



AMERICAN MUSEUM
OF NATURAL HISTORY



ANNUAL REPORT 2016

JULY 1, 2015 - JUNE 30, 2016



**FROM THE PRESIDENT
AND CHAIRMAN**

We live in a time when science underpins many of our greatest challenges, from the environment to human health. An informed understanding of the world around us is essential to full participation in our society and democracy, yet our children continue to fall behind their peers worldwide in science achievement, and science is increasingly questioned in public discourse. In this context, the American Museum of Natural History’s work of advancing scientific research, preparing the next generation of scientists and science teachers, and improving the public understanding of science is more important than ever.

This year, Museum scientists continued to travel the globe to study species and habitats, including extensive, cross-disciplinary expeditions in biodiversity-rich Cuba in collaboration with colleagues at Havana’s National Natural History Museum, while also pursuing ground-breaking molecular, genomic, and phenomic research at home in our laboratories and world-renowned collections. The Museum’s collection of specimens and artifacts, one of the most scientifically significant in the world, passed the 34 million mark, including growing collections of frozen tissue, DNA, and astrophysics and genomic data.

The Museum welcomed approximately five million visitors this year, many marveling at the new Titanosaur exhibit. At 122 feet long, this spectacular new icon highlights the thrilling and significant discoveries in paleontology today. Special exhibitions presented the frontiers of science such as the human microbiome and the links between dinosaurs and modern birds. Public programs ensured that the Museum remained a popular destination for the curious of all ages—from the youngest scientists discovering nature to families learning together, from young adults gathering at SciCafe to discuss science and society, to film buffs enjoying the Margaret Mead Film Festival. Of course, the Museum reaches many millions more online through its website, videos, apps, digital learning opportunities, and social media, and countless others through our touring exhibitions and Space Shows.

The annual commencement ceremony of our Richard Gilder Graduate School conferred Ph.D. and Master of Arts in Teaching degrees, in the only such museum-based degree-granting programs in the Western hemisphere. It was a deeply proud moment as we sent our new scientists and science teachers into a world

that so needs them, and also paid tribute to pioneering Chinese paleontologist Mee-mann Chang with an honorary doctorate.

Some 4,000 K-12 teachers participated in professional development programs, and the pioneering Urban Advantage consortium of New York’s science-based cultural institutions, which the Museum leads, continued to expand its work to improve the teaching and learning of science in New York City’s middle schools. This year, Urban Advantage reached more than 77,000 students and 790 teachers in 281 schools across the five boroughs.

Finally, to more fully leverage the confluence of the Museum’s strengths and society’s need for pioneering science and effective science education, this year the Museum announced plans to create a major new facility, the Gilder Center for Science, Education, and Innovation, and named Jeanne Gang as its architect and Ralph Appelbaum as exhibit designer. The new Richard Gilder Center will showcase the Museum as an active, integrated place of science and education, rooted in the collections, imbued with the power of technology, and informed by the ways people learn, discover, and interact today.

Founded in 1869 as an institution of scientific research and education, the Museum’s work has never been more timely or important than it is now. We thank you for your interest and participation.

Lewis W. Bernard
Chairman

Ellen V. Futter
President

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EXPEDITIONS:

Adding to Scientific Knowledge and Collections

93

EXPEDITIONS

7

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SELECT EXPEDITIONS FROM FY2016

- ANTHROPOLOGY
- EARTH AND PLANETARY SCIENCES
- INVERTEBRATE ZOOLOGY
- PALEONTOLOGY
- VERTEBRATE ZOOLOGY
- SACKLER INSTITUTE FOR COMPARATIVE GENOMICS
- CENTER FOR BIODIVERSITY AND CONSERVATION

+ Explore21 Expedition to Cuba
* Constantine S. Niarchos Expeditions

7

RESEARCHERS WORKING WITH CUBAN COLLEAGUES ON THE EXPLORE21 EXPEDITION TO CUBA

- Alaska James M. Carpenter
- Arizona Jerome G. Rozen
- Arizona George E. Harlow
- California John S. Sparks
- California Rebecca Oppenheimer
- Nevada Melanie J. Hopkins
- New Mexico Jerome G. Rozen
- South Dakota Neil H. Landman
- St. Catherines Island (Georgia) David Hurst Thomas
- Wyoming John J. Flynn
- Alberta, Canada George Barrowclough
- Cuba+ George Amato, Natalia Rossi
- Cuba+ Ana Luz Porzecanski
- Cuba+ Christopher J. Raxworthy, Brian T. Smith, Paul Sweet, Angelo Soto-Centeno
- Bermuda Eunsoo Kim, Mark E. Siddall
- Mexico Charles Spencer
- Cayman Islands John S. Sparks
- Belize Nancy B. Simmons
- Puerto Rico Eunsoo Kim
- Netherlands Antilles Susan L. Perkins
- Panama Estefanía Rodríguez
- Peru Charles Spencer
- Tahiti Jennifer E. Newell
- Uruguay Ross D.E. MacPhee
- Argentina Ross D.E. MacPhee
- Antarctica Estefanía Rodríguez



COLLECTIONS

34,036,183

SPECIMENS AND ARTIFACTS

55,718

COLLECTION ITEMS ADDED

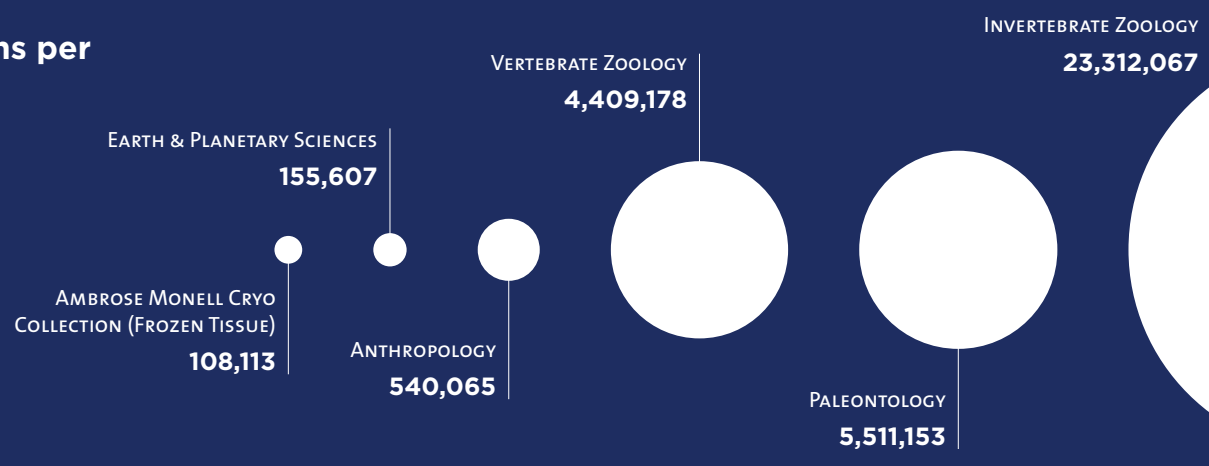
22,728

COLLECTION ITEMS LOANED

1,476

VISITING SCHOLARS HOSTED

Collections per Division



RESEARCH HIGHLIGHTS:
Select Publications
Across Five Divisions

MORE THAN
430
SCIENTIFIC PUBLICATIONS

4
DOCTORAL DISSERTATION
GRANTS FROM THE
NATIONAL SCIENCE
FOUNDATION

1
“YOUNG JUPITER”
EXOPLANET
DISCOVERED



JULY 2015



How the Smilodon
Got Its Teeth

TSENG

Vision for Future Space
Telescopes

OPPENHEIMER, SHARA,
MAC LOW

Flies in Amber Were
Ancient Pollinators

GRIMALDI

AUGUST 2015

Dogs Evolved with
Climate Change

TSENG

NOVEMBER 2015

Analysis of Oldest-known
Plant-visiting Bat Suggests
It Was Omnivorous

SIMMONS

Wasp Fossils Suggest Ice
Age California Similar to
Modern Environment

HOLDEN

OCTOBER 2015

Ancient “Supershark”
Fossils Discovered in Texas

MAISEY

Human Relative’s Foot a Step
Towards Modern Walking

HARCOURT-SMITH

New Species of Human
Relative Discovered

HARCOURT-SMITH

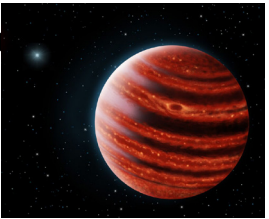
SEPTEMBER 2015

Polar Bears May Survive
the Ice Melt

ROCKWELL, GORMEZANO

Astronomers
Discover “Young
Jupiter” Exoplanet

OPPENHEIMER, RICE



Deceptive Woodpecker
Uses Mimicry to Avoid
Competition

BENZ



AUGUST 2015

NOVEMBER 2015

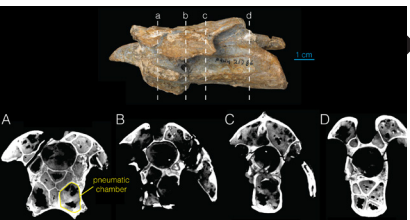
Reptile Fossil Solves
Mystery of How Snakes
Lost Their Legs

YI, NORELL

DECEMBER 2015

Surprising Path of
Bird Evolution

CRACRAFT, CLARAMUNT



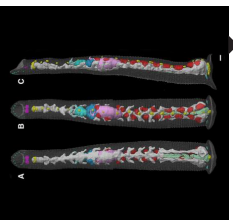
Dinosaurs May Have
Breathed Like Birds

WATANABE, GOLD,
DAVIDSON, NORELL

JANUARY 2016

Museum Researchers
Discover Glowing
Sea Turtles

SPARKS



New Leech Species
Named for Author
Amy Tan

TESSLER, SIDDALL

FEBRUARY 2016

Researchers Sequence
First Bedbug Genome

TESSLER, DeSALLE, SORKIN,
SIDDALL, AMATO

Researchers Find Malaria
Parasite in East Coast’s
White-tailed Deer

PERKINS



Fossils in Amber
Show Social
Behavior in
Ancient Insects

GRIMALDI, BARDEN

APRIL 2016

Research Shows Vital
Links Between Lemurs
and Fruit Trees

HERRERA



Bigger Brains Drove
Evolution to Bigger
Human Bodies

GRABOWSKI

Four New Lizard
Species from
Eastern Paraguay

CARVALHO



Researchers Discover
Second Native
Hawaiian Bat

SIMMONS

MARCH 2016

Extinct Marine Mammal
Hunted Clams with a
Big Bite

TSENG, GROHÉ, FLYNN

Why Some Supernovae
Continue to Burn Bright

GRAUR

Dodos Might Have
Been Quite Intelligent

GOLD, NORELL

Ancient Glyptodonts
Related to Modern
Armadillos

MACPHEE



FEBRUARY 2016

APRIL 2016



Paleontologists Gain New
Insight to “Telescoping”
Crocodile Eyes

FLYNN

Flapping Before Flight

HEERS



Glowing Shark
Patterns Get Brighter
in Deep Water

SPARKS

MAY 2016



DNA Study Suggests
Scorpions Diversified as
Andes Formed

PRENDINI

JUNE 2016



Bioluminescence Evolved
Frequently in Fishes

SPARKS

Scorpions Share Similar
Tastes in Burrow
Architecture

PRENDINI

CURATORS AND DIRECTORS

MICHAEL J. NOVACEK, Senior Vice President and Provost of Science
SCOTT A. SCHAEFER, Dean of Science for Collections, Exhibition, and Public Understanding of Science
JOHN J. FLYNN, Dean of Richard Gilder Graduate School

DIVISION OF ANTHROPOLOGY

Laurel Kendall, Division Chair
Alex de Voogt
Jennifer E. Newell
Brian G. Richmond
Charles S. Spencer
David Hurst Thomas
Peter M. Whiteley

DIVISION OF INVERTEBRATE ZOOLOGY

James M. Carpenter,
Peter J. Solomon Family Curator, Division Chair
Robert DeSalle
David A. Grimaldi
Eunsoo Kim
Susan L. Perkins
Lorenzo Prendini
Estefanía Rodríguez
Jerome G. Rozen, Jr.
Mark E. Siddall
Ward C. Wheeler

DIVISION OF PALEONTOLOGY

Mark A. Norell,
Macaulay Curator, Division Chair
John J. Flynn,
Frick Curator of Fossil Mammals
Melanie Hopkins
Neil H. Landman
John G. Maisey,
Herbert R. and Evelyn Axelrod Research Curator
Jin Meng
Michael Novacek

DIVISION OF PHYSICAL SCIENCES

DEPARTMENT OF ASTROPHYSICS
Mordecai-Mark Mac Low
Rebecca Oppenheimer
Michael M. Shara

DEPARTMENT OF EARTH AND PLANETARY SCIENCES

Denton S. Ebel, Division Chair
George E. Harlow
Edmond A. Mathez
James D. Webster

DIVISION OF VERTEBRATE ZOOLOGY

DEPARTMENT OF HERPETOLOGY
Christopher J. Raxworthy
Frank T. Burbrink

DEPARTMENT OF ICHTHYOLOGY

Scott A. Schaefer
John S. Sparks
Melanie L. J. Stiassny,
Herbert R. and Evelyn Axelrod Research Curator

DEPARTMENT OF MAMMALOGY

Ross D.E. MacPhee
Nancy B. Simmons
Robert S. Voss

DEPARTMENT OF ORNITHOLOGY

George F. Barrowclough
Joel L. Cracraft,
Lamont Curator, Division Chair
Brian T. Smith

CENTER FOR BIODIVERSITY AND CONSERVATION

Ana Luz Porzecanski, Director

HAYDEN PLANETARIUM

Neil deGrasse Tyson,
Frederick P. Rose Director

SACKLER INSTITUTE FOR COMPARATIVE GENOMICS

George Amato, Director

SOUTHWESTERN RESEARCH STATION

Geoffrey Bender, Director

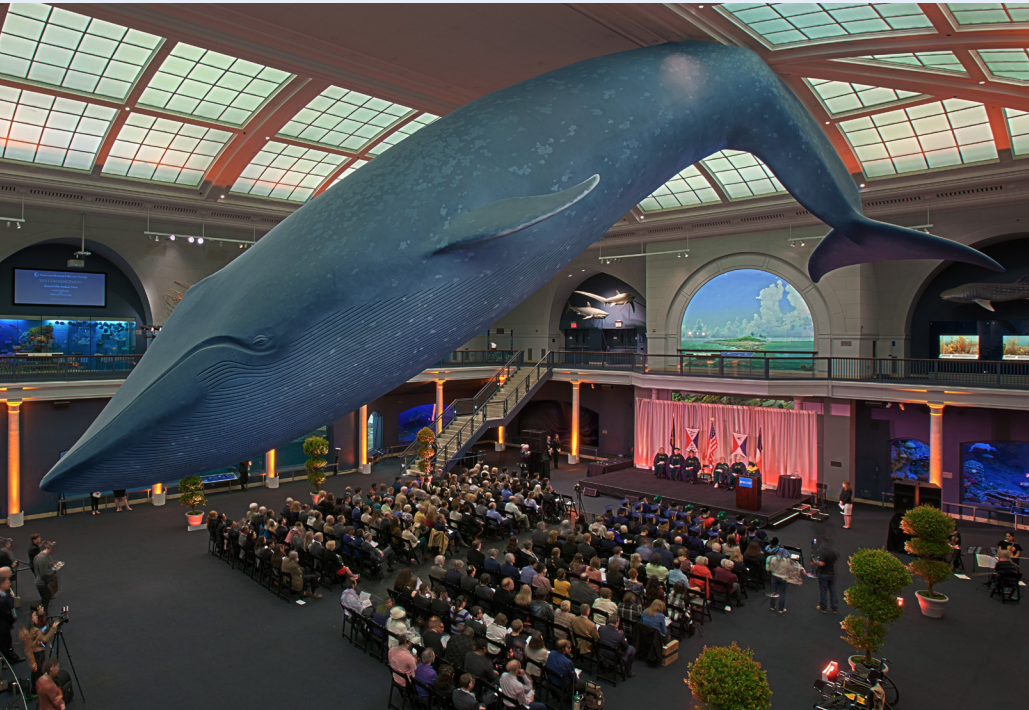
RESEARCH LIBRARY

Thomas Baione,
Harold Boeschenstein Director

Richard Gilder Graduate School Commencement

October 5, 2015

Dr. Mee-mann Chang, one of China's preeminent paleontologists, received an honorary degree at the ceremony. In her remarks, Dr. Chang told graduates that globalization and improved international collaboration have raised expectations for today's scientists and teachers.



2015 RICHARD GILDER GRADUATE SCHOOL GRADUATES

PH.D. DEGREE IN COMPARATIVE BIOLOGY

PHILLIP BARDEN
“Ants (*Hymenoptera: Formicidae*) Through Space, Time, and Sociality: A History from Amber.”
Advisors: David A. Grimaldi, James M. Carpenter

ANDRE LUIZ GOMEZ DE CARVALHO
“A Revision of the Lizards of the Subfamily *Tropidurinae* (*Tropiduridae*) with Special Reference to *Tropidurus* Wied, 1825.”
Advisor: Darrel R. Frost

MARIA EUGENIA LEONE GOLD
“New Insights on the Evolution of Flight in Dinosaurs Using Novel CT and PET Technology.”
Advisor: Mark A. Norell

CARLY MELISSA TRIBULL
“Molecular and Morphometric Phylogenetics of *Dryinidae* and *Bethylidae* (*Hymenoptera: Chrysidoidea*).”
Advisors: James M. Carpenter, David A. Grimaldi

MASTER OF ARTS DEGREE IN TEACHING (EARTH SCIENCE)

SARA DROTZER	ERIN RICHLEY
REBECCA EIDELMAN	AVANEL RILEY
MEREDITH FICHMAN	DANIEL ROSENSTEIN
KEVIN GOSTOMSKI	REBECCA SAUNDERS
KATHLEEN HANSON	JESSICA SHAROFF
WILLIAM HUDACEK	MEG STEWART
DAVID ANTHONY MURRAY	RICHARD WEISS

14
GRADUATES RECEIVING
M.A. DEGREE IN TEACHING

100%
SUCCESS RATE FOR
NYS CERTIFICATION
AMONG GRADUATES

100%
OF GRADUATES
RECEIVE EMPLOYMENT
OFFERS

6,600
STUDENTS IN NEW YORK
STATE BEING TAUGHT BY
PROGRAM GRADUATES

PROGRAM HIGHLIGHTS:

Exploring Cutting-Edge Science, Celebrating Cultures

MORE THAN

180,000

ATTENDEES AT PUBLIC PROGRAMS

39

YEARS OF MARGARET MEAD FILM FESTIVAL

1

ADULT DIGITAL FLIGHT SCHOOL

Museum Education and Employment Program (MEEP) Turned 20

20

YEARS OF PAID SUMMER INTERNSHIPS IN SCIENCE COMMUNICATION

600+

COLLEGE-AGED STUDENTS EMPLOYED SINCE 1996

500+

TOURS GIVEN TO CAMP GROUPS EACH SUMMER

11

ROLLING CARTS STAFFED WITH TOUCHABLE ITEMS



JULY 14, 2015



PLUTO FLYBY WITH NASA'S NEW HORIZONS

Hosted by Curator Denton Ebel, Director of Astrovisualization Carter Emmart, and Frederick P. Rose Director of the Hayden Planetarium Neil deGrasse Tyson, this special event featured live links to New Horizons mission control and real-time visualizations of the probe's historic mission as well as opportunities to speak with mission personnel.

OCTOBER 22 - 25, 2015

MARGARET MEAD FILM FESTIVAL: "THRESHOLDS"

In the spirit of Margaret Mead, this 39th annual festival continued to push the boundaries of visual anthropology and documentary film. For the first time in the festival's history, the Margaret Mead Filmmaker Award was shared by two filmmakers: Kim Beamish for *Tentmakers of Cairo* and Iiris Härmä for *Leaving Africa: A Story of Friendship and Empowerment*.

NOVEMBER 22, 2015



HACKATHON: HACK THE DINOS WITH BRIDGEUP: STEM

Data scientists from around New York and Brown scholars from the Museum's BridgeUp: STEM program participated in this 24-hour challenge to hack the Museum's paleontology databases and then demonstrated the new tools they developed for scientists.

DECEMBER 9, 2015

NEW SCIENCE, NEW SOLUTIONS: CHANGING THE FUTURE FOR AT-RISK YOUTH

Hosted by Museum Trustee Anna Deavere Smith, this event asked whether science, ethics, and law can identify new paths out of poverty. Panelists included Ana Bermudez, Frances Champagne, Fagan Harris, Bruce McEwen, and Dorothy Roberts.

JUNE 1, 2016

SciCafe: EXPLORE21 CUBA

Expedition members Ana Luz Porzecanski and Angelo Soto-Centeno discussed the 2015 expedition and new avenues for scientific collaboration.

WHAT ARE YOU MADE OF?

This series of weekend events tied to the special exhibition *The Secret World Inside You* gathered samples of microbes from a group of people representing a wide range of ages and hometowns—our visitors—for the Healthy Microbiome Project.



MAY 14, 2016

APRIL 5, 2016

ANNUAL ISAAC ASIMOV MEMORIAL DEBATE: IS THE UNIVERSE A SIMULATION?

Hosted by Frederick P. Rose Director of the Hayden Planetarium Neil deGrasse Tyson, the panel included David Chalmers, professor of philosophy at NYU, Zohreh Davoudi, theoretical physicist at MIT, James Gates, theoretical physicist at the University of Maryland, Lisa Randall, theoretical physicist at Harvard, and Max Tegmark, cosmologist from MIT.

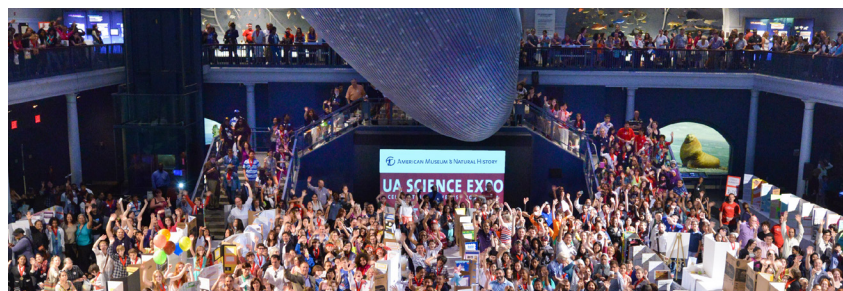
KWANZAA: ENERGIZE, RECOGNIZE!

Doug E. Fresh headlined this year's celebration, featuring Linda Humes, master drummers Sanga of the Valley, LeeAnet Noble, and Harlem School of the Arts Legacy Ensemble.



DECEMBER 27, 2015

JUNE 4, 2015



12TH ANNUAL URBAN ADVANTAGE SCIENCE EXPO

The Museum hosted the annual expo for this science enrichment program, a partnership with seven other cultural institutions and the New York City Department of Education that in fiscal year 2016 reached 790 teachers and 77,600 students in 281 middle schools across all five boroughs.



Professional Development for Teachers

MORE THAN

4,000

K-12 TEACHERS PARTICIPATED IN PROFESSIONAL DEVELOPMENT ONSITE AND ONLINE

2,000

TEACHERS AND ADMINISTRATORS PARTICIPATED IN ONSITE PROGRAMS

110,000

STUDENTS REGISTERED IN MUSEUM'S MASSIVE OPEN ONLINE COURSES FOR SCIENCE EDUCATORS THROUGH 2016

EXHIBITION

EXHIBITION HIGHLIGHTS:

Scientific Storytelling
in Three Dimensions

7

EXHIBITIONS
OPENED ONSITE

14

TRAVELING EXHIBITIONS

19

VENUES

6

COUNTRIES

8

SPACE SHOWS

70

VENUES

66

CITIES WORLDWIDE



OPENED OCTOBER 13, 2015



OPULENT OCEANS

Curated by Melanie L.J. Stiassny, Herbert R. and Evelyn Axelrod Research Curator, in collaboration with Tom Baione, Harold Boeschstein Director of the Museum's Research Library

Inspired by the book *Opulent Oceans: Extraordinary Rare Book Selections from the American Museum of Natural History*, this exhibition included 46 exquisite reproductions from 33 rare and beautifully illustrated scientific works documenting the diversity of the world's ocean life.

NOVEMBER 7, 2015 - AUGUST 14, 2016



THE SECRET WORLD INSIDE YOU

Co-curated by Susan Perkins and Rob DeSalle, Curators in the Division of Invertebrate Zoology

The Secret World Inside You explored the rapidly evolving science surrounding the human microbiome and how it is reshaping our ideas about human health.

EXHIBITION CREDITS

THE SECRET WORLD INSIDE YOU

Generous support for The Secret World Inside You and its educational resources have been provided by the Paul and Irma Milstein Foundation and the Milstein Family.

The Secret World Inside You is proudly supported by the Janssen Pharmaceutical Companies of Johnson & Johnson.

The Secret World Inside You is supported by the Science Education Partnership Award (SEPA) program of the National Institutes of Health (NIH).

THE TITANOSAUR

Generous support for The Titanosaur exhibit has been provided by the Susan S. and Kenneth L. Wallach Foundation.

DINOSAURS AMONG US

The Museum gratefully acknowledges the Richard and Karen LeFrak Exhibition and Education Fund.

Dinosaurs Among Us was proudly supported by Chase Private Client.

Additional support was generously provided by Dana and Virginia Randt.

THE BUTTERFLY CONSERVATORY

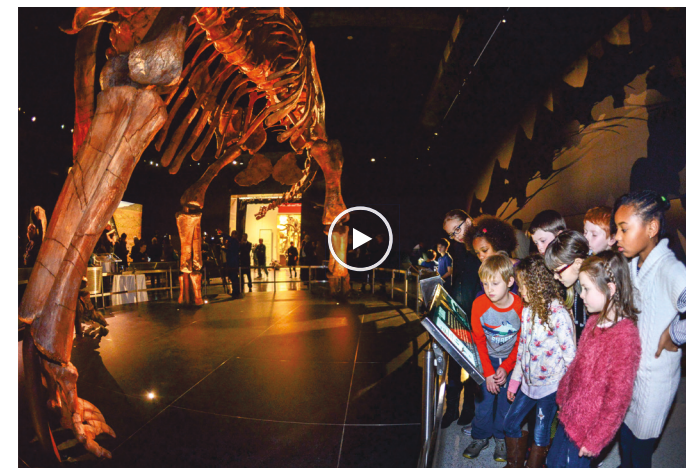
Generous support for The Butterfly Conservatory has been provided by the Eileen P. Bernard Exhibition Fund.

CROCS: ANCIENT PREDATORS

Crocs: Ancient Predators in a Modern World was created by Peeling Productions at Clyde Peeling's REPTILAND.

OPULENT OCEANS

The presentation of Opulent Oceans: Extraordinary Rare Book Selections from the American Museum of Natural History at the American Museum of Natural History is made possible through the generosity of the Arthur Ross Foundation.



The Titanosaur

122

FEET LONG

BASED ON

84

FOSSIL BONES

WEIGHED

70

TONS IN LIFE

LIVED ABOUT

100 million

YEARS AGO

JANUARY 15, 2016

THE TITANOSAUR

Curated by Mark Norell, Macaulay Curator of Paleontology

In 2016, the Museum added another must-see exhibit to its world-famous fossil halls: a cast of a 122-foot-long sauropod dinosaur that was discovered in the Patagonian region of Argentina in 2014 and excavated by a team from Museo Paleontologico Egidio Fergulio led by Jose Luis Carballido and Diego Pol, who received his Ph.D. in a joint program between Columbia University and the American Museum of Natural History. When the exhibit opened, the cast was displayed with five of the 223 original fossils recovered in Patagonia, including a colossal 8-foot femur.

MARCH 18, 2016 - JANUARY 2, 2017



DINOSAURS AMONG US

Curated by Mark Norell, Macaulay Curator of Paleontology

Dinosaurs Among Us explored the transition of dinosaurs that dominated the planet for around 170 million years into a new, small, airborne form: birds.

SEASONAL EXHIBITS

JULY 4, 2015 - NOVEMBER 29, 2015

SPIDERS ALIVE!

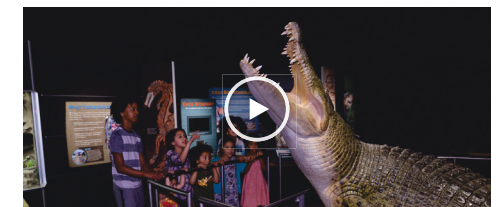
Visitors encountered more than 20 species of live arachnids, fossils, and larger-than-life models in this returning exhibition.

SEPTEMBER 5, 2015 - MAY 29, 2016

THE BUTTERFLY CONSERVATORY

The annual live exhibit returned with hundreds of live, free-flying tropical butterflies from around the world.

MAY 28, 2016 - JANUARY 2, 2017



CROCS: ANCIENT PREDATORS IN THE MODERN WORLD

Offering a close look at a group of reptiles that has flourished for more than 200 million years, this exhibition featured life-sized dioramas, interactive exhibits, and more.

REPORT OF THE CHIEF FINANCIAL OFFICER

Fiscal Year 2016 Marked Another Year of Solid Financial Performance

Due to continued strength in visitor attendance and fundraising as well as ongoing financial discipline, the Museum generated positive net unrestricted operating revenues of \$114,274 in fiscal year 2016. This positive outcome was the net result after transfers of designated contributions and other revenues to plant and long-term investments.

The Museum’s net assets decreased by \$5.3 million, from \$902.1 million to \$896.8 million, largely due to the effect of global market volatility on the Museum’s endowment during fiscal year 2016. Despite this slight decrease in fiscal year 2016, over the last four fiscal years, the Museum’s net assets increased by \$214.4 million, or 31%, due to consistently strong Museum operations, continued strength in fund-raising, endowment growth of over \$100.0 million, restructuring of the Museum’s long-term debt as well as reductions in the Museum’s liabilities for postretirement healthcare.

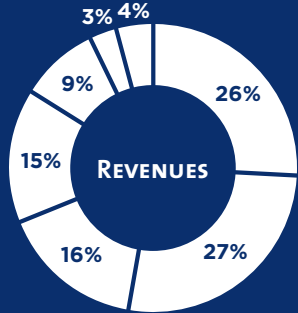
UNRESTRICTED OPERATING RESULTS

During fiscal year 2016, the Museum’s annual Unrestricted Operating Revenues and Support increased by \$3.1 million, from \$183.2 million to \$186.3 million. Annual Unrestricted Operating Expenses, together with transfers, also increased by \$3.1 million, from \$183.1 million to \$186.2 million for the same period, resulting in net unrestricted operating revenue and support of \$114,274 during fiscal year 2016.

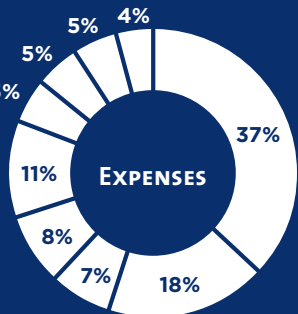
The Museum continued to enjoy elevated attendance levels during fiscal year 2016. As a result, attendance-related revenues (\$49.4 million) remained the largest source of unrestricted operating revenue.

The Museum continued to receive substantial operating and programmatic support from Trustees, other individuals, foundations, and corporations, as well as the City of New York, the State of New York, and the federal government. During fiscal year 2016, contributions and grants used to fund Museum operations, including a portion of net assets released from restrictions, totaled \$50.4 million. Additionally, the Museum received unrestricted operating support from the City of New York, including funding for certain energy and pension costs, totaling \$16.3 million. The City of New York also provided capital support to the Museum (see “Capital Expenditures”).

Unrestricted Operating Revenues And Expenses



- 26% VISITOR CONTRIBUTIONS AND ADMISSIONS
- 27% CONTRIBUTIONS AND GRANTS*
- 16% ENDOWMENT AND RELATED FUNDS*
- 15% AUXILIARY ACTIVITIES
- 9% THE CITY OF NEW YORK
- 3% MEMBERSHIP
- 4% MISCELLANEOUS REVENUE AND OTHER FEES



- 37% SCIENTIFIC RESEARCH, EDUCATION, AND EXHIBITION
- 18% GUARDIANSHIP, MAINTENANCE, AND OPERATING COSTS
- 7% COST OF GOODS SOLD AND OTHER EXPENSES OF AUXILIARY ACTIVITIES
- 8% GENERAL AND ADMINISTRATIVE
- 11% TRANSFERS TO FUND PAYMENT OF DEBT SERVICE
- 5% FUNDRAISING AND MEMBERSHIP
- 5% COMMUNICATIONS
- 5% VISITOR SERVICES
- 4% INFORMATION TECHNOLOGY

* INDICATES A PORTION OF NET ASSETS RELEASED FROM RESTRICTIONS

CAPITAL EXPENDITURES

In fiscal year 2016, the Museum invested \$25.1 million to fund priority capital improvement projects to meet infrastructure and security needs as well as permanent exhibition hall renovations and new scientific facilities. As in the past, the Museum funded its capital improvements from a variety of sources, including the City of New York, State of New York, private donations, and the Museum’s endowment.

The Museum recognized non-cash depreciation expense of \$31.3 million during fiscal year 2016, which exceeded the Museum’s \$25.1 million investment and resulted in a decrease of the value of the Museum’s physical plant of \$6.1 million, from \$414.4 million to \$408.3 million.

DEBT AND OTHER LIABILITIES

The Museum’s liabilities increased by \$7.0 million during fiscal year 2016, from \$401.4 million to \$408.4 million. The increase in liabilities was largely attributable to a \$12.6 million increase in the valuation of the Museum’s interest rate exchange liabilities

related to its debt, reflecting lower interest rates used to value these liabilities. During fiscal year 2016, the Museum made principal payments of \$3.0 million on its long-term debt and reduced borrowings on lines of credit to zero.

ENDOWMENT FUNDS

The return on the Museum’s endowment was -3.2% in fiscal year 2016, reflective of volatile worldwide equity markets. Net of planned withdrawals from the endowment to provide funding for Museum operations and capital expenditures, as well as gifts and pledge payments to the endowment, the market value of the endowment decreased by \$40.2 million in fiscal year 2016, from \$648.0 million to \$607.8 million owing to market volatility.

The Museum’s endowment asset allocation is intended both to drive investment return and to provide protection in volatile markets. The Museum’s endowment funds are invested by independent investment managers in diversified equity and fixed income securities and are overseen by the Museum’s Investment

Committee. As of June 30, 2016, the Museum’s endowment was invested as follows:

MARKETABLE EQUITIES	39%
ABSOLUTE RETURN/HEDGED EQUITY FUNDS	38%
MARKETABLE FIXED INCOME	3%
MARKETABLE REAL ASSETS	2%
PRIVATE INVESTMENT PARTNERSHIPS	14%
CASH EQUIVALENTS	4%
TOTAL	100%

THE IMPORTANCE OF CONTRIBUTIONS AND GRANTS

The Museum continued to benefit greatly from the extraordinary generosity of its private and public supporters. During fiscal year 2016, the Museum raised a total of \$132.7 million in support of its operations, programs, capital improvements, and endowment—a major endorsement of the importance and impact of the Museum’s work in science, education, and exhibition. As a result, the Museum continued to balance its operating budget, enhance its programmatic offerings, and make improvements to its infrastructure and facilities.





FINANCIAL STATEMENTS

CONDENSED SUMMARY OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

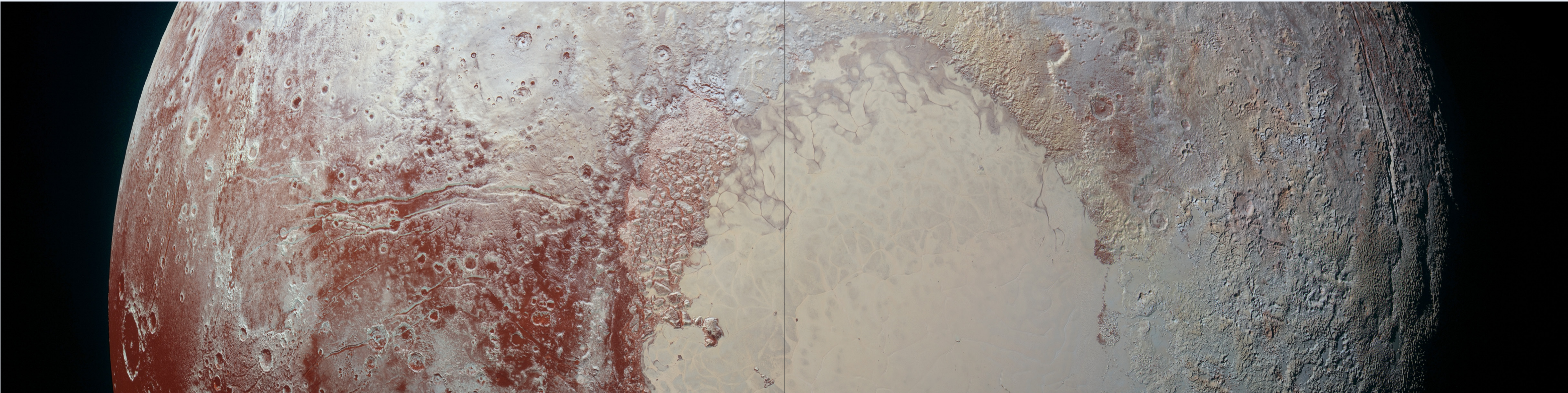
These statements are summarized for the fiscal years ending June 30, 2016, and June 30, 2015, and excerpted from the audited financial statements. A complete set of the audited financial statements is available on amnh.org.

ASSETS	FY 2016	FY 2015
Cash and other operating assets	\$ 139,978,902	\$ 136,367,734
Contributions and grants receivable, net	140,755,918	95,669,995
Long-term investments, at fair value	616,135,884	657,011,130
Plant and equipment, net	408,317,384	414,430,344
TOTAL ASSETS	\$ 1,305,188,088	\$ 1,303,479,203
LIABILITIES		
Accounts payable and other liabilities	\$ 128,795,865	\$ 118,783,582
Bonds and loans payable	279,638,769	282,640,279
TOTAL LIABILITIES	\$ 408,434,634	\$ 401,423,861
NET ASSETS		
Unrestricted	\$ 274,516,865	\$ 317,649,126
Temporarily restricted	419,914,942	402,065,800
Permanently restricted	202,321,647	182,340,416
TOTAL NET ASSETS	\$ 896,753,454	\$ 902,055,342
TOTAL LIABILITIES AND NET ASSETS	\$ 1,305,188,088	\$ 1,303,479,203

CONSOLIDATED STATEMENTS OF ACTIVITIES—UNRESTRICTED

These statements are summarized for the years ended June 30, 2016, and June 30, 2015, and excerpted from the audited financial statements. A complete set of the audited financial statements is available at amnh.org.

OPERATING REVENUE AND SUPPORT	FY 2016	FY 2015
Investment return designated for operations	\$ 19,844,004	\$ 19,171,332
Contributions and grants	30,568,006	27,100,377
Operating support from the City of New York	16,296,675	18,303,807
Visitors’ contributions and admissions	49,423,737	49,665,228
Membership fees	6,617,511	6,488,515
Auxiliary activities	27,305,113	29,775,349
Miscellaneous fees and other revenue	6,654,225	6,104,779
Net assets released from restrictions	29,635,855	26,580,495
TOTAL OPERATING REVENUE AND SUPPORT	\$ 186,345,126	\$ 183,189,882
OPERATING EXPENSES	FY 2016	FY 2015
Scientific research	\$ 35,728,689	\$ 34,494,631
Education	25,108,950	21,181,822
Exhibitions	7,470,584	8,923,607
Membership	2,324,771	2,206,623
Visitor services	8,709,788	8,193,262
Auxiliary activities	13,892,601	18,140,512
General and administrative	16,040,166	15,973,694
Fundraising	6,308,614	6,433,035
Communications	9,170,041	7,852,245
Information technology	7,180,344	6,513,906
Guardianship, maintenance, and operating costs	32,962,798	32,240,144
TOTAL OPERATING EXPENSES	\$ 164,897,346	\$ 162,153,481
Designated contributions and transfers to plant and long-term investments	21,333,506	20,903,688
OPERATING REVENUE AND SUPPORT IN EXCESS OF OPERATING EXPENSES, DESIGNATED CONTRIBUTIONS, AND TRANSFERS	\$ 114,274	\$ 132,713
NON-OPERATING REVENUE, SUPPORT AND EXPENSES	FY 2016	FY 2015
REVENUE AND SUPPORT FOR PLANT		
Contributions, grants, and miscellaneous revenue	\$ 249,047	\$ 2,062,508
Capital support from the City of New York	5,360,346	3,701,732
Net assets released from restrictions	2,970,460	70,460
Transfer from long-term investments and operations to plant	18,788,597	18,820,738
PLANT EXPENSES		
Interest and related expenses	\$ 9,745,314	\$ 10,042,999
Change in value of interest rate exchange agreements	12,641,987	2,330,582
Depreciation and amortization	31,416,247	31,273,682
Plant expenses not capitalized	401,987	144,170
Write-off of deferred bond issuance costs	-	314,816
LONG-TERM INVESTMENTS AND OTHER		
Contributions and bequests	\$ 2,161,930	\$ 982,654
Investment return in excess of amounts designated for operations and plant	(28,816,907)	(13,023,750)
Net assets released from restrictions	10,771,513	12,314,341
Transfers from plant and operations to long-term investments and other, net	2,544,908	2,082,950
Other pension-related activities	(3,070,894)	4,211,636
CHANGE IN UNRESTRICTED NET ASSETS	\$ (43,132,261)	\$ (12,750,267)



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The 2016 Constantine S. Niarchos Expeditions were generously supported by the Stavros Niarchos Foundation.

RGGS

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MAT PROGRAM

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URBAN ADVANTAGE

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MUSEUM EDUCATION AND EMPLOYMENT PROGRAM

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HACKATHON

The 2016 HACKATHON: HACK THE DINOS is part of BridgeUp: STEM, an initiative educating youth and the public about cutting-edge computing in scientific research and science communication.

BridgeUp: STEM is generously supported by a grant from the Helen Gurley Brown Trust.

NEW SCIENCE, NEW SOLUTIONS

This lecture was generously supported by the Abel Shafer Public Program Fund, a fund created by the Arlene B. Coffey Trust to honor the memory of Abel Shafer.

SCICAPE

The SciCafe Series is proudly sponsored by Judy and Josh Weston.

ASIMOV

The late Dr. Isaac Asimov, one of the most prolific and influential authors of our time, was a dear friend and supporter of the American Museum of Natural History. In his memory, the Hayden Planetarium is honored to host the annual Isaac Asimov Memorial Debate—generously endowed by relatives, friends, and admirers of Isaac Asimov and his work—bringing the finest minds in the world to the Museum each year to debate pressing questions on the frontier of scientific discovery.

KWANZAA 2015

Support for Kwanzaa 2015: Energize, Recognize! was provided, in part, by the May and Samuel Rudin Family Foundation, Inc.; the Sidney, Milton and Leoma Simon Foundation; the family of Frederick H. Leonhardt; and The Max and Victoria Dreyfus Foundation.

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Special Thanks: Jazz at Lincoln Center

With special thanks to Whole Foods Market.

MARGARET MEAD FILM FESTIVAL

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