiversity. The project, entitled "The Inter-Institutional Database of Fish Biodiversity in the Neotropics (NEODAT)," is an international cooperative effort to make available systematic, geographic, and associated data on Neotropical freshwater fish specimens deposited in natural history collections in the New World and Europe. Currently, thirty institutions in South America, Central America, North America, the West Indies, and Europe participate in the project. More than 300,000 records, representing data on more than 6,000 fish species from more than 74,000 geographic localities, are accessible through project databases available on the Internet.

Another example of important, massive documentation is represented by a volume entitled *The Interrelationships of Fishes*, edited by Ichthyology Curator Melanie Stiassny. This volume provides researchers, students, and the general public with a major reference and state-of-the-art summary of our understanding of the evolutionary history and relationships of fishes.

As part of the Museum's efforts to take an active role in working toward solutions to the biodiversity crisis, Department of Mammalogy Chairman and Curator Ross MacPhee and Francesca Grifo, director of the Museum's Center

for Biodiversity and Conservation, co-chaired an international symposium on the subject of extinction in April. Entitled "Humans and Other Catastrophes: A New Look at Extinction and the Extinction Process," the two-day meeting covered topics such as the megafaunal extinctions of the last several thousand years, and the possible roles of humans in effecting such extinctions. Discussion also encompassed such conservation issues as the preservation of natural areas in New York State.

Research on the History of Life

The study of living species is enriched and informed by research on ancient life. Department of Entomology Chairman and Curator David Grimaldi studies the evolutionary history of insects, concentrating on specimens trapped in amber, which preserves small organisms with microscopic fidelity. In recent years he has been studying amber from central New Jersey, where a highly localized and unexpectedly rich deposit has yielded nearly 200 pounds of amber, including 1,000 pieces with various life forms preserved in them. Discoveries announced this year were the oldest fossil mushrooms, the only flower preserved in Cretaceous amber (a primitive oak-like flower that is the finest preserved flower fossil from the Mesozoic era), and one of the oldest fossil mantises, which is also very primitive in anatomical structure.

*Department of
Entomology
Chairman and
Curator David
Grimaldi at a New
Jersey amber site.*



Science at the Museum



© DAVID SANDERS

Excavating a fossil on the American Museum of Natural History/ Mongolian Academy of Sciences expedition to the Gobi Desert.

The Museum's joint expedition to the Gobi Desert with the Mongolian Academy of Sciences has provided truly remarkable material about ancient life forms. The 1996 expedition, led by Michael Novacek, senior vice president and provost, and curator, Department of Vertebrate Paleontology, and Mark Norell, associate curator, Department of Vertebrate Paleontology, was based primarily in Ukhaa Tolgod, the extraordinarily rich site discovered by the team in 1993. As in previous years, work at the site resulted in the collection of many exquisite specimens, including 80-million-year-old skeletons of bird-like dinosaurs and small mammals representing the roots of the more modern mammal lineages, our own species among them.

Ancient life was also the subject of a field expedition to Morocco headed by Department of Invertebrates Chairman and Curator Neil Landman. Dr. Landman and his colleagues succeeded in collecting hundreds of ammonoid cephalopods from the Devonian rocks of this region. Ammonoids of this age are critical to the understanding of the evolution of their group, the Cephalopoda, which also includes living squids, nautiloids, and octopuses.

In the fall, the Department of Vertebrate Paleontology hosted the annual Society of Vertebrate Paleontology meetings. More than 1,200 paleontologists from across the planet gathered in New York for four days to present the results of their work. The Department is especially proud to have been able to share with its colleagues the completed halls of fossil vertebrates, where Museum research in paleontology is made visible to the public.

Research on the Earth and the Cosmos

Research at the Museum encompasses the history not only of Earth but also of the cosmos. Scientists in the Department of Earth and Planetary Sciences study the processes that shape our planet and the universe. Notable among the work done in fiscal year 1996-97 was that of Curator Martin Prinz, who studied the Ningqiang meteorite, an unusual carbonaceous chondrite that fell in Shanxi Province, China, on June 23, 1983. This meteorite was discovered to contain a dark inclusion of a type that could only have been formed by a source of intense solar radiation. The inclusion is similar to interplanetary dust particles, and its preservation in the meteorite opens a wide window onto processes in the early solar system.

Complementing these investigations is the work of Neil Tyson, Frederick P. Rose Director of the Hayden Planetarium and associate astronomer, who conducts research in astrophysics in collaboration with scholars at Princeton University. In expanding its research capacity in astronomy and astrophysics, the Museum is enhancing the scope of its scientific work.

Education at the Museum Bringing Science to the Public

The American Museum of Natural History has long been an important player on the educational stage, engaging and entertaining generations of New York area residents and visitors. From the Museum's inception, education—"furnishing popular instruction," as stated in the Museum's charter—has been a crucial component of its mission. Indeed, for more than a century, the Museum has provided an exceptionally diverse array of educational resources and services to schools, families, and the general population. Today, in light of the many challenges we face as a community, a nation, and even as a species, the Museum, with its unique scientific resources and its capacity to educate, has both a special responsibility and an opportunity to promote scientific literacy nationwide.

To this end, the Department of Education is seeking ways to increase the numbers of people with access to the Museum and its resources, to meet the interests and educational needs of its many and varied audiences, and to make every encounter with the Museum as rewarding, sustained, and productive as it can be. It is improving existing programs and developing new ones to reach people both at the Museum and beyond its walls.

On-site audiences comprise the millions of people, including hundreds of thousands of children in school and camp groups, who visit the Museum every year. New initiatives for enhancing their experience of the Museum include a growing corps of resourceful and well-trained education volunteers who meet with school groups, teach classes, and conduct hands-on activities with artifacts and specimens. This past summer, campers explored the Museum under the guidance of some forty young people, graduates of a new intensive, month-long training and summer employment program. Visitors

can extend their experience of the Museum's unparalleled fossil halls with a new four-page newspaper, *The Fossil Times*, published two times a year in Spanish and English. Available at the Museum, this publication includes articles for children and adults on the wide range of specimens in the fossil collections, as well as on the people and skills involved with the collections.

In the temporary exhibition *Leonardo's Codex Leicester: A Masterpiece of Science*, a corps of "explainers" helped viewers investigate Leonardo da Vinci's Codex Leicester by guiding use of the interactive software and hands-on demonstrations that encouraged visitors to recreate many of Leonardo's experiments and discoveries. Special notebooks, in which young visitors could record observations and conjectures in the spirit of Leonardo, were also made available. Those who came to see *Endangered! Exploring a World at Risk* took advantage of a resource room that was staffed by education volunteers, filled with books, materials, and curricula for all ages, and equipped with access to relevant sites on the Internet. Related educational materials in English and Spanish were also provided, free of charge. Additionally, *Endangered!* was the context for a successful series of evening and weekend family programs, giving adults and children an opportunity to work side by side in the galleries, halls, and classrooms on science and art projects and to attend performances and demonstrations with live animals. One of the most popular aspects of *The Lost World: The Life and Death of Dinosaurs* was a re-created fossil-dig site, at which children experienced the excitement of discovery for themselves.

Lectures, field trips, and workshops on subjects ranging from the language of birds, to whale watching, to Native American issues, to the origins of Earth, attracted large audiences

Education at the Museum

A still from Death in El Valle, shown at the Margaret Mead Film & Video Festival.



of adults, children, and families. The Department's year-long multicultural program drew some 50,000 people to lectures, panel discussions, films, music, drama, and dance from around the world. The Margaret Mead Film & Video Festival, now in its twentieth year, continues to offer a fascinating program of screenings, complemented by symposia for scholars and filmmakers, a new program for New York City high-school students, and a traveling festival that visits an ever expanding number of museums and universities across the country.

Hundreds of thousands of students, families, schools, and teachers are served every year through workshops, courses for college credit, and other special programs at the Museum. More

than 150,000 students and teachers visit the Museum on self-guided trips, prepared and supported by curriculum resources and workshops. The Alexander M. White Natural Science Center serves more than 75,000 children, parents, and teachers each year, providing intimate and active learning experiences for young children, families, and special-education classes. The Discovery Room closed as a physical space this year to make way for construction of the new Hall of Biodiversity, but the Museum continued to offer an array of wonderful monthly programs, entitled "Museum Magic." Department of Education staff are in the process of visiting museums and designing materials and learning environments in preparation for the Discovery Room's new home. This year, the after-school program for teenagers expanded its offerings to more than thirty courses, ranging in focus from field ecology and archaeology to DNA testing and microscopy.



Children at a workshop that was part of Celebrate India, one of many Department of Education programs exploring world cultures.

Participants in the teacher-training session "Soil and Soil Critters" working in the Alexander M. White Natural Science Center.



The Museum makes concerted efforts to reach audiences that are traditionally underserved. In 1996–97, the Moveable Museum, a collaborative project of the American Museum of Natural History, the Brooklyn Botanic Garden, the New York Hall of Science, Queens Botanical Garden, Queens Museum of Art, Staten Island Children's Museum, and Wave Hill, reached more than 25,000 people as it traveled to schools and communities throughout New York City. Special programs for children living in shelters permitted young people and their families to explore the wonders of the Museum, including life behind the scenes, while programs for adolescents offered information on and experience of the career opportunities at a large cultural institution. Through the Precollege Science Collaborative for Urban Minority Youth, high-school students drawn from across New York City have a two-year opportunity to pursue research projects under the tutelage of scientists from the Museum and cooperating

institutions and to attend an extensive program of science-rich seminars and workshops. Teacher Associates are special-education teachers who over a two-year period immerse themselves in the Museum, learning to use it as a resource to meet the needs of their students and curricula. In addition to its partnership with the New York City Museum School and an intensive collaboration with M.S. 44, the Museum began working with P.S. 111, the Adolph S. Ochs Elementary School, focusing on professional and curriculum development, the integration of science with other subjects in the curriculum, and the creation of a physical presence for science in the classroom.

As part of its deepened commitment to education, the Museum is now planning and developing a major new initiative to capture the Museum's scientific resources and use appropriate technologies to make them available to a national and international audience of schools, families, and community-based organizations.

Education at the Museum

Using print, video, software, and telecommunications technologies, the Museum's National Center for Science Literacy, Education, and Technology will take people of all ages into Museum exhibitions, behind the scenes into its laboratories and collections, and on research expeditions into the field, providing a window onto the people and the process of scientific inquiry. Initial efforts will focus on creating groups of programs and materials linked to the Museum's new exhibitions. These inaugural projects will thus be devoted to biodiversity, earth and planetary sciences, and astrophysics and cosmology. Key to the success of the National Center will be partnerships, both internal ones that bring education, exhibition, and science together, and external ones that match the Museum's extraordinary holdings with the skills and capacities needed for educational-product development and distribution.

As it looks to the coming year, the Department of Education will continue working to increase its effectiveness in a number of ways. It will advance a program of systematic evaluation of all its activities, learning from its experiences and documenting its impact. On site, it will continue to devise interpretive strategies and materials that connect people to the Museum's exhibitions and collections. The Department will expand its programming for visitors of all ages, serving both as a resource for life-long learning and family inquiry and as an extension of the school community for students and teachers. In its work with schools, the



Students in the After-School Program discover relationships between the natural world and culture through art.

Department will make explicit the links between the Museum and curricula, review and enrich its teacher-training and professional development offerings, and strengthen its connections to the schools. Finally, it will put in place the staffing and structure for launching the exciting work of the new National Center for Science Literacy, Education, and Technology.

Exhibition at the Museum Science Interpreted

At the American Museum of Natural History, exhibitions are among the most powerful means of bringing scientific knowledge, inquiry, and discovery to life. In both permanent and temporary exhibitions, the Museum uses a variety of approaches and techniques to interpret the work of its scientists for the general public.

Permanent Exhibitions

In conjunction with the creation of a major new permanent exhibition hall—the Hall of Biodiversity, dedicated to the preservation of the variety of life on Earth—the Museum conducted a massive expedition to the Central African Republic. Ornithologists, mammalogists, exhibition preparators and designers, and audiovisual technicians spent five weeks exploring, making casts of plants, shooting videotape, and



conducting interviews with indigenous peoples in preparation for a diorama re-creating a portion of the Central African Republic's Dzanga-Ndoki rainforest. This diorama, planned as one of the largest museum dioramas ever created, will be a prominent feature of the new hall. Not only will it continue the Museum's grand tradi-

tion of meticulous re-creations of place—an exhibition technique that this institution was the first natural history museum to use—but it will also expand that tradition. Also for the Hall of Biodiversity, some 1,500 specimens and models are being conserved and mounted on the wall and overhead in an exhibit to be known as the "Spectrum of Life." Niles Eldredge, curator, Department of Invertebrates, is principal curator of the Hall of Biodiversity. Joel Cracraft, curator, Department of Ornithology, and Francesca Grifo, director of the Museum's Center for Biodiversity and Conservation, are co-curators of the Hall. The exhibition designers, who work directly with Museum staff, are Ralph Appelbaum Associates, designers of the Museum's renovated fourth-floor fossil halls as well as of many other exhibitions across the country.

Work on the Frederick Phineas and Sandra Priest Rose Center for Earth and Space, opening in early 2000, continues at a thrilling pace and with great excitement, with exhibitions again under the direction of Ralph Appelbaum Associates in concert with the Museum's Department of Exhibition. This magnificent center, to be located in a new building whose spectacular architecture was designed by Polshek and Partners Architects, will house a reconstructed Hayden Planetarium, the Lewis B. and Dorothy Cullman Hall of the Universe, and the Hall of Planet Earth.

It will incorporate a variety of exhibition mediums and techniques, both new and traditional. The Rose Center, fully equipped with the most advanced distance-learning technologies, will play a critical role in the Museum's efforts to bring its resources—including its exhibitions—to as many people as possible, both on site and beyond the Museum's walls.

*Project Coordinator
Laura Friedman pre-
pares a model of a leaf
for the rainforest dio-
rama for the Hall of
Biodiversity.*

Exhibition at the Museum

Temporary Exhibitions

The unprecedented expansion of the Museum's facility and programs in fiscal year 1996–97 was accompanied by an exciting and diverse schedule of temporary exhibitions that engaged a large public and helped enlarge the institution's role in public education. The special exhibition *Leonardo's Codex Leicester: A Masterpiece of Science* offered the Museum an opportunity to feature the extraordinary achievements of one of the great scientific and artistic minds of all time. On loan from William H. Gates III, Leonardo da Vinci's scientific manuscript known today as the Codex Leicester (1506–10) is devoted primarily to the study of water in all its aspects. In addition to viewing the manuscript, visitors had access to an innovative interactive computer program, available at stations around the gallery's perimeter, that allowed them to explore the Codex in depth. The exhibition's highly participatory educational resource room and library not only enabled visitors to read the writings themselves, but also

aided them in comprehending and even replicating the science described in the manuscript. Near-record numbers of visitors came to the Museum to see this remarkable document of exploration and experimentation. Many elements of this Museum-designed exhibition were included in subsequent showings of the Codex in Paris and Seattle. *Leonardo's Codex Leicester*, which opened on October 26, 1996, and ran through January 1, 1997, was organized by Craig Morris, dean of science and curator in the Department of Anthropology. The exhibition will be highlighted in *Graphis* magazine's annual publication, *Design '98*.

The Museum continues to offer "issues-oriented" exhibitions that explore critical scientific and social topics. The environmental topic of species peril and loss was investigated in *Endangered! Exploring a World at Risk*, on view from March 8 through September 1, 1997. This exhibition—conceived, designed, and fabricated by the Museum—offered dramatic and moving case studies describing the ever-accelerating rate of species loss that is at the heart of the

*The exhibition
Leonardo's
Codex Leicester:
A Masterpiece
of Science.*





*The exhibition
Endangered!
Exploring a
World at Risk.*

global biodiversity crisis. In addition to two large, specially created dioramas that helped define the issues surrounding endangerment, *Endangered!* also included specimens from the Museum's collections; live animals from various Species Survival Plans, coordinated by the Wildlife Conservation Park/Bronx Zoo; and an audio tour, guidebook, and educational children's poster. A resource area provided the latest information on public policy and the recovery efforts of conservation groups. Ross MacPhee, curator and chairman, Department of Mammalogy, organized this major exhibition.

From May 24 through September 30, 1997, the Hall of Ocean Life was transformed into a fantastic timescape of prehistoric fauna as *The Lost World: The Life and Death of Dinosaurs* excited visitors with its array of life-sized mounted reconstructions of dinosaurs, many of which had never before been exhibited. The exhibition was co-organized by the Museum and Dinosaur Exhibitions, LLC, founded by Don

Lessem. Scientific advisers were the Museum's Michael Novacek, senior vice president and provost, and curator, Department of Vertebrate Paleontology, and Mark Norell, associate curator, Department of Vertebrate Paleontology, who ensured the accuracy of the exhibit labels, drawing a clear distinction between fact and fantasy.

As in years past, the continuing generous support of the Arthur Ross Foundation enabled the Museum to offer a diverse program of exhibitions in its Akeley Gallery. Among this year's exhibitions were *Tongas: Alaska's Magnificent Rainforest* and *Okavango: Africa's Last Eden*, which featured stunning photographic depictions of the richness and diversity of the natural world while offering startling evidence of the state of peril facing our fragile ecosystems.

The Department of Exhibition is in a period of growth, expanding its capacity to interpret science for the public through a growing number of permanent and temporary exhibitions.

Report of the Treasurer

Operating Financial Results

Revenue and support grew 29 percent, from \$78.9 million in 1996 to \$101.6 million in 1997, mostly due to increased contributions and pledges: \$39.3 million in 1997 as compared with \$16.1 million in 1996, an increase of 144.1 percent. The Museum achieved this growth in revenues while maintaining control over expenses.

Revenues from visitor contributions and admissions and gross revenues from auxiliary activities showed a decrease from the previous year of 8.8 percent and 14.8 percent, respectively. This was mainly the result of the closing of the Hayden Planetarium and the parking lot to prepare for the construction of the Rose Center for Earth and Space and the North Side Project, encompassing the new Hayden Planetarium, the Hall of Planet Earth, and the Cullman Hall of the Universe, as well as a new garage, restaurant, plaza, and entrance on Columbus Avenue.

Natural History magazine ended the year virtually at breakeven, a substantial improvement over 1996, when it showed a \$1.4 million loss. As restructuring of the magazine continues, its net contribution to Museum operations is expected to grow.

Total expenses remained almost even with 1996, increasing only by 2.6 percent. Auxiliary activities expenses were \$8.4 million and \$11.2 million in 1997 and 1996, respectively, reflecting a decrease of 24.8 percent.

Plant Funds

The plant fund received contributions and promises to give of \$6.2 million and \$21.3 million in 1997 and 1996, respectively; the 1996 amount reflects a one-time individual pledge of \$20 million, by the Frederick P. and Sandra P. Rose Foundation, toward the construction of the Rose Center for Earth and Space. Construction of the Rose Center and the North Side Project commenced in 1997. The Museum issued approximately \$100 million in bonds, through the Trust for Cultural Resources of The City of New York, to help fund a portion of the costs of this and other construction and revitalization projects. The City of New York pledged approximately \$40 million in support of the Rose Center and the North Side Project.

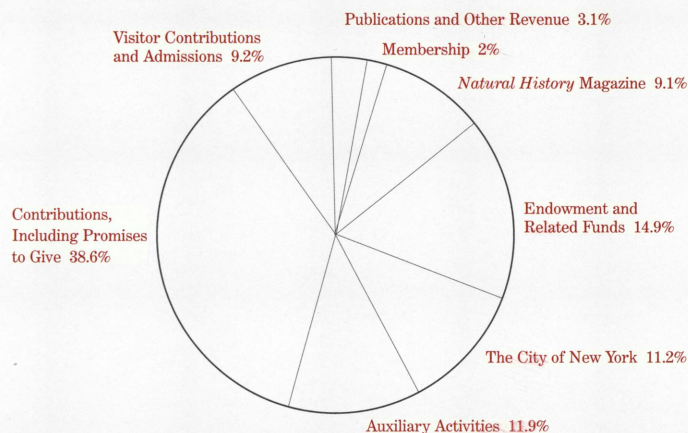
Endowment Funds

The market value of endowment investments was \$378.3 million and \$340.7 million at June 30, 1997 and 1996, respectively. The total return for the years 1997 and 1996 was 20.8 percent and 17.3 percent, respectively. Endowment funds are invested by leading investment managers in diversified equity and fixed-income securities and are overseen by the Museum's Investment Committee.

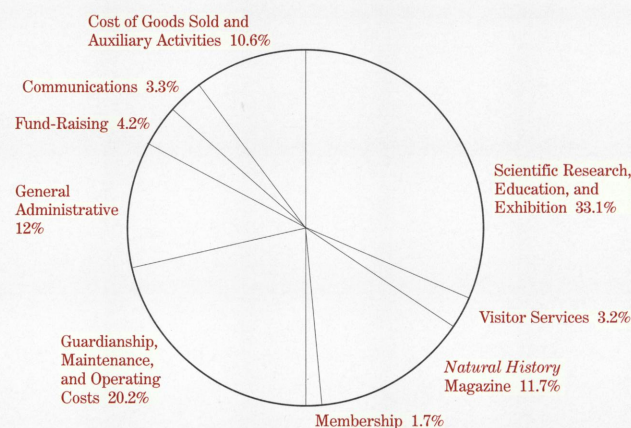
Charles H. Mott

Charles H. Mott
Treasurer

REVENUE



EXPENSES



Financial Statements

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION AT JUNE 30, 1997 AND 1996

	1997	1996
Assets		
Cash and cash equivalents	\$3,651,744	\$5,604,721
Receivable for securities sold	1,687,566	3,541,637
Accrued interest and dividends receivable	1,160,008	1,138,103
Accounts receivable, less allowance for doubtful accounts of \$327,491 and \$299,709, respectively	2,662,356	1,976,800
Merchandise and paper inventories	2,077,029	1,842,455
Prepaid expenses and other assets	1,585,488	1,925,106
Contributions receivable	54,730,614	26,658,051
Deferred bond issuance costs	3,483,046	1,332,639
Long-term investments at market	381,639,886	341,078,278
Investments—Bond proceeds held by Trust for Cultural Resources	99,589,008	2,963,495
Plant and equipment, less accumulated depreciation Collections	127,476,522	96,541,078
Total Assets	679,743,267	484,602,363
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$17,113,678	\$11,650,011
Bank borrowings	10,500,000	
Accrued interest payable	1,111,645	406,155
Unearned membership income	5,455,117	6,820,443
Payable for securities purchased	3,163,717	2,479,493
Loan from Trust for Cultural Resources	154,390,000	53,695,000
Accrued post-retirement health and other benefits	11,997,261	10,818,358
Total Liabilities	203,731,418	85,869,460
Net Assets		
Unrestricted		
Operations	(3,308,103)	(4,786,475)
Plant and equipment	31,317,113	35,203,832
Long-term investment	228,827,258	200,791,465
Total unrestricted	256,836,268	231,208,822
Temporarily restricted	124,045,790	81,693,870
Permanently restricted	95,129,791	85,830,211
Total Net Assets	476,011,849	398,732,903
Total Liabilities and Net Assets	\$679,743,267	\$484,602,363

Financial Statements

CONSOLIDATED STATEMENTS OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 1997 WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 1996

	Unrestricted
Operating Revenue and Support	
Distribution from Endowment funds	\$13,145,476
Contributions, including promises to give	8,784,633
Appropriations from The City of New York	11,397,797
Visitor contributions and admissions	9,294,940
Membership	2,050,732
Auxiliary activities	12,060,799
Publications and other revenue	3,058,332
<i>Natural History</i> magazine	9,208,532
Total Operating Revenue and Support before Reclasses	69,001,241
Net assets released from restrictions	12,130,709
Total Operating Revenue and Support	81,131,950
Operating Expenses	
Scientific research	18,073,065
Education	4,009,406
Exhibition	4,170,653
Membership	1,387,730
Visitor services	2,586,016
<i>Natural History</i> magazine	9,297,219
Cost of goods sold and other expenses of auxiliary activities	8,405,669
General and administrative	9,532,142
Fund-raising	3,306,582
Communications	2,620,372
Guardianship, maintenance, and operating costs	16,039,589
Total Operating Expenses	79,428,443
Excess of Operating Revenue and Support over Expenses	1,703,507
Non-Operating Revenue and Expenses	
Revenue for Plant	
Contributions, including promises to give	1,261,362
Capital appropriation from The City of New York	
Net assets released from restrictions	3,095,370
Plant Expenses	
Bond and other miscellaneous costs	(1,284,891)
Interest expense not capitalized	(1,657,167)
Depreciation	(5,699,104)
Designated for Long-Term Investment	
Contributions	1,166,138
Investment return in excess of spending policy	25,785,557
Net assets released from restrictions	6,611,547
Change in Net Assets Before Cumulative Effect of Changes in Accounting Principles	30,982,319
Cumulative Effect of Changes in Accounting Principles	
Change to market valuation of investments	
Post-retirement health benefits	
Change in Net Assets	30,982,319
Transfers	(5,354,873)
Net Assets at Beginning of Year	231,208,822
Net Assets at End of Year	\$256,836,268

1997			1996	
Temporarily Restricted	Permanently Restricted	Total	Total	
\$2,017,952		\$15,163,428	\$14,313,138	
30,469,844		39,254,477	16,118,244	
		11,397,797	9,775,799	
		9,294,940	10,197,844	
		2,050,732	1,858,014	
		12,060,799	14,163,410	
77,510		3,135,842	3,039,138	
		9,208,532	9,258,644	
32,565,306		101,566,547	78,724,231	
(12,130,709)				
20,434,597		101,566,547	78,724,231	
		18,073,065	16,874,150	
		4,009,406	3,194,866	
		4,170,653	3,724,368	
		1,387,730	1,657,522	
		2,586,016	2,834,014	
		9,297,219	10,631,382	
		8,405,669	11,174,858	
		9,532,142	8,732,375	
		3,306,582	2,936,330	
		2,620,372	2,213,316	
		16,039,589	13,452,638	
		79,428,443	77,425,819	
20,434,597		22,138,104	1,298,412	
4,972,517		6,233,879	21,358,902	
(3,095,370)			4,652,434	
		(1,284,891)	(556,249)	
		(1,657,167)	(1,419,606)	
		(5,699,104)	(5,108,021)	
5,164,485	610,139	6,940,762	3,652,556	
16,132,365	8,689,441	50,607,363	35,776,551	
(6,611,547)				
36,997,047	9,299,580	77,278,946	59,654,979	
			37,402,106	
			(5,565,951)	
36,997,047	9,299,580	77,278,946	91,491,134	
5,354,873				
81,693,870	85,830,211	398,732,903	307,241,769	
\$124,045,790	\$95,129,791	\$476,011,849	\$398,732,903	

Financial Statements

CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED JUNE 30, 1997 AND 1996

	1997	1996
Cash Flows from Operating Activities		
Change in net assets	\$77,278,946	\$91,491,134
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Cumulative effect of changes in accounting principles		(31,836,155)
Depreciation expense	5,699,104	5,108,021
Net gains on sales of securities	(45,048,087)	(30,791,191)
Unrealized capital gains on investments	(9,517,670)	(8,692,326)
Amortization of deferred bond-issuance costs	114,552	114,716
Increase in allowance for doubtful accounts	27,782	19,197
Decrease (increase) in accounts receivable, prepaid expenses, and other assets and inventories	1,223,872	(142,269)
(Increase) in contributions receivable	(28,072,563)	(14,003,560)
Increase (decrease) in accounts payable and other liabilities	6,853,381	(4,222,490)
Decrease in unearned membership	(1,365,326)	(95,805)
Increase in accrued employee benefit costs	1,178,903	463,697
Permanently restricted endowment contributions	(610,139)	(3,225,914)
Contributions restricted for plant and equipment	(6,229,872)	(9,500,131)
Net Cash Used in Operating Activities	1,532,883	(5,313,076)
Cash Flows from Investing Activities		
Capital expenditures and purchases of equipment	(36,634,550)	(19,548,236)
Sales of securities	562,667,040	492,669,568
Purchases of securities	(645,288,402)	(477,134,500)
Net Cash Used in Investing Activities	(119,255,912)	(4,013,168)
Cash Flows from Financing Activities		
Loan from Trust for Cultural Resources	101,780,000	
Increase in bank borrowings	10,500,000	
Permanently restricted endowment contributions	610,139	3,225,914
Contributions restricted for plant and equipment	6,229,872	9,500,131
Increase in deferred bond-issuance costs	(2,264,959)	
Loan payments to Trust for Cultural Resources	(1,085,000)	
Net Cash Provided by Financing Activities	115,770,052	12,726,045
Net (Decrease) Increase in Cash and Cash Equivalents	(1,952,977)	3,399,801
Cash and cash equivalents at beginning of year	5,604,721	2,204,920
Cash and Cash Equivalents at End of Year	\$3,651,744	\$5,604,721

Supplementary Information
Interest paid

\$2,188,041

\$2,209,194

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Campaign for the American Museum of Natural History: The Museum for the New Century

In May 1997 the American Museum of Natural History announced its most ambitious fund-raising campaign ever: The Museum for the New Century, a commitment to raise \$425 million to bring the Museum and its programs into the millennium. The Campaign received an important lift through a Charitable Fund created for the Museum by Lila Acheson Wallace, whose cumulative gifts to the Museum amounted to over \$52.7 million. As of June 30, 1997, donations to the Campaign from all sources had reached over \$330 million, including a combined total of almost \$100 million from a dedicated group of trustees—a resounding start indeed.

Led by Trustees Anne Sidamon-Eristoff, the Museum's Chairman of the Board, and Lewis Bernard, Vice Chairman, the Campaign will enable the Museum to strengthen its long-standing commitment to furthering our understanding of the natural world, human history and cultures, and the universe.

The turn of the century presents a host of opportunities for an institution dedicated to the advancement and dissemination of scientific knowledge. The Museum will greet the millennium with the new Frederick Phineas and Sandra Priest Rose Center for Earth and Space. The Rose Center includes a modern Hayden Planetarium and Sky Theater, a Hall of Planet Earth, and the Lewis B. and Dorothy Cullman Hall of the Universe, all of which will utilize state-of-the-art exhibition design and technology. The Hall of Biodiversity, opening in spring 1998, will expand our knowledge and understanding of the astounding variety of life in the natural world, and will ask us to consider our responsibility to the environment and the Earth into the twenty-first century and beyond. Concurrent with these new projects, the Museum's commitment to education will be renewed and expanded, encompassing a variety of programs designed to reach into the homes, schools, and communities of adults and children in New York and across the nation.

Gifts from the following list of generous individuals and trustees, foundations, government agencies, corporations, and planned-giving donors will help the Museum to realize these and myriad other projects. Continued support of the Campaign for the American Museum of Natural History: The Museum for the New Century will prepare the Museum to take on the challenges of the changing world, the rapidly advancing future, and the approach of a new century of exploration, innovation, and education.

THE MUSEUM FOR THE NEW CENTURY

Gifts and pledges of \$250,000 and above through December 31, 1997

\$20 million and above

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