

# AMERICAN MUSEUM NATURAL HISTORY



Report for Fiscal Years 2001 through 2003

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# Report of the President and Chairman

The period covered by this report, July 1, 2000, to June 30, 2003, was one of extraordinary volatility, uncertainty, and transformation for New York City, the nation, the world, and, of course, the American Museum of Natural History. During that time, the Museum experienced some of the greatest achievements and some of the gravest challenges in its history. These polarities were embodied by the highly successful 18 months following the opening of the Rose Center for Earth and Space and the testing challenges in the aftermath of the tragic events of September 11, 2001.

In the years since 9/11, the Museum has stabilized its operations and regained its momentum. In fact, the events of 9/11 have reinforced the timeliness of the Museum's mission in science, human cultures, and education and the importance of the Museum's role in society. The Museum has emerged with a renewed and strengthened sense of mission, responsibility, and focus.

Immediately following September 11, we took very seriously our role of providing a place of respite, where people could come to be quiet, to enjoy the solace of the natural world's beauty, and, perhaps most importantly, to learn about the world's peoples. Never has the Museum's mission of bringing the world's cultures to the public seemed more urgent. Responsive to a City grieving and searching, on October 13, 2001, the Museum opened its doors and all of its exhibitions and programs to the public free of charge. That day, thousands of neighbors from across the City and region came to the Museum seeking an oasis of comfort, meaning, and community in the midst of anxiety and doubt.

Soon after September 11, for security reasons, the Board of Education instituted an advisory against classes taking field trips to New York City cultural institutions, and all of us here sorely missed the clamor and energy of schoolchildren exploring the Museum's halls. In response, the Museum's Department of Education stepped up the Moveable Museum program, which sends a fleet of large-scale vehicles customized and

outfitted as exhibition spaces out into the community, by planning a special expedition of the Moveables to Lower Manhattan schools. The Moveable Museums acted as ambassadors from the Museum and provided a much-welcome museum experience for schoolchildren throughout the City. When, on November 19, 2001, the New York City Schools Chancellor held a press conference to announce the reinstatement of field trips, he chose to do so at the Museum, acknowledging our position as the cultural venue in New York City most visited by the City's schoolchildren and our place in the hearts of schoolchildren for generations.

Responding to 9/11, the Department of Education instituted a number of initiatives in addition to dispatching the Moveable Museums out into the community. *Musings*, the Museum's online newsletter for educators, published a special issue focused on ways teachers could help students cope in the aftermath of the tragic events. In 2002, the popular annual series of cultural programs *Living in America* focused on South Asian, Muslim, and Arabic communities, showcasing the richness and vitality of these communities in New York City and fostering increased cross-cultural understanding.

Along with the rest of the City, the dramatic drop in tourism in New York City affected us. As at all New York museums and attractions, visitorship at the Museum fell dramatically after September 11. Yet many of the already-planned programs, conferences, and exhibitions seemed almost preternaturally appropriate, even necessary, in the post-September 11 reality. The Museum's very mission of celebrating, exploring, and teaching about the natural world and the cultures of humanity offered a light in the darkness.

While 9/11 brought new challenges, the Museum continued to advance critical initiatives. Beginning in 2000, the Museum consolidated its considerable research strength in genomics into a major multifaceted effort to advance research in genomics and educate the public about this emerging scientific field. In September 2000, the Museum organized the first scientific conference on

genomics following the completion of the draft sequence of the human genome earlier in the year. *Sequencing the Human Genome: New Frontiers in Science and Technology* brought together scientists and experts from around the world to discuss the significance and ramifications of the genomic revolution.

In May 2001, the Museum announced the establishment of the Institute for Comparative Genomics, a preeminent center for collections, research, and training in the field of nonhuman comparative genomics. Bringing together a staff of world-class scientists, the Museum's extensive collections, and its powerful bioinformatics capacity, the Institute is charged with mapping the tree of life, advancing the use of comparative genomics in biodiversity and conservation, and applying innovative approaches to the areas of human health and disease. Coincident with the launch of the Institute, the Museum opened a major exhibition, *The Genomic Revolution*, which brought genomic science to the public in engaging, accessible ways. The exhibition was one of the Museum's best attended, a testament to the public's hunger for information about this important emerging field of science.

The Department of Education surrounded the exhibition with programs and publications for all audiences—schoolchildren of all ages, teachers, adults. Within the exhibition, trained explainers enhanced the visitor's experience and answered questions, and the exhibition's Learning Lab provided an invaluable venue for educational programs for school groups and the public, including an opportunity for schoolchildren and other visitors to sequence their own DNA. Hands-on genome sequencing workshops for adults and children proved so popular that many more were added to the schedule to meet the demand. As part of our ongoing collaboration with *Time for Kids*, the Museum published a fun and fact-filled family activity workbook, *The Gene Scene*, which was distributed nationwide to 2.2 million schoolchildren, 100,000 teachers, and 1 million parents.

The multifaceted genome initiative touched all the departments of the Museum and continues today, but it was by no means the only order of business for this period. In February 2001, the Museum opened its west face to its Upper West Side neighborhood when it inaugurated the Judy and Josh Weston Pavilion, the Museum's first permanent Columbus Avenue entrance. Architecturally an extension of the Rose Center/North Side project, the Weston Pavilion is a light-filled glass atrium with a beautiful armillary sculpture as its centerpiece.

Adding to its educational facilities, in June 2001, the Museum opened a new Discovery Room, a treasure-filled gateway to the wonders of the Museum for children and their caregivers. Located near the 77th Street lobby, the Discovery Room offers a hands-on, behind-the-scenes look at the Museum and its science. With every major field of Museum science and research represented, the Discovery Room offers children an opportunity to engage with and touch real specimens, artifacts, and scientific equipment and to participate in interactive scientific investigations.

Mindful that pearls were thought by the ancient Romans to be the frozen tears of the gods, the Museum dedicated its fall 2001 exhibition *Pearls* to deepened cultural understanding and peaceful coexistence. Despite uncertainty about the safe arrival from around the world of a number of items slated to appear in the exhibition, *Pearls* opened on time on October 13, 2001, to both critical and popular acclaim, receiving special praise for its aesthetic beauty and the effective treatment of pearls' scientific and environmental importance and their cultural luster and appeal. The exhibition *Meeting God: Elements of Hindu Devotion*, which was also on view during fall 2001, showcased striking images of Indian Hindi engaged in acts of faith. Many of our visitors found that it offered a calming, meditative experience.

Presented each fall, the *Margaret Mead Film & Video Festival*, the world's premier international ethnographic film festival, celebrated its 25th anniversary in 2001 with a special and very popular program of new and classic

festival films. And in June 2002, the Museum took the universe on the road with the launch of the Hayden Planetarium Moveable Museum, *Discovering the Universe*, which brings the wonders of the Rose Center to schools and community centers throughout the city and region.

Just three months after September 11, the Museum collaborated with ABC-TV on its New Year's Eve program *ABC 2002*. This major three-hour broadcast event, which recalled the tragedies of 2001 and rejoiced in the resilience of life, was hosted live from the Rose Center's Cullman Hall of the Universe by *ABC News* anchor, the late Peter Jennings. Millions of viewers from across the country welcomed the new year with us from the Rose Center.

In February 2002, the Rose Center launched its second Space Show, *The Search for Life: Are We Alone?* Presented in collaboration with NASA and narrated by Harrison Ford, *The Search for Life* takes visitors on an awe-inspiring trip through space and time to explore an issue that is at the forefront of astrophysics and public curiosity today: humankind's search for life elsewhere in the universe. In exploring the origins and conditions for life, the Space Show journeys from the depths of Earth's oceans to the outer reaches of the cosmos—and takes the audience closer to Mars than ever before.

The Museum's primary theater has long been an important venue for public lectures, scientific conferences, and the very popular IMAX® films on nature and culture. But for years, this architecturally historic space had been in need of renovation and technological upgrade. In May 2002, the Museum opened the fully renovated and state-of-the-art Samuel J. and Ethel LeFrak Theater. Carefully restored to its original architectural splendor and equipped with the latest technology, the new LeFrak Theater received its first audiences at the major scientific conference, *Assembling the Tree of Life: Science, Relevance, and Challenges*, a fitting first event for this important venue.

During the summer of 2002, the Museum was pleased to present an exhibition that not only offered a window into American society but also allowed the

public to celebrate a grand American tradition—baseball. *Baseball As America* was presented in conjunction with the National Baseball Hall of Fame and Museum in Cooperstown, New York. The show highlighted the role of sports across cultures and the relationship of baseball to such issues as integration and immigration. We were honored to host 26 distinguished members of the Baseball Hall of Fame at the exhibition's opening reception.

On November 15, 2002, the Museum unveiled *Einstein*, the most comprehensive exhibition ever presented on Albert Einstein. Developed in close collaboration with The Hebrew University of Jerusalem and the Skirball Cultural Center in Los Angeles, and with lead underwriting support from Trustee Jack Rudin, the exhibition was an enormous critical and popular success. It used a number of interactive exhibits to explain Einstein's groundbreaking theories in a lucid, accessible way and fully explored Einstein's scientific impact and legacy. Showcasing many never-before-displayed manuscripts, including handwritten entries from Einstein's 1912 paper outlining his Special Theory of Relativity, and personal effects from The Hebrew University's archive, the exhibition also presented Einstein the man, his personal life and role in society, and his status as both a scientific and popular icon.

The Museum presented two important exhibitions that sought to educate and enlighten the public about the human condition: *Vietnam: Journeys of Body, Mind & Spirit* and *The First Europeans: Treasures from the Hills of Atapuerca*. Though different in subject matter—one celebrated the rich contemporary culture of Vietnam while the other presented one-million-year-old fossils of ancient hominids found in Western Europe—both represented important international collaborations. *Vietnam* was the result of a fruitful, decade-long collaboration with the Vietnam Museum of Ethnology in Hanoi. The exhibition represented the first collaboration between cultural institutions in the United States and Vietnam since the war. *The First Europeans* was presented in conjunction with the Spanish region of Castilla y León, where the hills of Atapuerca lie.

During summer 2003, the Museum presented the exhibition *Chocolate*, and its phenomenal success proved unequivocally that Museum-goers have a sweet tooth. The exhibition provided insight into the cultural history of chocolate and its relationship to the environment. During the colder months, the Museum continued to provide families with a beautiful tropical haven from the New York winter with the annual presentation of *The Butterfly Conservatory: Tropical Butterflies Alive in Winter*, a magical live exhibition of these fragile, colorful creatures that also serve as barometers of environmental health.

Perhaps the most visible and popular exhibition initiative during the post-Rose Center period was the renovation and rejuvenation of the Museum's beloved Milstein Hall of Ocean Life, which reopened on May 17, 2003, after an 18-month renovation. An exemplary public/private partnership, the hall was restored to its classic architectural elegance and brought into the 21st century with current exhibit technologies, painstaking artistry, and the very latest in marine science. By transporting the public to the vast underwater world of the ocean, the hall sheds light on the largely unexplored "last frontier" on Earth and makes a case for the vital importance of preserving the oceans. The 94-foot model of the blue whale, newly painted and modified to reflect current scientific knowledge about these mysterious creatures, continues to dominate the hall and act as an ambassador from the vast open ocean.

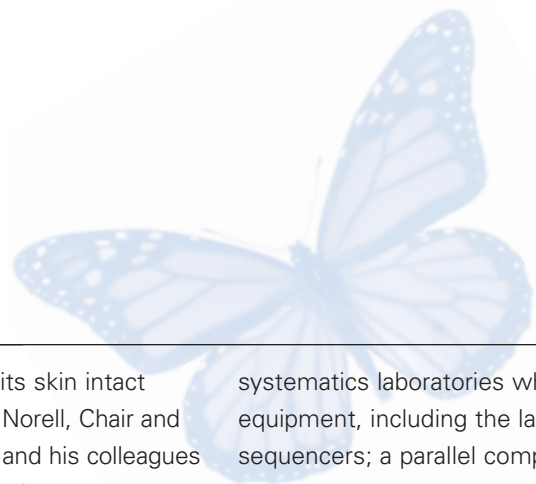
The Museum's Department of Exhibition also worked during this period on a complete renovation and updating of the Arthur Ross Hall of Meteorites. The hall trains the spotlight on these ever-fascinating objects from space and explores what clues they hold to the birth of our solar system more than four billion years ago.

In the Cullman Hall of the Universe, the Museum rolled out the first of its Saltz Expedition Centers, mobile educational stations offering hands-on experiments that complement the exhibits in the hall. Staffed by education professionals, these carts act as magnets for curious children and families, bringing a fun, engaging, and

interactive element to learning about the physical properties that underpin our universe.

Throughout this period, the Museum continued to offer extensive and in-depth programs for the professional development of teachers with special workshops designed to help teachers integrate Museum science and exhibitions into their curriculum. Reaching far beyond our walls, the National Center for Science Literacy, Education and Technology's Seminars on Science connected K–12 teachers from across the country with Museum scientists and educators for investigations into fundamental questions across a range of disciplines and offered teachers graduate credit.

On the research side, the Museum further demonstrated its growing role as an international convener by hosting several important scientific conferences in addition to *Sequencing the Human Genome* described earlier. Planned for September 20–22, 2001, the groundbreaking international scientific conference *Assembling the Tree of Life: Science, Relevance, and Challenges* had to be postponed due to lingering travel difficulties and other security issues. The conference was held eight months later, from May 30 to June 1, 2002, with nearly the entire roster of speakers intact, an astonishing feat of scheduling and a testament to the priority of such a symposium among the international scientific community. The distinguished E. O. Wilson, then a Trustee of the Museum, eloquently delivered the conference's opening plenary presentation. The very notion of deepening our understanding of the complex web that links all life on Earth took on a poignancy apparent to all involved. In conjunction with the exhibition *Vietnam: Journeys of Body, Mind & Spirit*, which opened in March 2003, the Museum was host to an international conference, *Vietnam in the 21st Century: Journeys on the Ground and in the Imagination*, which brought together scholars from Vietnam, Europe, and North America to discuss aspects of contemporary Vietnamese life, ranging from fashion to the trafficking in endangered animals.



The first dinosaur fossil found with its skin intact was discovered by a team led by Mark Norell, Chair and Curator in the Division of Paleontology, and his colleagues at the Chinese Academy of Geological Sciences.

Providing the best evidence yet that these exceptional creatures developed feathers for warmth before they could fly, the remarkably preserved 130-million-year-old fossil dromaeosaur was on view at the Museum during 2001.

The Center for Biodiversity and Conservation (CBC) continued its groundbreaking work in Madagascar, Vietnam, and Bolivia, among other locations. Each spring, the CBC presents a major scientific symposium, and this period showed a range and depth of timely topics: *Conservation Genetics in the Age of Genomics* in 2001; *Sustaining Seascapes: The Science and Policy of Marine Resource Management* in 2002; and *Tiger in the Forest: Sustainable Nature-Based Tourism in Southeast Asia* in 2003.

While the Museum's curators continue the important work of stewarding the collection of more than 30 million specimens and artifacts—an irreplaceable record of life on Earth—the Museum is in one of the most active periods of collecting in its history. Nearly 90,000 traditional collection items are added each year, and new areas of collecting and new scientific facilities are enabling the Museum to expand its leadership in emerging fields. The Ambrose Monell Collection for Molecular and Microbial Research, a state-of-the-art cryofacility with a capacity to house up to one million tissue and DNA samples, received its first specimens in 2001. Together with the Cullman Molecular Laboratory, it will help fuel the Museum's leading-edge work in molecular biology. Museum research also draws upon what is potentially the world's largest scientific database comprising, in astrophysics, 3 trillion datums on the observable universe, and, in molecular biology, potentially 200 billion datums of gene sequences and 200 trillion datums of nucleotides representing Earth's species.

Museum scientists employ highly sophisticated technology tools, including 10,000 square feet of molecular

systematics laboratories which house state-of-the-art equipment, including the latest generation of DNA sequencers; a parallel computing cluster that is one of the most powerful computers in the world dedicated to bioinformatics and astrophysics; a number of powerful supercomputers dedicated to processing, computing, and visualizing astrophysical data; and a GIS lab that employs satellite technology to assist exploration surveys and conservation research projects around the world by identifying areas appropriate for research or protection. *New Directions in Cluster Supercomputing*, held in June 2001, was the first comprehensive conference to examine the growing prominence of parallel or cluster supercomputers in scientific research and helped solidify the Museum's leadership in the field of supercomputing applications in genomics and astrophysics.

And there was much discussion about Pluto, as the Rose Center and its astrophysicists came into the public spotlight over the reclassification of Pluto as an icy mass in the Kuiper belt, rather than a planet.

During this period, the Museum was pleased to welcome the following new curators: Denton Ebel in the Division of Physical Sciences, Lorenzo Prendini in the Division of Invertebrate Zoology, Christopher Raxworthy in the Division of Vertebrate Zoology, and Peter Whiteley in the Division of Anthropology.

The Research Library continued its pioneering work on a digitization project that began in 1999, funded by The Andrew W. Mellon Foundation. The goal of this Digital Library Project is to develop an integrated database of library resources and natural history collections offering scientists, scholars, and educators working anywhere in the world access to rare research materials from the Museum's Library and scientific collections. The Library completed a pilot phase of the project, which included the launch of a comprehensive Web site of archival materials related to the historic 1905–1915 Museum expeditions to the Congo.

The Museum's Web site continues to grow in the depth of its offerings and in the size of its audience.

The Web site now receives almost seven million visitors annually who log on to explore the site's scientific and educational content. The capacity to sell tickets, Memberships, and shop merchandise online was added, and online sales have become an increasingly popular convenience for our audience. The Museum launched AMNH eNotes, a monthly notice of Museum events and programs delivered to subscribers free via email.

During this period, the Museum received a wide variety of external validation for its work. In science, Museum curators have long had a high publication rate in peer-reviewed journals, and the list of publications at the back of this book attests to our scientists' continuing leadership across a wide range of fields. In funding, importantly, the Museum has been privileged to receive in this period a record number of public and private grants as well as a historic level of collaboration on issues relating to the nation's science and education policies and programs. Locally, the Museum has been privileged to continue its partnership with the City during this critical period. Building on our long-standing relationships with federal, state, and city governments, the Museum is now fortunate to receive support from a wide range of agencies and public sources, including The City of New York; New York City Council; New York City Department of Cultural Affairs; Office of the Borough President of Manhattan; The State of New York; Empire State Development Corporation; New York State Biodiversity Research Institute; New York State Council on the Arts; New York State Department of Education; New York State Library; New York State Office of Parks, Recreation and Historic Preservation; Institute of Museum and Library Services; National Aeronautics and Space Administration (NASA); National Endowment for the Humanities; National Institutes of Health; National Oceanic and Atmospheric Administration; National Park Service; National Science Foundation; U.S. Agency for International Development; U.S. Department of Energy; U.S. Department of the Interior; U.S. Department of State; U.S. Fish and Wildlife Service; and U.S. Small Business Administration.

For educational products and exhibitions, the Museum has received awards and commendations too numerous to cite from educational organizations, industry groups, design associations, and community groups. We are grateful for this validation and support of our work.

Overall, these three years have been busy, exciting, and challenging, and we are most deeply indebted to the Museum's Trustees for their involvement, interest, and hard work. In times difficult for fundraising, the Museum has been fortunate to benefit from the steadfast loyalty and generosity of our Trustees as well as individual, foundation, and corporate supporters.

We are honored to thank the following Trustees whose financial support, along with their leadership and guidance, has sustained the institution: Irma and Paul Milstein made an extraordinarily generous pledge of \$15 million, in recognition of which the Museum's beloved Hall of Ocean Life was named. An anonymous Trustee made an exceptionally generous pledge of \$10 million for general endowment. Trustee Richard LeFrak and his family pledged \$8 million, and the newly renovated and restored IMAX® Theater was renamed the Samuel J. and Ethel LeFrak Theater in honor of this gift. Emily Fisher made a generous pledge of \$5 million to create an endowment fund to support the Center for Biodiversity and Conservation. Trustee Lewis B. Cullman, with his wife Dorothy, made a gift of \$1.9 million to support research in molecular systematics. William Golden and Sibyl Golden have given a new gift of \$1 million for the Museum's endowment for the CBC, and William Golden continued his long-standing support of the Museum's research, particularly in genomics, through the Golden Science Endowment. Frederick Klingenstein increased his support through a wonderful new pledge of \$3 million to build the Museum's endowment. A Trustee who wishes to remain anonymous made very generous gifts of \$1 million each year for the past two years to be used for general purposes. Arthur Ross pledged \$1.5 million, enabling the renovation of the Arthur Ross Hall of Meteorites. New Trustee Steven Denning, together with

his wife, Roberta, made a generous pledge of \$1 million for general endowment. Trustee Edwin Morgens, through the Wildwood Foundation, made a \$1 million gift to the Museum's endowment. And former Trustee Peter Lewis gave \$1 million for general operating support.

The following individuals have made generous commitments to the Museum: Judy Weston, now a Trustee of the Museum, and her husband Josh joined the leadership supporters of the Northside Project with a gift of \$10 million, and the Museum was honored to name the Judy and Josh Weston Pavilion in recognition of their generosity. Through the direction of the late Anita Saltz and her husband, Jack, the Gary Saltz Foundation generously pledged \$3 million to establish and support the Saltz Expedition Centers in the Museum. Through Cynthia and Leon Polsky, the Lita Annenberg Hazen Foundation made a generous grant of \$1 million to support education and genomic science. Laura Baudo Sillerman made a marvelous pledge of \$1 million to support education programs at the Museum, such as those in the Rose Center. A gift of just over \$1.1 million from the estate of Marilyn Stradella, a longtime Museum Member, was designated for training, guides, and educational materials for teachers. The Museum received an endowment gift of more than \$1 million from the estate of William Coulter as well as an endowment gift of \$1.2 million from the estate of Walter Pock.

The following foundations have made significant gifts to the Museum: The Starr Foundation made an extraordinary leadership grant of \$25 million for endowment for science, including support of the new Institute for Comparative Genomics. The Atlantic Philanthropies made a new grant of \$4 million to provide support for Seminars on Science, the Museum's distance-learning program for teachers. The Charles Hayden Foundation made two new major grants totaling \$2.5 million to extend the reach of the Hayden Planetarium into the communities of the New York metropolitan area by developing the new Hayden Planetarium *Discovering the Universe* Moveable Museum on astrophysics and

creating a program for education in astrophysics. The Freeman Foundation made a grant of \$2 million for the special exhibition *Vietnam: Journeys of Body, Mind & Spirit* and related activities. Additional generous funding in the amount of \$500,000 was provided by the Ford Foundation for the collaboration between the Museum and the Vietnam Museum of Ethnology. The Andrew W. Mellon Foundation made a grant of \$1.75 million for feasibility studies, planning, and advancement for major exhibitions and associated educational programming. This grant was one of the Foundation's visionary leadership grants to help institutions compensate for losses incurred as a result of September 11. An anonymous foundation made a pledge of \$1 million for an endowment that will support the National Center for Science Literacy, Education and Technology. This grant requires a match where the Museum must raise the same amount in additional funds designated for education endowment. The Louis Calder Foundation renewed its commitment with a new grant of \$900,000 to support the continued development of the Museum's educational offerings on its Web site. The Ambrose Monell Foundation made two new generous grants totaling \$600,000 to support staff for the new genomics initiative and for general operating support. The Richard Lounsbery Foundation made a grant of \$500,000 to support the exhibition *The Genomic Revolution*.

Corporations also provided significant support to the Museum. Bloomberg LLP made a generous pledge of \$1.5 million to sponsor a Rose Center Audio Tour in English and Spanish and the translation of the narration of the Space Shows into German, French, Italian, Spanish, Japanese, and Portuguese. Tasaki Shinju pledged \$1.5 million to be the lead national corporate sponsor of the *Pearls* exhibition. Toyota Motor North America made a generous pledge of \$1 million to sponsor the AstroBulletin in the Cullman Hall of the Universe. TIAA-CREF pledged \$750,000 to become the corporate tour sponsor of the *Einstein* exhibition. Citigroup pledged \$600,000 to sponsor the *Structures & Cultures* Moveable Museum.

Con Edison made gifts totaling \$500,000 in sponsorship of various Museum projects, including *The Butterfly Conservatory*. Swiss Re made a generous grant of \$500,000 to sponsor the Space Show *The Search for Life: Are We Alone?* as well as an additional pledge of \$500,000 to sponsor the Ocean Video Wall in the Milstein Hall of Ocean Life. The Bank of America Foundation made grants totaling \$450,000 to the Science and Nature Program.

We extend our deepest gratitude to these and all our partners who supported the Museum's work during these years.

Finally, no report for this period would be complete without our heartfelt thanks to the Museum's talented and intrepid staff for their hard work, commitment, and steadfastness during times both challenging and exciting. The Museum is the embodiment and amalgamation of those who work here, and we thank our colleagues for choosing to give so generously of themselves and their talents. The Museum has asked a great deal of its staff during these years and they have consistently, enthusiastically, and generously answered the call. And we thank, most especially, our visitors, who not only fill our halls with life, laughter, and wonder, but who also remind us every single day why the American Museum of Natural History must exist.

Over the last decade, the Museum has experienced a transformation that is at once broad and deep—in its scientific work, in its educational outreach, in its public galleries, and, perhaps most visibly, in its audience, which now spans the globe. The Museum's audience "visits" not just on-site but also online and by visiting the numerous national and international venues at which the Museum's scientific work, educational products, and varied exhibitions are now distributed.

Cumulatively, these changes have rendered an increasingly complex institution of and for the 21st century, focused at the very heart of the major issues of our time, from the frontiers of science and the diversity of human cultures on the one hand to the essential

education of our nation's children and lay public on the other. Even, perhaps especially, in times uncertain and rapidly changing, the American Museum of Natural History stands ready to help explore and interpret the world around us and poised for continued transformation and ongoing leadership. This report comes with our deep thanks to all for your interest and support and a warm invitation to continue with us on a grand journey of discovery and understanding.

Lewis W. Bernard  
Chairman

Ellen V. Futter  
President



# Science

More than 200 scientists at the American Museum of Natural History, including 46 curators, conduct groundbreaking research in a wide variety of fields, studying the diversity of life on Earth, the cultures of humanity, and the nature of our terrestrial and cosmic environments. Under the leadership of Michael J. Novacek, Senior Vice President, Provost, and Curator in the Division of Vertebrate Paleontology; Craig Morris, Senior Vice President, Dean of Science, and Curator in the Division of Anthropology; and Darrel Frost, Associate Dean of Science for Collections and Curator in the Division of Vertebrate Zoology, this work is carried out both in the field, on more than 100 expeditions each year, and on-site at the Museum, using the institution's varied resources. Long renowned for the accomplishments of its scientists, the Museum is increasingly focused on interdisciplinary research efforts, applying the findings from many fields toward identifying the relationships among the world's species and preserving Earth's increasingly threatened biodiversity.

The science programs at the Museum encompass five research divisions and their collections and databases, the library, the Institute for Comparative Genomics, the Center for Biodiversity and Conservation (CBC), the Hayden Planetarium, and the Grants and Fellowships Program. The three-year period covered by this report marked a phase of notable growth, expanded scope, and great success for the Museum's science effort. Some of the highlights include a flourishing research program in the new Department of Astrophysics, established with the opening of the Rose Center for Earth and Space in 2000. Perhaps the most notable area in terms of growth and transformation is represented by the Museum's new Institute for Comparative Genomics, launched with the opening of the exhibition *The Genomic Revolution* in 2001. The Center for Biodiversity and Conservation also saw a surge of activity and funding with projects in research and training carried out on a worldwide scale.

A clear validation of both the leadership and excellence of the Museum's science programs is the

unprecedented level of federal funding for research in recent years. This increase of approximately 300 percent in the past five years is represented by awards from a diversity of agencies. Moreover, the success rate of Museum scientists in garnering such awards is about twice the national average.

A complement to the steep trajectory in research activity is the growth in the Museum's scientific teaching and training programs. Each year, the Museum fosters training of about 80 graduate students and postdoctoral fellows as well as a significant number of undergraduate students. This represents a substantial increase since the 1990s in our student and fellow population. The Museum's graduate (Ph.D.) program is conducted in formal collaboration with five universities and is the oldest and most diverse program of its kind in any independent museum.

The following is a sampling of the many research projects underway during the three-year period from July 1, 2000, to June 30, 2003.

## Division of Anthropology

During the fiscal years 2001, 2002, and 2003, the curators in the Division of Anthropology pursued their diverse research interests in fields ranging from South American and Mesoamerican archaeology to North American Indian archaeology and ethnohistory to human evolution and Asian and African ethnology. Archaeology, biological anthropology, and ethnology, three of the major fields of anthropological inquiry, are all represented.

In January 2001, the Division of Anthropology welcomed Peter Whiteley as Curator for North American Ethnology. His research centers on the ethnohistory of native peoples of the southwestern United States and New York State with a focus on the Cayuga Nation, the Isleta Pueblo, and the Hopi. The studies of the latter deal with power and authority in the Hopi leadership and their relation to religious structure and political economy.

In January 2003, Curator Robert Carneiro's landmark book, *Evolutionism in Cultural Anthropology: A Critical History* (Westview Press), was published, offering

a survey and analysis of the history of the application of evolutionary theory to the study of culture. In 2002–2003, Dr. Carneiro also began an expansion and revision of a long article, "The Ecological Basis of Amazonian Chiefdoms," which describes the factors that helped give rise to chiefdoms in certain parts of Amazonia.

Curator Laurel Kendall continued her research on changes in popular religious practices in the Republic of Korea, where she began a program of fieldwork in the 1970s. Tracking changes in the lives and work of female shamans, she revisited many of her subjects. In conjunction with the exhibition *Vietnam: Journeys of Body, Mind & Spirit*, which opened in March 2003, Dr. Kendall helped to organize an international conference, *Vietnam in the 21st Century: Journeys on the Ground and in the Imagination*, which brought together scholars from Vietnam, Europe, and North America to discuss aspects of contemporary life ranging from fashion shows to the traffic in endangered animals.

Paleoanthropology has tended to ignore basic systematics and the consideration of diversity in the human fossil record in favor of linear scenarios of human evolution. Curator Ian Tattersall and Research Associate Jeffrey Schwartz have made an ambitious attempt to rectify this situation. Since 1996, they have been engaged in a long-term reappraisal of the fossil record, beginning with the Neanderthals, a distinct hominid group normally dismissed as a subspecies of our own species, *Homo sapiens*. As part of this ongoing research, they published their second monograph on the human fossil record. Their work provides standardized descriptions, based on firsthand observations of rare fossils from around the world, of human ancestors. The two volumes published so far, of an anticipated three-volume work, cover Europe, Asia, and Africa.

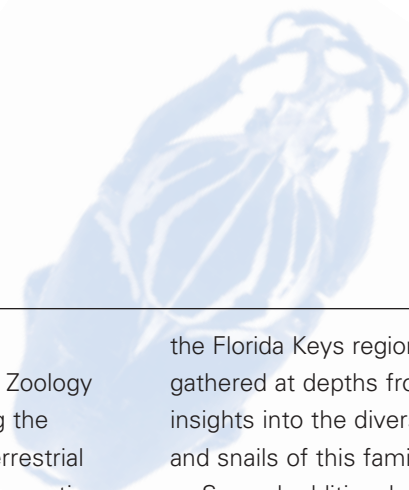
Curator Charles Spencer, along with Research Associate Elsa Redmond, continued archaeological research at San Martín Tilcajete, Oaxaca, Mexico, completing the excavation of a temple and palace complex at the site of El Palenque. Using carbon 14

and ceramic associations, Dr. Spencer has dated the palace complex to the Late Monte Albán I phase (300–100 B.C.), making it the earliest example of a palace thus far excavated in the Oaxaca area and in Mesoamerica as a whole. Dr. Spencer also carried out research on the timing of militaristic expansion by the early Zapotec state centered at Monte Albán in the Valley of Oaxaca.

Using noninvasive archaeological methods, Curator David Hurst Thomas has continued his field project in New Mexico at Mission San Marcos. This archaeological project has numerous interrelated objectives: to conduct significant research into the intercultural origins of the American Southwest, particularly as reflected in the extraordinary archaeological record preserved at Mission San Marcos; to find innovative ways of conserving these fragile archaeological resources for the future; to involve descendant communities in the archaeology of their own ancestors; and to communicate the research results through multiple channels to both public and professional archaeological communities.

A highlight of Curator Enid Schildkrout's research has been her fieldwork in Ghana. She was invited to present a paper at a conference, *Chieftaincy in Africa: Culture, Governance, and Development*, held in Ghana, January 6–10, 2003. In this paper, "Chieftaincy and Emerging Identities: Establishing Legitimacy in Immigrant Communities in Ghana and the Diaspora," she called upon her four decades of work on chieftaincy in Kumasi, Ghana. Dr. Schildkrout continued her work on children through her election as a Senior Fellow in the Rutgers University Center for Children and Childhood Studies. At a monthly interdisciplinary seminar, she presented a paper, "Children's Art and Cultural Heritage," comparing children's art from Nigeria (Hausa), Senegal (Wolof), and Mali (Dogon), based on recent research she has done in these places.





### Division of Invertebrate Zoology

Scientists within the Division of Invertebrate Zoology pursued the quest for knowledge concerning the diversity and relationships of organisms in terrestrial and marine environments. The study of phylogenetic relationships formed the core of many research initiatives within the Division.

Division staff members received two significant research funding awards from the National Science Foundation. The first is a five-year multi-institutional project involving the analysis of phylogenetic relationships among spiders and their near relatives, with Curator Ward Wheeler as principal investigator and Assistant Curator Lorenzo Prendini as co-principal investigator. The second award, with Division Chair and George Willet Curator Randall Schuh as principal investigator, will support a five-year collaborative project among the American Museum of Natural History, the Australian Museum, and other institutions to produce a monographic treatment for more than 5,000 species of plant bugs worldwide. For this project, Dr. Schuh completed four weeks of fieldwork in 2003 on the little-known plant bugs of Australia.

Curator Rob DeSalle and Associate Curator Mark Siddall received funding from the National Institutes of Health to study the evolution of infectious diseases through the use of transposable genetic elements. Dr. DeSalle also received funding from the Department of Energy for whole-genome sequencing of microbial pathogens. This work is facilitated through the Museum's new Institute for Comparative Genomics.

With support from the National Science Foundation PEET program (Partnerships for Enhancing Expertise in Taxonomy), Curator Norman Platnick published a monograph on ground-dwelling spiders in Australia. While originally only a handful of species were known, these gnaphosoid spiders now represent nearly 1 percent of the more than 35,000 known spider species.

Also with support from the PEET program and from the Comer Foundation, Associate Curator Paula Mikkelsen sampled the molluscan fauna of bottom sediments in

the Florida Keys region. These studies include specimens gathered at depths from 100 to 600 feet, providing new insights into the diversity and distribution of the clams and snails of this familiar but still under-studied region.

Several additional and significant publications by Division of Invertebrate Zoology curators appeared during the past three years. Largest among these, and most time-consuming in its preparation, was the *Catalog of the Staphylinidae (Insecta: Coleoptera)* by Curator Lee Herman. The work documents the taxonomic and nomenclatural histories of more than 30,000 species of rove beetles and will serve as a vital resource for all persons working on the group. The last comprehensive treatment of the Staphylinidae was published in 1935 and dealt with fewer than half the species known today. Curator James Carpenter, Dr. Wheeler, and colleagues published a landmark study on relationships among hexapods—insects and their near relatives. This study utilized both morphological and DNA sequence data and was collaborative in the data-gathering and analytic phases. The phylogenetic computations were performed on the Museum's cluster computer, which was upgraded between 2001 and 2003 from 500 to 800 processors, with an attendant tripling in computational power. When the upgrade was complete, the Museum's cluster was rated as the 107th most powerful computer of its type in the world. Part of the Museum's Parallel Computing Facility, the cluster is a central facility in the Institute for Comparative Genomics.

Dr. Schuh published a *Revision of New World Plagiognathus Fieber*, a systematic treatment of a group of approximately 100 species of true bugs that are frequently collected by entomologists but whose identification, classification, and actual diversity has been very poorly understood.

Drs. DeSalle and Wheeler and former postdoctoral fellow Gonzalo Giribet published two edited volumes, *Molecular Systematics and Evolution: Theory and Practice* and *Techniques in Molecular Systematics and Evolution*. The included papers address a broad range

of topics dealing with the choice, acquisition, and analysis of molecular data, offering an authoritative modern synthesis of the subject.

Curator David Grimaldi, Curatorial Assistant Paul Nascimbene, and colleagues studied the fossil history of insects preserved in amber, particularly from the Cretaceous. These ambers, with ages approaching 100 million years, are the oldest known. Unlike rock fossils, they offer a degree of preservation often sufficient to observe even the minutest details, and can therefore contribute important information on the fine structure of insects from a much earlier time. Drs. Grimaldi and Nascimbene published a review of the insects and other arthropods embedded in about 1,500 pieces of Cretaceous Burmese amber.

Scorpion specialist Lorenzo Prendini joined the Division as Assistant Curator and adds breadth to the Division's already diverse group of specialists working on terrestrial arthropods. Since joining the Museum in 2002, he has described a peculiar new genus of scorpions from the Brandberg Massif of Namibia and conducted 18 weeks of fieldwork in Kazakhstan, Mexico, South Africa, and Uzbekistan, supported, in part, by a National Science Foundation Tree of Life grant on which he is a co-principal investigator.

Additional Division scientists worked in many geographic areas, increasing our knowledge of the world's biota. Dr. Siddall and colleagues collected and studied leeches in localities as widely separated as southern Canada and southern Chile, capturing little-known species in attempts to understand the habits and relationships of this fascinating—and sometimes reviled—group of organisms.

The Ambrose Monell Collection for Molecular and Microbial Research, a frozen tissue facility in the Institute for Comparative Genomics, became fully operational in 2001 and began accessioning materials ranging from frozen whole tissues to samples of purified DNA. This facility has the capacity to store more than one million specimen samples representing nonhuman genomic diversity.

### Division of Paleontology

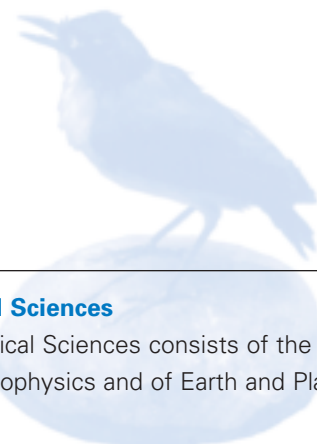
Scientists from the Division of Paleontology, co-led by Curator and Division Chair Mark Norell and Dr. Novacek, conducted their 11th, 12th, and 13th field seasons in the Gobi Desert as part of the joint Mongolian Academy of Sciences/American Museum Expedition. Exceptionally good results were achieved at Tsaagan Khuushu where the group collected a remarkably complete specimen of an ornithomimid dinosaur, several bird specimens, and a juvenile tarbosaur. In 2002 and 2003, the expedition shifted its operations to the eastern Gobi Desert near the Trans-Siberian Railway. This new exploration has produced some important fossils that differ significantly from those in the western Gobi.

In addition, Dr. Norell and some Chinese colleagues published a paper in *Nature* on an extraordinary feathered dinosaur specimen from northeastern China. It provides the strongest evidence yet that these animals were feathered and that the origin of feathers preceded the origin of flight in early birds.

Dr. Norell, along with Division of Vertebrate Zoology Curator Joel Cracraft and Associate Curator George Barrowclough, was awarded significant research funding from the National Science Foundation for a Tree of Life project involving the analysis of phylogenetic relationships among archosaurs, a group that includes modern birds and their dinosaurian relatives. Part of this grant will allow development of an online database capturing a host of data ranging from images to DNA sequences.

Curator Neil Landman pursued studies on the phylogeny and systematics of ammonoid cephalopods including a revision of the collignoniceratid ammonoids from the Upper Cretaceous of the Western Interior and a cladistic analysis of the entire Ammonoidea based on a wide range of embryonic and postembryonic characters. He led field expeditions to the South Pacific, South Dakota, Wyoming, and Morocco, which resulted in the collection of several fine specimens.

Associate Curator Jin Meng published a landmark monograph on the primitive rodent *Rhombomylus* that



has major implications for understanding relationships of modern groups of mammals. He did fieldwork in China and Mongolia for his ongoing research on the origin of rabbits and rodents and on aspects of the Asian Paleogene mammal fauna. He also spent considerable time curating the collection of fossil mammals.

Dr. Novacek continued work on various aspects of mammalian phylogeny, as well as on several policy issues related to biodiversity. With John Wible of the Carnegie Museum of Natural History and Guillermo Rougier of the University of Louisville, Dr. Novacek published a monograph on *Zalambdalestes*, an important early mammal from the Gobi Desert. Postdoctoral Fellow Robert Asher coauthored a paper with Dr. Novacek and Jonathan Geisler of the Georgia Southern Museum that offered a combined analysis of anatomical and gene data for the major groups of mammals. For this work, the authors mustered the largest dataset ever applied to higher mammal relationships and ran this analysis on the computer cluster in the Museum's Institute for Comparative Genomics.

Axelrod Research Curator John Maisey continued work on long-standing projects concerning the interrelationships of fishes, including using CT scans to analyze unpreparable parts of skulls to evaluate patterns in the shark fossil record. He is collaborating on a total-evidence phylogeny of modern and fossil sharks and rays.

The Division's database of fossil vertebrates went live. The database of the complete reptile and amphibian holdings, featuring field photographs, images of specimens, and transcribed field notes and catalogues, is now viewable online. This work is funded by a grant from NASA. Other collection activity included movement of the archosaur collection into the new C. V. Starr Natural Science Building. Here the specimens are arranged systematically in compact storage. This allows easy access to even the largest of specimens. Undoubtedly this will lead to a renaissance in the study of these large, heavy, and hard-to-study specimens. The invertebrate type-specimen collection was also moved to this facility.

### Division of Physical Sciences

The Division of Physical Sciences consists of the Departments of Astrophysics and of Earth and Planetary Sciences.

Investigators in the Department of Astrophysics continued research on the formation and evolution of stars and star clusters and the effects of solar radiation and supernova explosions on interstellar and intergalactic gas. This research involved observations from major ground- and space-based observatories such as the Hubble Space Telescope, and computational modeling using the Museum's Parallel Computing Facility and six special-purpose, high-speed GRAPE machines for computing gravitational forces. These devices produce realistic simulations of dense, evolving star clusters and predict the influence of stars on the orbits of nearby planets. Work continued on an all-sky survey of fast-moving stars, which is identifying all stars within 300 light-years of Earth and simultaneously revealing the structure of the Milky Way Galaxy.

Curator Michael Shara and Postdoctoral Fellow Ben Oppenheimer are building an instrument aimed at yielding the first direct images of extrasolar planets. Dr. Shara also made observations at the Cerro Tololo Interamerican Observatory in the Andes Mountains of Chile to search for intergalactic novae and planetary nebulae. He has used the Hubble Space Telescope to study the cores of the nearest and densest globular star clusters at ultraviolet wavelengths, searching for tight binary stars that determine the structure of these clusters. Dr. Shara and Postdoctoral Fellow Jarrod Hurley used the GRAPE supercomputer to compute models of stellar clusters, including planetary systems.

Associate Curator Mordecai-Mark Mac Low continued his investigations on the question of how star formation proceeds over the history of the universe. He and his group used the Museum's Parallel Computing Facility and supercomputers at the National Center for Supercomputing Applications and in Germany to study the origins of stars and the structure of the interstellar

gas, to compute a model of the interstellar gas in a galaxy like our own, to compare the structure seen in computational models of supersonic turbulence with the properties of real interstellar clouds, and to make detailed comparisons of observations in the radio and infrared spectra to models of the accretion disks around protostars and young stars.

Investigators in the Department of Earth and Planetary Sciences continued studies of Earth; the origin and evolution of rock in the deep crust and upper mantle; the mineral and chemical origins of solar systems; how interstellar dust, gas, and photons interact; how interstellar dust is transformed and aggregated into larger bodies; the formation of minerals, gems, and mineral deposits; and the role of volatile compounds and elements in driving explosive volcanic eruptions.

Division Chair and Curator James Webster continued his research on the eruptive processes of Mt. Somma-Vesuvius, Italy, and worked with Research Scientist Charles Mandeville on the explosive volcanoes Mt. Mazama in Oregon and Augustine Volcano in Alaska. They have determined that the prehistoric eruptions of Mt. Mazama (Crater Lake) injected as much as 109 million tons of sulfuric acid into the stratosphere in the form of an aerosol. This is significant because volcanically derived sulfuric acid causes short-term climate change. The Mt. Mazama eruption probably led to a significant reduction in atmospheric temperature in middle to high northern latitudes.

Curator Edmond Mathez conducted field investigations in Greenland to collect some of Earth's oldest-known carbon-bearing sedimentary rocks from the Isua Complex. Deposited 3.8 billion years ago, the samples contain the oldest uncontaminated carbon known from sedimentary rocks on Earth. Preliminary study suggests a biogenic source for this carbon, which, if true, would push the evidence for earliest life on Earth back about 200 million years.

Curator George Harlow's recent expedition to Guatemala documented and returned samples of

jadeitite (jade-bearing rock), which formed at very high pressure during the collision of the Caribbean and North American tectonic plates. This work has allowed Dr. Harlow to publish research papers providing important information on the timing and nature of this collision event.

A new Assistant Curator of Meteorites, Denton Ebel, joined the Division. He is using nondestructive techniques to study the Museum's meteorites to learn about the early solar system.

### Division of Vertebrate Zoology

The Division of Vertebrate Zoology includes the Departments of Herpetology, Ichthyology, Mammalogy, and Ornithology. Research efforts range from work in the Museum's molecular laboratories to field expeditions in Alaska, Argentina, Belize, Madagascar, Peru, Russia, and Vietnam.

For the past year and continuing into the next few years, Museum ornithologists Drs. Cracraft and Barrowclough are focused mainly on the Museum's Tree of Life grant on archosaurs mentioned earlier. Meanwhile, in the laboratory, Dr. Barrowclough and his colleagues recently completed the first comprehensive study of evolutionary relationships of passerine birds. Using nuclear DNA sequences, the research uncovered many patterns with important implications about the biogeographic history of birds.

Associate Curator and Curator-in-Charge of Ichthyology Scott Schaefer began a new research initiative using ultra-high-resolution computed microtomography (a special type of CT scanning) to study the internal anatomy of rare catfishes. Using the same technology, Associate Curator and Division Chair and Curator-in-Charge of Mammalogy Nancy Simmons began a project to investigate the structure of the ankles and wrists of bats, which contain bones that are little bigger than grains of sand. This new technology allows researchers to "see inside" specimens preserved in alcohol without doing dissections, allowing continued preservation of rare specimens while at the same time making them useful for ongoing research programs.

Associate Curator Christopher Raxworthy, who joined the Museum in 2000, and his local collaborators from the University of Antananarivo continued long-standing work on the reptiles and amphibians of Madagascar with extensive fieldwork in remote highland areas that had never before been visited by scientists. This work resulted in the description of many new species of chameleons, geckos, snakes, frogs, and small mammals, and investigations of specimens and DNA collected on these trips will shed new light on the evolutionary biology and biogeography of Madagascar's unique fauna.

Assistant Curator John Sparks, who joined the Museum in 2002, specializes in the systematics and biogeography of the freshwater fishes of Madagascar. His newest projects involve studying the nearshore marine fishes of Madagascar and the Indian Ocean.

In May 2002, the Museum and Yale University convened *Assembling the Tree of Life: Science, Relevance, and Challenges*, the first major scientific forum in decades to address the "Tree of Life," the pattern of relationships that links all Earth's species. Co-organized by Dr. Cracraft, the conference brought together an international group of scientists and summarized our current understanding of life's history using a wide range of data, from genomic to morphological. Plenary speakers explored the meaning and importance of the Tree of Life for society, discussing human health and developmental biology, comparative biology, and environmental problem solving. The conference was an initiative of the International Biodiversity Observation Year (IBOY) of DIVERSITAS, an international program dedicated to advancing biodiversity science and education.

#### Institute for Comparative Genomics

The Institute for Comparative Genomics was established at the Museum in May 2001 in order to serve as the preeminent center for collections, research, and training in the field of nonhuman comparative genomics. Its work complements and enriches human biomedical research by offering new ways of understanding and

interpreting critical biological processes as they have evolved through time and across species. In addition, the analytical and computational approaches developed by Institute researchers have wide application for basic science, medicine, and industry, as well as in efforts to preserve Earth's biodiversity. Finally, the Institute plays a significant role in advancing our understanding of life on this planet—and perhaps on others—by mapping the Tree of Life, the branching pattern of evolutionary relationships among living and extinct organisms.

Among the Museum's existing facilities are state-of-the-art molecular laboratories, the Parallel Computing Facility, now powered by more than 800 individual processors, and a newly established frozen tissue collection that complements the Museum's existing collection of more than 30 million specimens and cultural artifacts.

**Molecular Systematics Laboratories:** The Museum's molecular laboratories, totaling 10,000 square feet, include the Ambrose Monell Molecular Systematics Laboratory and the Invertebrate Zoology Molecular Systematics Laboratory. These laboratories support the work of approximately 40 of the Museum's scientific staff, who conduct a broad range of research in genetics and genomics.

**Parallel Computing:** Central to the Museum's genomics research is a bioinformatics program that includes a powerful, highly sophisticated parallel-computing facility, assembled from commercially available processors. This tool, along with innovative algorithms developed by Museum researchers, allows scientists to construct phylogenies from massive amounts of data that range from fossil traits to DNA sequences.

**Collections:** The Museum's frozen tissue facility is the largest and most comprehensive of its kind, capable of housing a collection of one million specimens of DNA from a wide range of species. This new collection—the Ambrose Monell Collection for Molecular and Microbial

Research—greatly enhances the Museum's vast permanent collections, and, together with the Museum's state-of-the-art molecular laboratories and its powerful parallel-computing facility, enables scientists around the world to take full advantage of advances in genetic technology.

#### Center for Biodiversity and Conservation

In October 2001, with major funding from the National Science Foundation, the Center for Biodiversity and Conservation (CBC) officially launched the Bahamas Biocomplexity Project. Led by CBC Marine Program Manager Daniel Brumbaugh, with collaborators from nine different institutions, the project incorporates an interdisciplinary approach to understanding the function of marine reserve networks in coral reef ecosystems.

The CBC and its Bolivian partners, the Colección Boliviana de Fauna (CBF) and Museo de Historia Natural Noel Kempff Mercado (MHNNKM), continued a series of biological surveys with a major field expedition to Amboró National Park and Integrated Management Area.

As a result, 13 new species of aquatic insects were discovered. With funds from the International Partnerships among Museums program of the American Association of Museums, staffers with the CBC and the Museo Nacional de Historia Natural, La Paz, have started to plan an exhibition that will explore the relationship between Bolivian peoples and nature.

Begun in 1996 by Howard Rosenbaum as a survey of humpback whales in Antongil Bay, a collaborative partnership of the CBC and the Wildlife Conservation Society in Madagascar has grown into a multinational marine-mammal conservation effort. The project team's many presentations and reports include recommendations to the International Whaling Commission on conservation strategies for humpback whales in the southwestern Indian Ocean. This work recently spurred an initiative for whale conservation around Africa and the Indo-South Atlantic. The project continues to expand a database, accessible on the World Wide Web, of digital images,

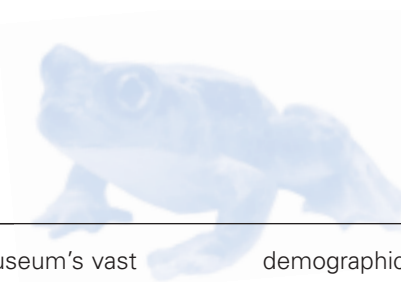
demographics, and genetic data collected in the Indian and Atlantic Oceans and from other surveys.

Fall 2001 marked the final field expedition in Vietnam as part of a National Science Foundation-funded collaborative research project begun in 1998. The expedition, including a survey of small mammals in northern Vietnam, complements previous surveys of fish, birds, amphibians, reptiles, and insects in the same area. The CBC published *A Biological and Conservation Assessment of Huong Son Forest, Ha Tinh Province, Vietnam*, authored by R. J. Timmons and Trinh Viet Cuong. This report is a collaboration between the CBC and the Institute of Ecology and Biological Resources in Hanoi.

In 2002, the CBC completed a land cover map showing natural habitats and human-dominated areas for Vietnam's Central Truong Son Mountain region, renowned for its high levels of diversity and endemism and for the spectacular mammal discoveries made there during the last decade. The land cover map, largely produced in the CBC's Remote Sensing/Geographical Information Systems Lab, will aid in conservation planning initiatives for the region. The CBC received a John D. and Catherine T. MacArthur Foundation grant to extend this work to two more provinces. Results from these efforts will be integrated into conservation planning, including defining potential wildlife corridors and areas for restoration.

In July 2002, the CBC released *Life in the Leaf Litter*, an educational guide to the diversity of soil organisms and the crucial role that invertebrates play in woodland ecosystems. The booklet was based, in part, on the Central Park survey project that uncovered a new genus and species of centipede, *Nannarrup hoffmani*, a finding that resulted in a front-page story by *The New York Times*.

In June 2003, the CBC collaborated with the Explorers Club, the New York State Biodiversity Research Institute, and others to carry out the first "Bioblitz" of Central Park, a 24-hour survey of the diversity of plant, animal, and microbial life there. Museum and CBC staffers led survey teams for reptiles and amphibians, fishes, insects, spiders, and other invertebrates. More than 850 different



kinds of plants, animals, and fungi were counted. Some species were recorded that had not previously been found in the Park, such as a type of wasp and two varieties of tardigrades.

Begun in 2000, the Network of Conservation Educators and Practitioners (NCEP) is a far-reaching initiative to design, create, and foster the implementation of a comprehensive set of teaching and learning materials in support of biodiversity conservation for multiple user groups in a number of countries around the world. In 2001–2002, CBC staff piloted the project's first modules with instructors from Bolivia, Laos, and Vietnam.

Each spring, the CBC presents a major scientific symposium. From April 4 to 6, 2001, the CBC presented *Conservation Genetics in the Age of Genomics*, jointly sponsored with the Bronx Zoo-based Wildlife Conservation Society. The CBC's seventh annual spring symposium, *Sustaining Seascapes: The Science and Policy of Marine Resource Management*, on March 7 and 8, 2002, was cosponsored by a consortium of organizations, including Environmental Defense, NOAA's Marine Protected Areas Center, the National Park Service, the U.S. Fish and Wildlife Service, the Wildlife Conservation Society, and the World Wildlife Fund. The CBC's eighth annual symposium, *Tiger in the Forest: Sustainable Nature-Based Tourism in Southeast Asia*, held March 20 and 21, 2003, was a collaborative effort with the Wildlife Conservation Society and the World Wildlife Fund.

#### Southwestern Research Station

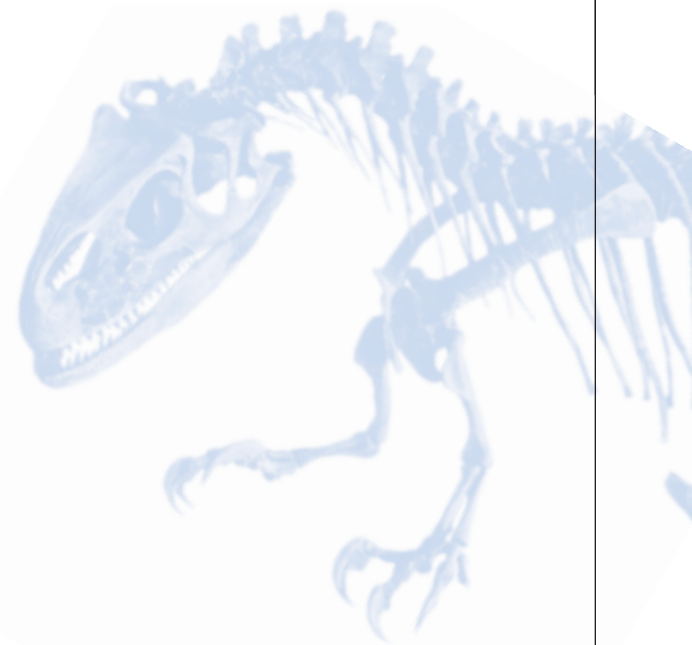
Located in the Chiricahua Mountains in Arizona, perhaps the most species-diverse part of the United States, the Southwestern Research Station (SWRS) is a Museum field station for scientists and educators. Each year, the Station hosts approximately 1,000 guests, including scientists pursuing research in such fields as arachnology, botany, ecology, geology, entomology, herpetology, mammalogy, and ornithology.

The SWRS presents several programs of study, including "The Bee Course" and "The Ant Course," both bringing advanced postgraduate educational experiences to participants from across the country and around the world. These courses are setting a precedent for training professionals in taxonomic disciplines that have been falling into neglect at universities worldwide.

The Station's Director, Wade C. Sherbrooke, continued his herpetological research into the lives of horned lizards. Final revisions were made on his new book, *Introduction to the Horned Lizards of North America*, which is forthcoming from the University of California Press.

#### Research Library

The Research Library continued its important work on a digitization project, funded by the Andrew W. Mellon Foundation, which began in 1999. With a five-year goal of creating an integrated database of natural history resources accessible to researchers around the world, the Library completed a pilot phase, which included the launch of a comprehensive Web site of archival materials related to the Museum's scientifically important 1905–1915 expeditions to the Congo.



# Education

The period covered by this report has been a time of challenge as well as achievement for the Museum's Department of Education. While moving forward with many exciting initiatives designed to enhance the Museum's ability to serve learners of all ages, the Department also had to find ways to cope with and respond to the tragic events of September 11, 2001, and their aftermath. Programs aimed at increasing cross-cultural awareness and understanding took on heightened importance, and the role that education can play in bringing together families, communities, and nations was brought to the forefront. Efforts to bring the Museum's resources to audiences beyond its walls also became more critical, especially in the face of a ban on school field trips in New York City and the tristate area after the attacks. Fortunately, visits by school groups have since resumed and the Museum is once again a leading field trip destination, welcoming more than 400,000 students in organized groups each year.

In addition, the Museum offered programs for children of all ages, from pre-K to high school, during and after school. To complement these direct services to students, the Museum focused on teacher recruitment and certification and worked closely with New York State, New York City, and the National Science Foundation to respond to the need for highly qualified teachers in urban settings.

#### Building Bridges through Education

Since the Museum's founding in 1869, education has been central to its mission. In recent years, the Department has been working to develop special resources and build a continuum of programs to enrich learning experiences for everyone from preschoolers to adults. Following are some highlights.

June 2001 saw the opening of the new Discovery Room, designed to offer families, and especially children ages 5 to 12, an active and hands-on introduction to the Museum and its wonders. Whether hunting for hidden creatures in the room's majestic two-story replica of an

African baobab tree, assembling the cast skeleton of a 14-foot-long *Prestosuchus*, tracking the latest earthquakes around the world, or learning about cultures that thrive from Brooklyn to Bombay, visitors to the Discovery Room are encouraged to engage in scientific exploration and enjoy purposeful investigations that will inform their visit to the Museum and shed new light on the world around them.

More interactive opportunities for family learning are offered via the Museum's new Expedition Centers. These specially equipped carts, first launched in 2002 in the Rose Center's Cullman Hall of the Universe, help young visitors better understand the content of the Museum's exhibits. Staffed by trained volunteers, the three carts in the Cullman Hall of the Universe introduce visitors to the fundamentals of astronomy and astrophysics while providing a chance to handle meteorites, look through a telescope, and engage in other activities related to the Hall's content. Expedition carts will also be launched in the newly renovated Milstein Hall of Ocean Life.

The Moveable Museum program became more important than ever in the months following September 11, 2001, when many school groups were prevented from visiting the Museum. Created to bring a sampling of the Museum's vast resources to schools and community groups throughout New York City, the program utilizes customized 37-foot recreational vehicles that have been transformed into exhibition halls on wheels. The fleet grew to three in 2002 with the addition of *Discovering the Universe*, which is filled with interactive exhibits devoted to the exploration of light, gravity, telescopes, digital images, and three-dimensional cosmic modeling. Rounding out the fleet are *The Paleontology of Dinosaurs*, which invites visitors to follow in the footsteps of paleontologists, and *Structures and Culture*, which provides a taste of the work of a cultural anthropologist and takes visitors on a tour to explore three nomadic peoples: the Gabra of Africa, the Blackfeet of North America, and the Mongols of Mongolia.

In addition to developing new on-site and traveling resources, the Department continued to expand and strengthen the wide array of educational programs it offers to youths, families, and school groups.

The Science and Nature Program for Young Children, established through a partnership with Goddard Riverside Community Center, began with a handful of families and educators and has grown to serve more than 700 children ages 3 to 9 and their caregivers. Participants, who come from the community at large as well as partner public schools, community-run shelters, day care centers, and Head Start programs, attend a series of sessions designed to foster a deeper understanding of science and natural history, taking full advantage of the Museum's unparalleled resources in those areas.

The Museum also plays a significant role in the growing after-school education movement. Among its recent initiatives: operating science-rich after-school programs in elementary schools in the South Bronx, developing materials and training to enable community groups and other organizations to offer hands-on after-school science activities, and helping to set the national agenda for after-school math and science programs through work with NASA and coalitions organized by after-school providers such as The After-School Corporation. These efforts reached over 2,000 children directly in the 2002–2003 school year.

For middle-school students, the Museum has developed programming in both physical and life sciences. More than 100 young people are involved in two programs: the AMNH Lang Science Team, which each year invites a group of 7th graders to embark on a long-term educational relationship with the Museum; and the Hayden Community Astrophysics Program, which provides a multiyear learning experience at the Hayden Planetarium and throughout the Museum for students ages 12 to 14.

The Museum was awarded a three-year grant to establish a program for high-school students focused on genetics and genomics. This allowed for a significant expansion of what is now known as the High School

Science Research Program (formerly the PreCollege Science Collaborative), an intensive two-year experience during which students focus on an area of specialization within the Museum. In addition to genetics, the Museum offered concentrations in anthropology, astrophysics, and biodiversity. In the first year, students learn the fundamental concepts, methods, and tools of the discipline; in the second year, they work on research projects in concert with Museum scientists. The Inside View New York City High School Internship Program gives students an in-depth, behind-the-scenes introduction to the Museum as well as the chance to learn about a variety of career options. Students are placed with supervising mentors in operational and scientific departments throughout the Museum, working on projects that help them develop key skills and knowledge in areas ranging from accounting to vertebrate paleontology. More than 150 young people have participated in the program since 2000. In addition, the Museum's Creative Expressions in the Arts and Sciences program offers New York City high-school students an array of free after-school courses focusing on topics ranging from anthropology to zoology. Forty to fifty courses are given each year, taught by Museum science and education staff and reaching between 300 and 500 students.

#### Supporting the Teaching Profession

Another key focus for the Department is advancing the professional development of teachers through collaborations with the New York City Department of Education, the United Federation of Teachers, and higher-education institutions such as the City University of New York; New York University; Teachers College, Columbia University; Bank Street College of Education; and Pace University. Serving over 5,700 educators in the 2002–2003 school year, professional development programs, on-site at the Museum and online, link teachers to current scientific practice to help them translate science into effective teaching and inform them about the wide range of instructional resources available from the Museum and

many other sources. The Museum's programs for educators match its unparalleled scientific and exhibition resources with content standards and curricula in schools. The programs are designed to meet the need for well-prepared, certified science teachers.

Important support for these efforts and confirmation of their effectiveness came in fiscal year 2003 with the receipt of a \$1 million grant from the National Science Foundation to fund "TRUST" (Teacher Renewal for Urban Science Teaching), a four-year project aimed at filling the acute need for qualified Earth science educators. Through an innovative collaboration involving the Museum and Brooklyn and Lehman Colleges, TRUST will provide 30 teachers each year with opportunities to learn the broad and diverse content of Earth sciences while working toward certification in that area. The program will also reach out to cohorts of ten school supervisors per year to help them evaluate and support science education in their schools.

Another major source of support was a \$4 million award in fiscal year 2002 from The Atlantic Philanthropies to continue development of Seminars on Science, a series of six-week online courses for K–12 teachers created by the Department's National Center for Science Literacy, Education and Technology. During the period covered by this report, five new courses were added to the series. The new courses—Genetics, Genomics; Genetics; How to Think about Life in the Universe; Earth: Inside and Out; Dinosaurs among Us: The Link to Birds; and Frontiers in Physical Science—have reached over 750 learners across the United States.

The National Center, which uses the Internet and other tools to bring the Museum's science to a wider audience while working to support more rigorous national standards in science education, further contributed to the Museum's professional development efforts with its April 2002 launch of the Resources for Learning Web site. This free, easy-to-navigate online database offers access to the Museum's extensive collection of scientific and cultural educational materials. Educators

can search the database by keyword, browse by topic, and explore "Special Collections"—groups of resources organized around themes such as Antarctica, Vietnam, and marine biology. As of June 30, 2003, there were seven Special Collections and hundreds of resources available for educators and the public to investigate; more are being introduced.

Included among those Special Collections is OLogy, the content-rich and action-packed Web site developed by the National Center to foster a passion for learning and science in children ages 7 to 12. Over the past three years, five new content areas were added to OLogy: Astronomy, Biodiversity, Einstein (physical science), Genetics, and Marine Biology. Also launched was a Projects area that encourages children to create presentations by fitting the virtual OLogy "cards" they've collected into templates that prompt them to tell stories, make collections, and more. By June 30, 2003, there were over 200 cards for children to collect, up from 40 in June 2000.

Another achievement for the National Center was a broadening of the distribution of Science Bulletins to locations beyond the Museum halls. Utilizing high-definition video programming, interactive kiosks, and online content, the Bulletins underscore the dynamic nature of science and help keep exhibition floors up-to-date by highlighting current scientific developments related to the universe, Earth, and life on our planet. National distribution of the Bulletins began via the Internet in fall 2001; by June 30, 2003, the program had 11 subscribers across the country.

#### Reaching Out to the Public

As always, the Department of Education offered a wide array of public programs over the three years covered by this report. Lectures, workshops, films, music and dance performances, and roundtable conversations explored cultural issues as well as cutting-edge science. Increasingly, the Department's public programming, as well as its programs for teachers and school groups,

is designed to support and supplement the Museum's permanent and temporary exhibitions.

In conjunction with the *Genomic Revolution* exhibition, for example, the Department created a full year of programs and activities exploring the complex implications of genomics and spotlighting the Museum's research in the field. Highlights included a well-attended series of adult-level, hands-on workshops that gave participants a chance to isolate and sequence their own DNA.

An eclectic array of events held in conjunction with the *Einstein* exhibition included everything from "Howard Gardner on Genius," a lecture by psychologist and educator Howard Gardner, to the "Cosmic Cabaret," a family-oriented, multimedia vaudeville act that explored the principles of quantum theory, time travel, and cosmology through songs and sleight-of-hand.

Insights into the many facets of Hinduism were afforded by lectures held in association with the exhibition *Meeting God: Elements of Hindu Devotion*. A broader look at Indian and Indian-American spiritual diversity was offered via two full days of events organized in partnership with the Association of Indians in America (AIA). The events took place at the Museum as well as at the AIA's annual Deepavali Festival at the South Street Seaport, where music and dance performances, demonstrations of traditional crafts, and other activities celebrated Indian culture.

A similarly compelling array of public programs accompanied *Vietnam: Journeys of Body, Mind & Spirit*, as well as other exhibitions held during the period covered by this report. The Department also offered a wealth of programs not directly connected with exhibitions.

Expanding on the cultural programming exemplified by its popular Kwanzaa and Black History Month offerings, the Department created Living in America, an annual, month-long series of lectures, films, and other events focusing on the various ethnic communities of New York City. In its January 2002 debut, Living in America explored the city's Arab, South Asian, and Muslim communities; in January 2003, the spotlight was on the Mexican-American experience.

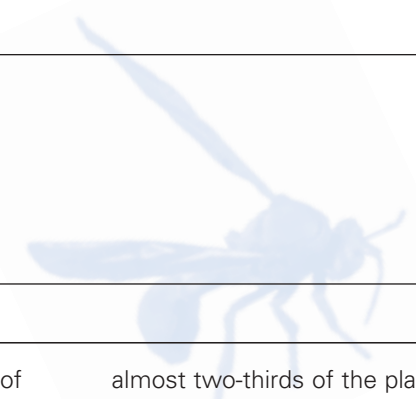
The annual Margaret Mead Film & Video Festival, founded by the Museum in 1977 to promote cross-cultural understanding through cinema, celebrated its 25th anniversary in 2001. Each fall, the festival provides a showcase for outstanding documentaries from around the globe. A traveling version of the festival brings many of those documentaries to audiences beyond the Museum walls, circulating to nearly 20 venues including universities, film centers, and libraries.

### Reaching for the Stars

The Department of Education also plays a prominent role in the production arm of the Museum's renowned Rose Center for Earth and Space. In February 2002, the Museum premiered its second original, full-dome Space Show, *The Search for Life: Are We Alone?* Narrated by actor Harrison Ford, this groundbreaking, award-winning work uses a wealth of scientific data and simulations to create a stunning, immersive journey that takes audiences from the bottom of the ocean to the outer reaches of the universe. Unprecedented in its scope, *The Search for Life* represents a far-reaching collaboration between leading astrophysicists; visualization experts at the nation's foremost supercomputing centers; writers; composers; and the scientists, artists, and technicians of the Museum's own production group. Since the spring of 2002, the Rose Center production group has been finding innovative ways of bringing its full-dome content to audiences beyond the Museum's walls. Plans are underway to distribute the Space Shows to other planetariums nationally and internationally.

The Department of Education owes a great deal of thanks to its many partners and generous donors. Without their support, the Department could not provide such breadth and depth of programming.

# Exhibition



In developing exhibitions, the American Museum of Natural History is guided by the need to address scientific and cultural issues relevant to the interests and concerns of its visitors in ways that are educational, engaging, and immersive. In fiscal years 2001, 2002, and 2003 the Museum met this need by increasing the range and variety of creative approaches while incorporating the newest technology. The exhibition program included a range of special temporary exhibitions reflecting the scope and breadth of the Museum's scientific work, as well as the major renovation of one of the Museum's iconic permanent halls, the Milstein Hall of Ocean Life. Unless otherwise indicated, all exhibitions were developed, designed, and fabricated by the Museum's Department of Exhibition under the direction of David Harvey, Vice President for Exhibition.

### Permanent Exhibitions

The IRMA AND PAUL MILSTEIN FAMILY HALL OF OCEAN LIFE, one of New York's best-known grand spaces and home to the celebrated 94-foot-long model of a blue whale, reopened to the public on Saturday, May 17, 2003. The hall's classic lines and visually arresting elegance were restored and reinvigorated with cutting-edge exhibition technology and the latest scientific research on the mysteries of our vast planet's ocean depths, of which only 5 percent has been explored. The 29,000-square-foot hall has been transformed into a fully immersive marine environment with high-definition video projections, interactive computer stations, hands-on models, 14 renovated classic dioramas, and eight new ocean ecosystem displays that transport visitors from the rainbow-hued profusion of life in the Indo-Pacific coral reefs to the flickering bioluminescence of fishes in the eerie darkness of the deep sea.

The monumental model of a blue whale, one of the most beloved icons in New York City, resculpted and repainted to more accurately reflect the look of blue whales at sea, serves as ambassador to the open ocean—the largest habitable space on Earth, covering

almost two-thirds of the planet. The hall's original skylights have been retrofitted with a shimmering blue light effect, which, combined with an undersea soundscape, creates the illusion of the whale floating in a "virtual ocean." The hall is now home to models of more than 750 sea creatures, 80 percent (or about 600) of which are newly fabricated models.

Fourteen classic dioramas on the lower level were renovated or restored. They include the popular depictions of elephant seals on Mexico's Guadalupe Island; a pod of leaping dolphins off the coast of California, now joined by a school of tuna and several seabirds; and northern sea lions in Alaska's Pribiloff Islands. All the dioramas were cleaned and enhanced with new lighting, new text reflecting the latest science, and in some cases, new background paintings and new models.

The two-story Andros Coral Reef diorama was completely overhauled. Located on the west end of the hall, this diorama, depicting the thriving sea life around the coral reef, was originally completed in 1935. After a thorough cleaning and the installation of new fiber optic lighting, the diorama's vibrant original colors and detail are now revealed. A short video presentation features archival film footage from the Museum's 1920s expeditions to the Andros reef of The Bahamas, coupled with new video showing current research being conducted by Museum scientists in the same location. In addition, the mezzanine-level depiction of life above the Andros coral reef, hidden from public view for the last 30 years, was uncovered and restored, including the background painting of the Bahamian sea and sky by noted artist Francis Lee Jacques.

On the mezzanine level, two new "Tree of Life" wall displays flanking the main entrance to the hall highlight the extraordinary diversity of marine life. These displays expand upon the "Spectrum of Life" exhibit found in the adjoining Hall of Biodiversity. One of the new displays depicts a profusion of marine plant and invertebrate life; the other shows marine vertebrates including sharks, bony fishes, and lobefin fishes and their relatives—the

tetrapods (the limbed animals including birds and mammals). On each wall, an array of more than 80 models covers everything from microscopic marine plants (enlarged many times their normal size) to a blue shark and even a scuba diver. Interactive computer stations provide details about the lives and evolutionary kinship of these organisms.

Eight new ocean ecosystem displays on the mezzanine level, accompanied by high-definition video projections, have been created to showcase the extraordinary diversity of marine habitats. The eight new displays are: Coral Reefs, Kelp Forests, Polar Seas, Mangrove Forests, Estuaries, Continental Shelves, Deep Sea Floor, and Deep Sea. The displays are nestled within the newly restored arches and supportive piers on the mezzanine level, re-creating the hall's original architectural rhythm. Video screens mounted in the upper half of each arch feature high-definition images of each marine ecosystem, many shot expressly for the hall by award-winning underwater photographer Norbert Wu, from frigid Antarctic waters to the Great Barrier Reef along the coast of Australia to the dark abyss of the Pacific.

An exhibit highlighting the evolution of life in the ancient oceans features three of the Museum's luminous historical dioramas built in the 1960s using wax models to depict the diversity of ocean life in the Ordovician, Permian, and Cretaceous periods (from 450 to 70 million years ago). Also featured is a spectacular sea-floor slab from the late Jurassic Period, containing the fossilized remains of an ancient ancestor of modern horseshoe crabs and the tracks of the last journey it made before dying 150 million years ago.

The lead curator for the renovation of the Milstein Hall of Ocean Life was Melanie L. J. Stiassny, Axelrod Research Curator, Division of Vertebrate Zoology, working with an interdisciplinary team of co-curators including Mark Siddall, Associate Curator, Division of Invertebrate Zoology; Paula M. Mikkelsen, Assistant Curator, Division of Invertebrate Zoology; Neil H. Landman, Curator,

Division of Paleontology; and Robert S. Voss, Associate Curator, Division of Vertebrate Zoology.

The restoration of the Milstein Hall of Ocean Life was made possible by the generosity of Irma and Paul Milstein. The Museum gratefully acknowledges the critical role of the City of New York, the New York City Council, the Department of Cultural Affairs, and the Borough President of Manhattan in the realization of this project. Major support was provided by Edwin Thorne and from Swiss Re. Significant support was also provided by The Marc Haas Foundation, Ruth Unterberg, MetLife Foundation, and Mikimoto. Additional funding was provided by Jennifer Smith Huntley, Patricia Stryker Joseph, William H. Kearns Foundation, Denise R. Sobel and Norman K. Keller, Mrs. Frits Markus, Jane and James Moore, David Netto, Mrs. John Ungar, and the Bristol-Myers Squibb Foundation, Inc. Funding of educational programs was provided by The Atlantic Philanthropies, The Bodman Foundation, and The Louis Calder Foundation.

The JUDY AND JOSH WESTON PAVILION opened to the public on February 3, 2001, on the Museum's Columbus Avenue side. Providing a dramatic, light-filled, airy new gateway, the Weston Pavilion is the Museum's first permanent Columbus Avenue entrance. The centerpiece of the Pavilion is a unique armillary sculpture, designed and constructed by the Museum's Department of Exhibition. Based on Renaissance armillaries depicting the rotation of the Earth and other planets around the sun, the sculpture consists of five brushed aluminum and stainless steel rings depicting the Museum's precise location in the galaxy on January 1, 2000, the turn of the millennium. In addition, a special exhibition of historical astronomical instruments from the Hayden Planetarium Astronomical Instrument Collection is on extended display in the Pavilion. Designed by Polshek Partnership Architects and built with support from Judy and Josh Weston, the Pavilion elegantly connects the Museum to its Upper West Side neighborhood.

### Special Exhibitions

*Vikings: The North Atlantic Saga*, on view from October 21, 2000, to January 21, 2001, in Gallery 4, examined the significance of recent archaeological finds and explored the creative and enterprising spirit that led the Vikings to North American shores more than 1,000 years ago. The exhibition celebrated the worldwide historical impact of these skilled explorers by bringing together for the first time more than 300 precious objects and images from nine countries.

One of the sections, "Taking the North Atlantic," described the wide reach of the Vikings as they explored the known world. The centerpiece of this section was a 40-foot scale model of a Viking boat constructed on-site at the Museum with the assistance of the Viking Ship Museum in Roskilde, Denmark.

*Vikings* was organized by the Smithsonian National Museum of Natural History. David Hurst Thomas curated the exhibition at the American Museum of Natural History. *Vikings: The North Atlantic Saga* was made possible through the generous support of the Nordic Council of Ministers and Volvo. Additional support came from the Husqvarna Viking Sewing Machines, the Barbro Osher Pro Succia Foundation, and Phillips Petroleum Company, Norway. The exhibition was presented in partnership with the White House Millennium Council.

On display in the Theodore Roosevelt Rotunda from October 7, 2000, to October 7, 2001, *Icarosaurus: Ancient Gliding Reptile* featured a one-of-a-kind fossil of a 200-million-year-old winged reptile believed to be the earliest known vertebrate capable of gliding through the air. The fossil of *Icarosaurus siefkeri* had been studied at the Museum since its discovery in 1960 until its removal by its owner in 1989. Dick Spight, who bought it from the owner at an auction, donated it to the Museum in September 2000, thus returning it to its longtime home.

The first dinosaur found with its entire body covering intact was on view from April 25 to October 7, 2001, in the Astor Turret. *New Evidence: A Feathered Dinosaur* featured a spectacular new discovery of a remarkably

preserved 130-million-year-old fossil dromaeosaur covered from head to tail with downy fluff and primitive feathers. The fossil, discovered by a team led by Ji Qiang of the Chinese Academy of Geological Sciences and Mark Norell, Chairman of the Museum's Division of Paleontology, provides the best evidence yet that animals developed feathers for warmth before they could fly. The specimen is the property of the National Geological Museum of China and was on loan to the American Museum of Natural History for study and this exhibition.

*The Genomic Revolution*, shown in Gallery 3 from May 26, 2001, to January 1, 2002, was the most comprehensive exhibition ever presented on the critically important and complex subject of genomics. The exhibition examined the extraordinary developments taking place in this key field and explored their impact on modern science and technology, natural history, biodiversity, and our everyday lives. It continued the Museum's long-standing tradition of educating the public about scientific breakthroughs—including health and environmental topics—enabling people to make informed decisions about issues crucial both to their own lives and to all life on planet Earth.

Through a range of cutting-edge exhibits that included hands-on models, interactive stations, videos, films, visitor polling stations, and artwork specially commissioned by the Museum, *The Genomic Revolution* brought an exceptionally compelling and multifaceted subject to life by immersing visitors in the many aspects of genomic research from a scientific and technological viewpoint as well as from a socioethical perspective. The exhibition included a hands-on working laboratory where Museum instructors were available to help visitors try out a variety of procedures including DNA extraction and sequencing.

*The Genomic Revolution* was curated by Rob DeSalle, Co-Director of the Museum's Molecular Systematics Laboratories and Curator in the Division of Invertebrate Zoology, and was supported by a grant from the Richard Lounsbery Foundation. Major funding was also provided by the Lila Wallace-Reader's Digest Endowment Fund.





The Museum's mission of interpreting human cultures was advanced when the exhibition *Meeting God: Elements of Hindu Devotion* opened on September 8, 2001. On view in Gallery 77 until March 31, 2002, this contemplative exhibition offered an intimate portrait of Hinduism's rituals, prayers, customs, and festivals in India. More than 75 stunning photographs taken in India over the past 22 years by noted cultural anthropologist Stephen P. Huyler depicted both private, home-based acts of devotion and Hindu community festivals. Featuring a life-size re-creation of a sanctuary built around a sacred Banyan tree and a series of wooden shrines from different parts of South Asia, the exhibition evoked the atmosphere of devotion in India. *Meeting God* was curated for the Museum by Laurel Kendall, Curator for Asian Ethnographic Collections in the Division of Anthropology.

Accompanying *Meeting God* was *Portraits of Worship: Personal Shrines of Hindus, Sikhs, and Jains in and around New York*, an exhibition of 15 color photographs depicting home and office shrines of South Asians in the New York metropolitan area. The images were taken by photojournalist Steve McCurry, who has won many of photojournalism's highest awards. The exhibition was sponsored anonymously.

*Pearls*, presented October 13, 2001, through April 14, 2002, in Gallery 4, was a spectacular exhibition weaving science, art, literature, history, and stunning jewelry into the story of pearl-forming mollusks, part of one of the most diverse animal phyla on Earth. As part of a larger effort to advance New York City's recovery from the tragic events of September 11, 2001, *Pearls* was dedicated to deepened cultural understanding and peaceful coexistence.

With over 800 objects and almost 500,000 individual pearls, the exhibition brought together many historically and culturally significant objects on loan from public and private collections around the world to illustrate the great variety of mollusks and the pearls they produce.

Magnificent objects that exemplified the historical associations of pearls with tradition, royalty, glamour,

and religion included a 19th-century Nepalese royal turban designed with pearls and other precious gems and a classic cultured pearl necklace bought as a gift by Joe DiMaggio for Marilyn Monroe.

The science of mollusks and their pearls was brought vividly and engagingly to life with interactive displays: one allowed visitors to examine the layered structure of a pearl in more detail to learn about the unique physical, chemical, and optical properties of pearls; an evolutionary tree traced the relationships among groups of mollusks and incorporated actual shell specimens and the pearls they produce; and high-resolution videos showed living mollusks in their natural habitats.

*Pearls* was organized by the American Museum of Natural History in collaboration with The Field Museum, Chicago, and was made possible through the generous support of Tasaki Shinju. The lead curator for the exhibition was Neil H. Landman, Curator, Division of Paleontology, American Museum of Natural History. Co-curators were Paula M. Mikkelsen, Assistant Curator, Division of Invertebrate Zoology, American Museum of Natural History; and Rüdiger Bieler, Chair and Associate Curator, Department of Zoology, and Bennet Bronson, Curator, Department of Anthropology, both of The Field Museum.

*Baseball As America's "season"* ran from March 16 to August 18, 2002, in Gallery 3. Organized by the National Baseball Hall of Fame and Museum and culled from its collections, it was the first time that these Hall of Fame treasures had left their home in Cooperstown, New York.

Through the consideration of a broad range of themes, including immigration, nationalism, integration, technology, and popular culture, *Baseball As America* explored the changing roles baseball has played in American culture and history, examined its unique position in our national life, and revealed how the development of American culture owes so much to this 19th-century game, which affects everything from our language and literature to movies, mass communication, and diet.

The exhibition included approximately 500 artifacts, ranging from uniforms and equipment, books and films, and

artwork and recordings to historic documents, advertising, and ephemera. Among the highlights of the exhibition were Jackie Robinson's 1956 Brooklyn Dodgers jersey; record-setting bats from the Mark McGwire–Sammy Sosa home run chase of 1998; "Shoeless" Joe Jackson's shoes; and the most valuable baseball card in the world, the T206 Honus Wagner.

The exhibition was organized by a curatorial team from the National Baseball Hall of Fame and Museum, headed by Lead Curator Kristen Mueller, with John Odell, Mary Wiedeman Quinn, Erik Strohl, Tom Shieber, and Kathleen Gallagher, under the direction of Ted Spencer, Vice President and Chief Curator; William Haase, Senior Vice President; and Dale Petroskey, President. The exhibition was designed by Gallagher and Associates of Washington, D.C. Curatorial input for the American Museum of Natural History was provided by Robert Carneiro, Curator in the Museum's Division of Anthropology. The national tour of *Baseball As America* was sponsored by Ernst & Young.

*Einstein*, at the Museum from November 15, 2002, to August 10, 2003, was an unprecedented exhibition that brought together original manuscripts and personal treasures never before seen by the general public with cutting-edge interactive exhibits that animated Albert Einstein's most revolutionary theories. Visitors were introduced to a fresh perspective on Einstein (1879–1955), an extraordinary genius whose achievements were so substantial and groundbreaking that all our lives have been affected by his ideas.

The exhibition featured Einstein's scientific manuscripts—including original pages from the 1916 manuscript of the General Theory of Relativity on public display for the first time in the United States—original letters, other documents, and personal effects from the Albert Einstein Archives at The Hebrew University, many of which have neither traveled outside of Israel since the Archive was assembled nor been exhibited to the public. Several original handwritten pages from a 1912 manuscript of Einstein's Special Theory of Relativity on loan from the

Israel Museum in Jerusalem were also on museum display in the United States for the first time. The exhibition explored the legacy of Einstein, not only as a scientific genius who reconfigured our concepts of space and time but also as a complex man actively engaged in the social and political issues of his era.

The exhibition also included a Learning Lab where visitors and school groups could experiment with many of the physics concepts presented throughout the exhibition. Videotaped interviews with some of today's leading physicists, including S. James Gates, Kip Thorne, Alan Lightman, and Vera Cooper Rubin revealed the lasting impact of Einstein as a role model for scientists all over the world.

*Einstein* was organized by the American Museum of Natural History, New York; The Hebrew University of Jerusalem; and the Skirball Cultural Center in Los Angeles. The curator for the exhibition was Michael M. Shara, Curator and Curator-in-Charge of Astrophysics in the Museum's Division of Physical Sciences; the Associate Curator was Ze'ev Rosenkranz, Bern Dibner Curator in the Albert Einstein Archives at The Hebrew University of Jerusalem's Jewish National and University Library. Saul Teukolsky, Professor of Physics at Cornell University, was the consulting scientist for the exhibition. *Einstein* was made possible through the generous support of Jack and Susan Rudin and the Skirball Foundation, and of the Corporate Tour Sponsor, TIAA-CREF.

*The First Europeans: Treasures from the Hills of Atapuerca*, an unparalleled exhibition of exquisitely preserved ancient hominid and animal fossils, was on view from January 11 through April 13, 2003. Rare specimens, some dating as far back as one million years, and stone tools found at two neighboring sites in the Atapuerca Hills in Castilla y León in northern Spain were on display, many for the first time outside Spain. The exhibition featured more than 90 fossils and artifacts from archaeological excavations at Gran Dolina and Sima de los Huesos ("Pit of the Bones"), two remarkable sites that provide a window into the lives and behaviors of the earliest humans to live



in western Europe, helping to elucidate the fascinating and complex story of human evolution. Among the highlights in the exhibition was a handsome quartzite hand axe—mysteriously, the only tool found at Sima de los Huesos—on public display for the first time.

*The First Europeans* exhibited some of the most beautifully preserved hominid fossils found anywhere. The Gran Dolina site reveals a place occupied by a group of ancient hominids: an 800,000-year-old species named *Homo antecessor* previously unknown to science. At this site scientists discovered tools and fossilized bones of butchered animals as well as possible evidence of human cannibalism. The other site, Sima de los Huesos, is an intriguing and abundant accumulation of bones, both hominid and animal, that may have been intentionally created for reasons that remain a mystery.

Casts and artifacts from the Museum's paleoanthropological collection were also on display in the exhibition to provide context for the Atapuerca discoveries, including a fully articulated skeleton of a Neanderthal, assembled by a team of researchers at the American Museum of Natural History from casts of bones discovered at various sites around Europe and western Asia.

*The First Europeans: Treasures from the Hills of Atapuerca* was co-organized by the American Museum of Natural History and Junta de Castilla y León. The exhibition was co-curated by Ian Tattersall, Curator, Division of Anthropology, American Museum of Natural History; Jose María Bermúdez de Castro, Professor of Investigations at the Museo Nacional de Ciencias Naturales in Madrid; Juan Luis Arsuaga, Professor of Paleontology at the Universidad Complutense in Madrid; and Eudald Carbonell, Professor of Prehistory at the Universitat Rovira i Virgili of Tarragona.

*Vietnam: Journeys of Body, Mind & Spirit*, March 15, 2003–March 7, 2004, was a groundbreaking exhibition that examined Vietnamese culture today, only a few decades after the War, and approximately 15 years after Vietnam began opening to the global market. Organized in collaboration with the Vietnam Museum of Ethnology (VME) in Hanoi, this landmark presentation focused on

a broad range of cultural beliefs and practices, reflecting Vietnam's diverse population of 54 ethnic groups. The exhibition featured an assemblage of nearly 400 exquisite ceremonial and everyday items produced and commonly used in Vietnam today. *Vietnam* took visitors through the many regions of this diverse country, from city to village to the upland communities of Vietnam's ethnic minorities, suggesting the complexity of modern Vietnamese life as seen in the synthesis of traditional and contemporary influences. The exhibition, jointly curated by Nguyen Van Huy, Director, Vietnam Museum of Ethnology, and Laurel Kendall, Curator, Division of Anthropology, American Museum of Natural History, revealed culture as a dynamic process that responds to changes and incorporates new ideas and trends.

*Vietnam: Journeys of Body, Mind & Spirit* featured a broad range of artifacts drawn primarily from the collections of the Vietnam Museum of Ethnology, including handmade textiles, masks, ceramics, wooden sculptures, lacquer festival pieces, and a variety of lanterns, toys, and votive objects imaginatively fashioned out of paper and bamboo, including stylish clothing and a full-size bicycle. The exhibition also featured a wide selection of compelling photography and video footage of daily life in Vietnam, some of which was shot by VME staff members in the communities where they conduct field research, sometimes among their own families.

Organized by the American Museum of Natural History, New York, and the Vietnam Museum of Ethnology, Hanoi. This exhibition and related programs were made possible by the philanthropic leadership of the Freeman Foundation. Additional generous funding was provided by the Ford Foundation for the collaboration between the American Museum of Natural History and the Vietnam Museum of Ethnology. A planning grant was provided by the National Endowment for the Humanities. The exhibition was also supported by the Asian Cultural Council and the Albert Kunstadter Family Foundation.

*Chocolate*, a fascinating exhibition focusing on the story of chocolate, was presented at the Museum from

June 14 to September 7, 2003. Exploring the legends, history, ecology, economics, and enduring allure of chocolate, this exhibition traced the long history of this delectable phenomenon, beginning more than two thousand years ago in the tropical rain forests of Central and South America where cacao trees, the seeds of which are made into chocolate, first grew. Examining the plant and its products, history, and culture through the lenses of botany and ecology, anthropology and economics, conservation and popular culture, the exhibition featured more than 200 objects, including pre-Columbian ceramics and ritual objects, European silver and porcelain chocolate services, 19th- and 20th-century cocoa tins and advertisements, holiday and festival candy molds, botanical specimens, and agricultural tools.

The exhibition also examined the cacao tree itself, its lowland rain forest ecology, and how it is grown today. The relatively small cacao tree—no more than 30 feet high—grows only within 20° latitude of the equator, in the rain forest under the shade of larger canopy trees. Originating in the New World, it has been transplanted to West Africa, Indonesia, and other tropical lands, where it must be tended carefully. Sustainable cacao growing, environmental protections, and supporting the genetic diversity of wild cacao are increasingly important today, for both economic and botanical reasons.

*Chocolate* and its national tour were developed by The Field Museum, Chicago. This project was supported, in part, by the National Science Foundation. Charles S. Spencer, Chairman and Curator, Division of Anthropology, was the advisor for the *Chocolate* installation at the Museum.

*Remains of a Rainbow: Rare Plants and Animals of Hawaii*, an exhibition of approximately 100 color and black-and-white images taken over the past 13 years by photographers David Liittschwager and Susan Middleton, was on view in the Museum's IMAX® Gallery from December 7, 2002, to March 2, 2003. These intimate portraits of endangered flora and fauna in Hawaii invited viewers to look at the specimens closely

and to appreciate their extraordinary elegance. Species depicted ranged from the wolf spider, the Koa bug, and the crested honeycreeper to the green-flowered abutilon, the Kōlea, the nightshade, and the angel wing fern. Joel Cracraft, Curator and Curator-in-Charge of Ornithology in the Division of Vertebrate Zoology, American Museum of Natural History, curated the exhibition at the Museum. *Remains of a Rainbow* was organized by Umbrage Editions, New York, in association with Environmental Defense.

From September 10, 2002, to January 23, 2003, a flag recovered by the New York City Police Department from the debris at the World Trade Center site was on special display at the Museum, courtesy of the City of New York. As part of NASA's Flags for Heroes and Families campaign, the rescued flag had been flown into space in December 2001 on board the Space Shuttle *Endeavour*. On day five of their mission to the International Space Station, STS-108 Commander Dominic L. Gorie and the *Endeavour* team gathered high above Earth in the Station's laboratory to display the flag and honor the victims, families, survivors, and rescue workers of the 9/11 attacks.

Upon its return to Earth, the flag was brought back home to New York City. On June 14, 2002—Flag Day—Commander Gorie, ISS Expedition Three Commander Frank Culbertson, and NASA Administrator Sean O'Keefe gathered in the American Museum of Natural History's Rose Center for Earth and Space to present the flag to Mayor Michael R. Bloomberg in recognition of the heroic efforts of the New York City Police Department, the New York City Fire Department, and the Port Authority of New York and New Jersey.

The perennial *Butterfly Conservatory: Tropical Butterflies Alive in Winter* has become a popular annual tradition with Museum visitors. It ran from October 7, 2000, to May 28, 2001; from October 6, 2001, to May 27, 2002; and from October 5, 2002, to May 26, 2003. The exhibition features a vivarium habitat for up to 500 live butterflies which visitors walk through. *The Butterfly*

*Conservatory* has been made possible by a generous annual gift from Bernard and Anne Spitzer and, in 2002–2003, by a grant from Con Edison.

#### Other Exhibitions

As in years past, the continuing generous support of the Arthur Ross Foundation enabled the Museum to offer a rich and diverse program of photography exhibitions in the Akeley Gallery.

*Iceland, Land of the Vikings*, October 18, 2000, through April 8, 2001, displayed large-format images of Iceland's natural environment by Icelandic landscape photographer Páll Stefánsson, accompanied by passages from ancient Viking texts. Designed to complement *Vikings: The North Atlantic Saga*, the exhibition was designed and organized by the Department of Exhibition in collaboration with Iceland Naturally and the Consulate General of Iceland in New York.

*Ancient Microworlds: The Beauty of Fossils*, April 28 through September 9, 2001, showcased photographs by Giraud Foster and Norman Barker of carefully selected fossils. Greatly magnified, the photographs depicted their subjects as scientifically important and strikingly beautiful, even reminiscent of abstract art.

*A World of Families*, November 3, 2001, through November 17, 2002, celebrated the centennial of Margaret Mead's birth and her impact on the field of anthropology with photographs from her 1965 book *Family*, taken by Mead collaborator Ken Heyman. This exhibition was curated by Enid Schildkrout, Curator in the Division of Anthropology.

*Under Antarctic Ice*, an exhibition of approximately 30 large-format color photographs by Norbert Wu, one of the world's leading underwater photographers, was at the Museum from November 29, 2002, through March 2, 2003. The exhibition featured extraordinarily beautiful photographs of a wide array of mammals, fish, and plants, photographed in the freezing Antarctic waters. Melanie L. J. Stiassny, Axelrod Research Curator in the Museum's Division of Vertebrate Zoology, curated the

installation of *Under Antarctic Ice* at the Museum. The exhibition was developed by Norbert Wu Productions ([www.norbertwu.com](http://www.norbertwu.com)) and produced by the Pacific Grove Museum of Natural History.

*Discovering Vietnam's Biodiversity*, March 15 through September 28, 2003, was an exhibition of 35 large-format color photographs focusing on Vietnam's extraordinary biodiversity. The exhibition took visitors on a tour through the country's biological diversity, exploring the causes of its uniqueness and importance, and examining current threats. The exhibition featured photographs, taken by Museum scientists and others, of a wide range of plant and animal life, including newly described species such as the giant muntjak, a large land mammal; and species thought to have gone extinct, such as the Tonkin snub-nosed monkey. Curated by Eleanor J. Sterling, Director, and Martha M. Hurley, Research Scientist, both of the Museum's Center for Biodiversity and Conservation, *Discovering Vietnam's Biodiversity* was presented in conjunction with the *Vietnam: Journeys of Body, Mind & Spirit* exhibition. Additional support for this exhibition was provided by the National Science Foundation.

The Arthur Ross Foundation also supported the Museum's annual holiday Origami Tree.

#### Traveling Exhibitions

*The Endurance: Shackleton's Legendary Antarctic Expedition* appeared at Chicago's Field Museum; Houston's Museum of Natural Science; Seattle's Burke Museum of Natural History and Culture; Cincinnati Museum Center; the Natural History Museum of Los Angeles County; Discovery Center of Springfield, Springfield, MO; Maryland Science Center, Baltimore; Fernbank Museum, Atlanta; and the San Diego Natural History Museum.

*Drawing Shadows to Stone: Photographing the North Pacific Peoples, 1897–1902*, traveled to eight museums in Siberia and the Russian Far East beginning in February 2002.

*The Nature of Diamonds* traveled to the Tokyo Museum of Science, Quebec's Museum of Civilization, and the Midland Center for the Arts in Midland, Michigan.

The Viking ship that was specially built for the American Museum of Natural History's showing of *Vikings: The North Atlantic Saga* traveled with the exhibition to the Denver Museum of Nature and Science and the Houston Museum of Natural Science and finally was donated by the Museum to the Runestone Museum in Alexandria, Virginia.

*Epidemic! The World of Infectious Disease* journeyed to the San Diego Natural History Museum and the Milwaukee Public Museum. A group of displays from this exhibition was subsequently sold to the Maryland Science Center for permanent installation there.

*The Genomic Revolution* was shown at the North Carolina State Museum of Natural Sciences from April to September 2002.

*Pearls* was at The Field Museum in Chicago from June 28, 2002, through January 5, 2003, and at the Fernbank Museum in Atlanta from March 25 through July 13, 2003.

#### Awards and Honors

The Department of Exhibition received a number of major awards and honors for its exhibitions.

*Fighting Dinosaurs: New Discoveries from Mongolia* Merit Award, Art Directors Club of New York Crystal Award of Excellence in Creativity/Special Effects/Animation, Communicator Awards 2001 Award of Distinction in Educational Institutions/Museum, Communicator Awards 2001, for the "Understanding the Past" exhibit

#### Holiday Dinosaurs

Second Place, 32nd Annual Environmental Improvement Awards Program, sponsored by the Associated Landscape Contractors of America

#### The Genomic Revolution

Accepted into the Environmental Graphics category of Communication Arts 2001, Graphic Design Annual Certificate of Excellence for Environmental Design, American Institute of Graphic Arts Annual Design Competition 2002  
Bronze Award, The American Association of Museums MUSE Awards 2002, for the "Mutation Station" exhibit  
Certificate of Excellence for Experience Design, American Institute of Graphic Arts Annual Design Competition 2002, for the "Evolutionary Continuity" interactive exhibit

#### Pearls

2002 Design Honor Award, Society for Environmental Graphic Design  
Honorable Mention in Creativity/Special Effects/Animation, Communicator Awards 2001, for the "Pearl Formation" animation  
Third-Place Certificate for Creative Excellence in Visitor Center Presentations, Museums, Theme Parks, Plant Tour Presentations, World's Fairs, etc., U.S. International Film and Video Festival, 35th Annual Awards Competition, 2002, for the "Pearl Formation" animation

*Einstein*

2003 Honorable Mention in the *ID* magazine 2003 Annual Design Review, and featured in the August (2003) issue of *ID* magazine

2003 Merit Award for Environmental Design from the Art Directors Club and featured in the Art Directors Annual No. 82 published in January 2004

2003 Merit Award, Society for Environmental Graphic Design 2003 Annual Design Awards Program

[The Rose Center](#), through its design partners, received awards from:

International Association of Lighting Designers

Society for Environmental Graphic Design

Art Directors Club of New York

Industrial Designers Society of America



# Highlights

## 2000 EVENTS

### **Vikings: The North Atlantic Saga Opening Reception**

October 19, 2000

The Museum celebrated the 1,000-year anniversary of the Vikings' arrival in North America in royal style. Honored guests included Their Majesties King Carl XVI Gustaf and Queen Silvia of Sweden; His Excellency Olafur Ragnar Grimsson, President of the Republic of Iceland; Her Royal Highness Princess Martha Louise of Norway; and Kimmo Sasi, Minister of Foreign Trade of Finland.

### **Seventh Annual Family Party**

October 25, 2000

The Museum was host to nearly 1,500 parents and children, ages 3 to 12, at the Annual Family Party. This joyful evening was made possible by cochairmen Lucy Danziger, Robert DeNiro, Ann Colin Herbst, Betsy Lack, Perri Peltz, and Jane Rosenthal.

### **Patrons Circle Luncheon**

November 2, 2000

Three hundred members of the Patrons Circle attended a luncheon and lecture on *The Genomic Revolution* given by Rob DeSalle, curator of the exhibition and Curator in the Division of Invertebrate Zoology.

## Museum Ball 2000

November 27, 2000

Over 600 guests attended the glittering Celestial Ball. This year's chairmen were Trustee Tom Brokaw and his wife, Meredith; Harrison Ford and Melissa Mathison Ford; Nicholas Forstmann; and Trustee Ted Roosevelt and his wife, Connie.

### **Patrons Circle Holiday Festival**

December 11, 2000

The annual Patrons Circle Holiday Festival was attended by more than 350 guests. Families enjoyed visiting *The Butterfly Conservatory* and decorating cookies, while the always-popular Wacky Wendy Hat Factory created customized hats for all.

### **Junior Council Viking Social**

December 6, 2000

More than 400 Junior Council members and guests attended the annual Junior Council Social, where they enjoyed cocktails, dancing, and a viewing of the *Vikings* exhibition.

### **A Tribute to Anne Sidamon-Eristoff**

December 18, 2000

Trustees, donors, friends, and family celebrated and saluted Anne Sidamon-Eristoff upon her retirement as Chairman of the Museum's Board of Trustees for her invaluable service to the Museum.

## 2001 EVENTS

### **Weston Pavilion Opening Reception**

January 27, 2001

The Museum held a special cocktail reception and viewing of the new permanent exhibition of historical astronomical instruments from the Hayden Planetarium Collection to thank Mr. and Mrs. Josh Weston for their generous gift, in honor of which the Museum named the new Judy and Josh Weston Pavilion.

### **The Winter Dance Celebrates the Wonders of the Far East**

March 28, 2001

More than 600 guests attended this exotic dinner dance, which was chaired by Bonnie Fuller, Editor-in-Chief of *Glamour* magazine, and Kyra Sedgwick.

### **Eleventh Annual Environmental Lecture and Luncheon**

April 18, 2001

Charles Osgood, anchor of *CBS News Sunday Morning*, spoke "Of Frogs and Trees and Things I Like" at the Eleventh Annual Environmental Lecture and Luncheon. Chaired by Trustee Connie Spahn, the event raised \$200,000.

### **Ninth Annual Corporate Dinner**

May 10, 2001

The Museum honored Robert Pittman, Chief Operating Officer of AOL Time Warner, at the Ninth



Annual Corporate Dinner. Chairs were Richard I. Beattie, Chairman of the Executive Committee, Simpson Thacher & Bartlett; Michael A. Carpenter, Chairman and Chief Executive Officer of Salomon Smith Barney; Stephen M. Case, Chairman of AOL Time Warner; Robert D. Joffe, Presiding Partner of Cravath, Swaine & Moore; and Thomas Middelhoff, Chairman and Chief Executive of Bertelsmann AG. Over 400 guests attended the event, which raised more than \$1.9 million.

#### **The Genomic Revolution Opening Reception**

May 23, 2001  
Over 500 guests celebrated the opening of the first comprehensive exhibition to address the emerging field of genomics.

#### **Annual Natural History Society Celebration**

June 7, 2001  
The Natural History Society, which honors donors who have included the Museum in their estate plans, held its annual event, which featured a guided tour of *The Genomic Revolution* led by Rob DeSalle, the exhibition's curator and Curator in the Division of Invertebrate Zoology.

#### **Meeting God Opening Reception**

September 6, 2001  
The Museum presented a festive evening to celebrate the opening of

*Meeting God: Elements of Hindu Devotion*. Over 400 guests enjoyed the exquisite exhibition along with traditional Indian dance and musical performances, Indian food, and henna painting.

#### **Pearls Opening Reception**

October 10, 2001  
More than 1,600 guests, many adorned with pearls, enjoyed an evening of sushi, Pearl vodka cocktails, and a viewing of the stunning exhibition *Pearls*. Shunsaku Tasaki, president of Tasaki Shinju, the exhibition's sponsor, was the evening's guest of honor.

#### **Eighth Annual Family Party**

October 24, 2001  
Nearly 2,000 parents and children ages 3 to 12 attended the Family Party, which raised \$300,000. The event's great success was thanks to the chairmen, Katie Couric, Betsy Lack, Judy McGrath, Nicole Miller, Perri Peltz, and Jessica Seinfeld.

#### **President's Luncheon for Pearls**

November 1, 2001  
President Ellen V. Futter and cohost Jane Pauley were joined by 100 friends for a luncheon and private viewing of *Pearls*.

#### **The Museum Ball Celebrates Pearls**

November 15, 2001  
An elegant black-tie evening honoring Trustee Dorothy Cullman and her

husband Lewis was the most successful Museum Ball to date, raising over \$1.2 million. The event chairmen were Trustee Jack Rudin and his wife, Susan; Trustee Melinda Blinken and her husband, Alan; Annette and Oscar de la Renta; Mr. and Mrs. Michael Kowalski; and Sir Howard Stringer and Jennifer Patterson. Norma Hess was the Trustee chairman. The evening was partially underwritten by Tiffany & Co.

### **2002 EVENTS**

#### **Opening Reception for *The Search for Life: Are We Alone?***

February 28, 2002  
The Museum celebrated the premiere of its new Space Show with a reception for more than 500 donors, Trustees, friends, and guests of the show's collaborator, NASA, and its sponsor, Swiss Re.

#### **Baseball As America Opening Reception**

March 12, 2002  
Pitching machines, baseball memorabilia, and, of course, hot dogs were all part of the festivities during the opening reception for *Baseball As America*. Guests of honor included representatives from the National Baseball Hall of Fame and Museum, co-organizer of the exhibition; Hall of Fame honorees; and guests of Ernst & Young, the sponsor of the exhibition's national tour and partial underwriter of the evening.

#### **The Winter Dance Celebrates Baseball**

April 3, 2002  
Chairmen of this annual event were Ariel Flores, Claire Bernard, Dylan Lauren, and Lisa Ling, cohost of *The View*. Support for the evening was provided by *Sports Illustrated*.

#### **Tenth Annual Corporate Dinner**

May 2, 2002  
The Museum honored Sumner Redstone, Chairman and CEO of Viacom, at the Tenth Annual Corporate Dinner. Dinner chairs were Trustee Alan C. Greenberg, Chairman of the Executive Committee, Bear Stearns & Co., and Ivan Seidenberg, President and CEO of Verizon Communications. Three hundred fifty guests viewed *Baseball As America* and enjoyed dinner in the Rose Center. The event raised more than \$1.4 million.

#### **Twelfth Annual Environmental Lecture and Luncheon**

May 14, 2002  
Nane Annan, wife of Kofi Annan, Secretary-General of the United Nations, spoke on behalf of her husband when a last-minute trip made him unavailable to attend the event. The lecture was held in the newly renovated Samuel J. and Ethel LeFrak Theater, and was followed by lunch in the Roosevelt Rotunda. The event, which raised \$200,000, was cochaired by Mary Solomon and Connie Spahn, who has led the event for six years.

#### **The Museum Presents Ray Charles**

June 5, 2002  
Ray Charles performed at a special concert in the LeFrak Theater. Special guest Chevy Chase hosted the evening, which was attended by more than 500 guests. John and Jodie Eastman were Trustee hosts.

#### **Second Annual Isaac Asimov Memorial Panel Debate**

June 10, 2002  
Neil deGrasse Tyson, Frederick P. Rose Director of the Hayden Planetarium, moderated a lively debate on the possibility of life beyond Earth. The distinguished panel included Penelope Boston, microbiologist at Complex Systems Research, Inc.; Chris McKay, astrobiologist and planetary scientist at NASA Ames Research Center; Seth Shostak, senior astronomer with the SETI Institute; Frank Tipler, physicist at Tulane University; and Peter Ward, geologist at the University of Washington.

#### **Ninth Annual Family Party**

October 23, 2002  
The Museum was host to nearly 2,500 parents and children, ages 3 to 12, at the Annual Family Party. This festive evening was made possible by cochairs Katie Couric, Judy McGrath, Nicole Miller, Cynthia Nixon, Perri Peltz, Jane Rosenthal, Jessica Seinfeld, and Eve Weinstein.

#### **Patrons Circle Luncheon**

November 7, 2002  
Held in the Powerhouse overlooking the magnificent Arthur Ross Terrace, the luncheon celebrated the Museum's *Einstein* exhibition. Dr. Michael Shara, Curator and Chair of the Museum's Department of Astrophysics, provided 360 Patrons with a fascinating perspective on the exhibition, which examined Einstein's extraordinary breakthroughs in quantum physics as well as his life as a cultural icon and politically active citizen.

#### **Einstein Opening Reception**

November 13, 2002  
Dr. Ruth Westheimer and Arnold Schwarzenegger were among the 1,200 guests who mixed and mingled while brushing up on their physics at the *Einstein* exhibition opening reception.

#### **The Museum Ball 2002**

November 21, 2002  
Over 500 guests attended the Museum Ball for dinner and dancing in the Cullman Hall of the Universe. This year's chairmen were Trustee Roland Betts and his wife, Lois; Trustee Roger Altman and his wife, Jurate Kazickas; Diane Sawyer and Mike Nichols; and Trustee Connie Spahn and her husband, Stephen. Adding to the evening's success was the event's first live auction, hosted by Diane Sawyer with auctioneer and Museum Trustee Boker

Doyle. The Ball raised more than \$1.1 million.

### 2003 EVENTS

#### ***The First Europeans: Treasures from the Hills of Atapuerca***

January 9, 2003

Juan Vicente Herrera, President of the Region of Castilla y León, and members of Junta de Castilla y León joined friends of the Museum for the opening of the exhibition *The First Europeans: Treasures from the Hills of Atapuerca*. Over 700 guests enjoyed regional tapas while getting a first look at this exquisite collection of ancient human fossils.

#### **“An Encounter with Genius” Dinner**

January 28, 2003

Mayor Michael R. Bloomberg joined a small group of Museum friends and donors for an intimate evening featuring a viewing of the *Einstein* exhibition and a special presentation by Alan Lightman, the author of *Einstein’s Dreams*.

#### **The Winter Dance Celebrates the Wonders of the Animal Kingdom**

March 6, 2003

More than 550 members of New York City’s young social set attended the 2003 Winter Dance, which followed a new format. The evening consisted of a dinner for 200 followed by dessert and dancing for 550. Cochairs were Claire

Bernard, Lauren Davis, Stephanie Ercklentz, Ariel Flores, Eleanor Lembo, Chris Lukas, Tinsley Mortimer, Laura Poretzky, Jacqueline Sackler, Marielle Safra, Eugenia Silva, and Ali Wise.

#### ***Vietnam: Journeys of Body, Mind & Spirit* Opening Reception**

March 12, 2003

More than 800 guests enjoyed traditional Vietnamese food and refreshments while celebrating the opening of the *Vietnam* exhibition.

#### **President’s Luncheon for Vietnam**

March 13, 2003

President Ellen V. Futter and cohost Kati Marton were joined by 125 Museum friends for a luncheon and preview of *Vietnam: Journeys of Body, Mind & Spirit*.

#### **Thirteenth Annual Environmental Lecture and Luncheon**

April 10, 2003

Pulitzer Prize-winning journalist Anna Quindlen moderated a panel discussion on “Food for Thought: Human Needs and a Sustainable Future,” with Museum Curator Melanie Stiassny, David Tilman, and Calvin Trillin at the Thirteenth Annual Environmental Lecture and Luncheon. Chaired by Trustee Connie Spahn and Mary Solomon, the event raised more than \$100,000.

#### **Third Annual Isaac Asimov Memorial Debate**

April 22, 2003

Neil deGrasse Tyson, Frederick P. Rose Director of the Hayden Planetarium, moderated a lively debate on the Big Bang. The distinguished panel included Alan Guth, Professor of Physics, MIT; James Peebles, Professor of Physics, Princeton University; Lee Smolin, Researcher, Perimeter Institute for Theoretical Physics; David Spergel, Professor of Astrophysics, Princeton University; and Paul Steinhardt, Professor of Physics, Princeton University.

#### **Milstein Hall of Ocean Life Opening**

May 12 and 14, 2003

On May 12, the Milstein Family, Board of Trustees, and close friends of the Museum shared an intimate black-tie dinner celebrating the reopening of the beautifully renovated Hall of Ocean Life. On May 14, nearly 1,500 guests attended the highly anticipated opening reception under our beloved 94-foot-long blue whale.

#### **Eleventh Annual Corporate Dinner**

June 3, 2003

The Museum honored Victor Ganzi, President and CEO of The Hearst Corporation, at the Eleventh Annual Corporate Dinner. Dinner chairs were Carole Black, President and CEO, Lifetime Entertainment Services; Cathleen P. Black,

President, Hearst Magazines; Michael D. Eisner, Chairman and CEO, The Walt Disney Company; Walter V. Shipley, Museum Trustee and Retired Chairman, The Chase Manhattan Corporation; and Jerry I. Speyer, President, Tishman Speyer Properties. Over 500 guests attended the event, which raised more than \$2.1 million.

#### **Chocolate Opening Reception**

June 12, 2003

The 2003 “10 Best Pastry Chefs in America,” as selected by *Chocolatier* and *Pastry Art & Design* magazines, shared their culinary artistry with over 600 guests at the opening reception for the *Chocolate* exhibition. In addition to the delectable desserts, lining the route to the exhibition were designer dresses made of chocolate, on loan from The Chocolate Show.

#### **AMNH/Asia Society Board Evening**

June 25, 2003

Trustees from the Museum and The Asia Society gathered for a reception to view *Vietnam: Journeys of Body, Mind & Spirit*.

#### **Junior Council Season**

September 2002–June 2003

The Junior Council season consisted of a private screening of the IMAX® film *Kilimanjaro*, exhibition viewings of *Einstein* and *Vietnam: Journeys of Body, Mind & Spirit*, and the opening reception for the Milstein Hall of Ocean Life.



# Report of the Treasurer

This report covers three fiscal years and two very different financial climates. During fiscal year 2001, the Museum's financial operating ambitions following the opening of the Rose Center were met or exceeded, as the Museum realized paid attendance levels well in excess of pre-Rose Center levels. In sharp contrast to fiscal year 2001, fiscal years 2002 and 2003 were two of the most challenging in recent history for the Museum. The ongoing effects of the slowing of the economy after 9/11, and the impact of 9/11 on tourism generally and in New York City specifically, resulted in a reduction in visitors to the Museum in both fiscal years 2002 and 2003. The sluggish economy also contributed to weakened investment markets, which further constrained the Museum during a difficult period.

Fortunately, the Museum continued to benefit from the strong support of Trustees as well as other individuals, foundations, corporations, and City, State, and Federal funding sources, and was able to stabilize its financial position by means of this continued support and a number of strategic and prudent fiscal actions.

## Unrestricted Operating Results

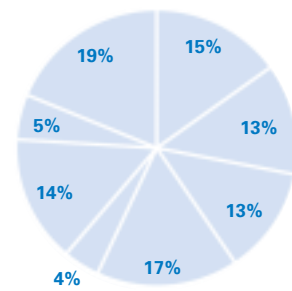
Fiscal year 2001 was a banner year for the Museum, as attendance continued at record levels following the opening of the Rose Center. Largely as a result of high attendance, the Museum finished fiscal year 2001 with net unrestricted operating revenues of \$2,280,893. As a result of the slowing of the economy and the impact of 9/11 on tourism in New York City, the Museum experienced a decline in annual visitor contributions and admissions of approximately \$6.5mm in both fiscal years 2002 and 2003, relative to fiscal year 2001, and a decline in annual auxiliary revenues of approximately \$7.0mm and \$6.4mm in fiscal years 2002 and 2003, relative to fiscal year 2001. While some decline in visitation from the peak of the Rose Center opening was expected, the loss was much greater as a consequence of 9/11's impact on tourism. Despite this decline in visitor-related revenues and difficult financial circumstances, the Museum was able to finish both fiscal years 2002 and 2003 with unrestricted operations essentially in balance, with a small increase of unrestricted operating funds of

\$150,532 in fiscal year 2003 and a small decrease of unrestricted operating funds in fiscal year 2002 of \$348,026. These results were accomplished primarily as a result of focused reductions to operating expenses and increased revenue from contributions and grants for operating purposes.

## Operating Revenue and Expenses Fiscal Year 2003

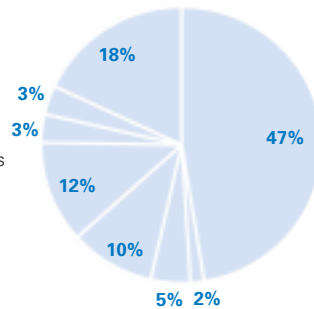
### Revenue

- 15% Endowment and Related Funds
- 13% Contributions Including Promises to Give\*
- 13% The City of New York
- 17% Visitor Contributions and Admissions
- 4% Membership
- 14% Auxiliary Activities
- 5% Miscellaneous Revenue and Other Fees
- 19% Net Assets Released from Restrictions



### Expenses

- 47% Scientific Research, Education, and Exhibition
- 2% Membership
- 5% Visitor Services
- 10% Cost of Goods Sold and Other Expenses of Auxiliary Activities
- 12% General and Administrative
- 3% Fund Raising
- 3% Communications
- 18% Guardianship, Maintenance, and Operating Costs



\*Net of contributions designated for capital projects

Operating support from the City of New York grew substantially in fiscal year 2001, matching the growth in the Museum's operating budget during the first full year of operations after the opening of the Rose Center. Following 9/11, in the face of a reduction in City operating revenues attributable to tourism and a dampening economy, the City of New York was forced to reduce its operating support of cultural institutions, including the Museum. Relative to fiscal year 2001, City operating support provided to the Museum declined by approximately 5 percent by fiscal year 2003, from \$16.5mm to \$15.7mm. Despite difficult

circumstances, however, the City continued to provide major support for Museum capital projects, as well as repair and maintenance projects, with funding totaling \$39.8mm during fiscal years 2001–2003.

Support for annual operations from the Museum's endowment, which is calculated by taking a 5 percent average of 12 quarterly market values ending the March 31 prior to the succeeding fiscal year, fluctuates according to market conditions. Over the three-year period, the endowment draw for operations grew from \$17.7mm in fiscal year 2000 to \$19.3mm in fiscal year 2001, but then declined to \$18.6mm in fiscal year 2003.

Unrestricted operating expenses, which had increased in fiscal year 2001 during the first full year of Museum operations after the opening of the Rose Center, decreased in fiscal year 2002 as the Museum made significant strategic cutbacks resulting from the Museum's changed economic circumstances after 9/11. In fiscal year 2003, unrestricted operating expenses increased primarily as a result of the application of one-time grant balances to science expenditures, as well as increases in employee benefit expenses, principally health care.

Despite the financial difficulties since 2001, the Museum was able to minimize the financial impact of a difficult environment on its three core mission areas: scientific research, education, and exhibition, and, in fact, funding for these core areas increased by approximately \$5.3mm annually.

## Capital Expenditures

With the completion of the Rose Center in 2000, the Museum ended a major decade-long phase of capital improvements. However, the Museum has continued to fund priority capital improvement projects to meet infrastructure and security needs, and, in circumstances where external funding has been identified and secured, continued to move ahead with selected major capital projects. During fiscal years 2001–2003, the Museum invested \$83.1mm million in the physical plant, with external funding utilized to refurbish the IMAX® theater, which was named in recognition of a gift from the LeFrak family; to renovate the Hall of Ocean Life, which was funded in part by the City of New York and named

in recognition of a major gift from the Milstein family; to create the Discovery Room with the support of the Edward John Noble Foundation; and to undertake other projects including collection area upgrades, improvements to the Museum's information technology network, and a planned new Genomics Laboratory.

With the completion of the Rose Center and a major phase of capital improvements to the Museum, the Museum's accounting recognition of depreciation expense has increased significantly. During fiscal years 2001–2003, the Museum recognized non-cash depreciation expense totaling \$79.1mm, almost equivalent to the value of the new improvements made to the physical plant during this time period of \$83.1mm. As a result, the value of the Museum's physical plant net of depreciation grew by \$4.0mm during the fiscal years 2001–2003.

## Debt

The Museum's physical improvement program beginning in the 1990s—including the renovation of the fossil halls; major capital improvements such as air-conditioning the public spaces and upgrades to electrical, fire, safety, and security infrastructure; as well as the Rose Center—was partially funded by debt. As of June 30, 2000, the amount of the Museum's debt was \$307.7 million. Since fiscal year 2001, the Museum has endeavored to reduce the amount of its debt and to avail itself of opportunities to refinance its debt when circumstances permit. During fiscal years 2001–2003, the Museum reduced the amount of its debt by \$20.6 million, to \$287.1mm.<sup>1</sup>

## Endowment Funds

Fiscal years 2001–2003 were challenging ones for all endowed institutions, as endowment returns suffered. Consequently, as of June 30, 2003, the market value of the Museum's endowment investments was \$361.5 million, versus \$472.4 million as of June 30, 2000. The total returns on the endowment for fiscal years 2001, 2002, and 2003 were –5.6%, –1.6%, and +1.8%, respectively.<sup>2</sup>

During this three-year period, the Museum broadened its investment allocation to reduce its exposure to public

equity markets. As a result, the Museum's investments in alternative assets, which include hedged (long/short) equity funds and other private partnerships specializing in strategies less correlated with equity markets, have grown.

The Museum's endowment funds are invested by leading investment managers in diversified equity and fixed income securities and are overseen by the Museum's Investment Committee. As of June 30, 2003, the endowment was invested as follows:

Marketable Domestic Equities	24.0%
Marketable Fixed Income	20.8%
Marketable International Equities	14.0%
Absolute Return/Hedge Funds	25.7%
Cash Equivalents	3.7%
Private Investment Partnerships	11.8%
Total	100.0%

### The Importance of Contributions and Grants

Since the Museum completed its fundraising campaign on June 30, 2000, the Museum has continued to benefit from the generosity of its private and public supporters despite a very difficult economic climate. During fiscal years 2001–2003, the Museum received a total of \$230.1 million in support of its operations, programs, capital improvements, and endowment—a major endorsement of the scientific importance and social impact of the Museum's work in science, education, and exhibition.



Charles H. Mott  
Treasurer

<sup>1</sup> Subsequent to the period covered by this report, the Museum refinanced \$163.5mm of its outstanding tax-exempt bonds resulting in approximately \$4mm annual savings in interest costs over the next eight fiscal years.

<sup>2</sup> Subsequent returns for fiscal year 2004 and the first six months of fiscal year 2005 were 16.4% and 7.5% respectively, bringing the market value of the endowment to \$431.3mm as of December 31, 2004.

# Financial Statements

<i>Condensed Summary of Consolidated Statements of Financial Position</i>	<b>June 30, 2003</b>	<b>June 30, 2002</b>	<b>June 30, 2001</b>
<b>Assets</b>			
Cash and other operating assets	\$ 30,953,774	\$ 34,055,572	\$ 37,372,134
Contributions and grants receivable	54,342,124	59,080,186	84,950,165
Long-term investments, at fair value	365,683,770	391,267,830	409,528,336
Plant and equipment, net	451,581,085	458,425,877	462,999,778
Collections*	0	0	0
<b>Total assets</b>	<b>\$ 902,560,753</b>	<b>\$ 942,829,465</b>	<b>\$ 994,850,413</b>
<b>Liabilities</b>			
Accounts payable and other liabilities	\$ 46,208,535	\$ 42,614,930	\$ 48,067,791
Bank borrowings	21,500,000	32,500,000	35,500,000
Loan from the Trust for Cultural Resources	265,569,079	267,941,079	270,203,080
<b>Total liabilities</b>	<b>\$ 333,277,614</b>	<b>\$ 343,056,009</b>	<b>\$ 353,770,871</b>
<b>Net assets</b>			
Unrestricted:			
Operations	\$ 26,804,685	\$ 16,958,113	\$ 13,010,580
Plant and equipment	117,626,926	112,163,871	132,994,376
Long-term investment	209,033,653	234,285,345	243,337,502
<b>Total unrestricted</b>	<b>353,465,264</b>	<b>363,407,329</b>	<b>389,342,458</b>
Temporarily restricted:			
Operations	27,079,244	28,015,972	34,902,003
Plant and equipment	9,121,761	23,335,062	23,711,464
Long-term investment	103,002,417	78,283,125	82,127,355
<b>Total temporarily restricted</b>	<b>139,203,422</b>	<b>129,634,159</b>	<b>140,740,822</b>
Permanently restricted:			
Long-term investment	76,614,453	106,731,968	110,996,262
<b>Total permanently restricted</b>	<b>76,614,453</b>	<b>106,731,968</b>	<b>110,996,262</b>
<b>Total net assets</b>	<b>\$ 569,283,139</b>	<b>\$ 599,773,456</b>	<b>\$ 641,079,542</b>
<b>Total liabilities and net assets</b>	<b>\$ 902,560,753</b>	<b>\$ 942,829,465</b>	<b>\$ 994,850,413</b>

\*In accordance with generally accepted accounting principles, no value is assigned to collections.

<i>Condensed Summary of Consolidated Statements of Activities</i>	<b>June 30, 2003</b>	<b>June 30, 2002</b>	<b>June 30, 2001</b>
<b>Unrestricted Operating Activity</b>			
<b>Revenue and support</b>			
Investment return designated for current operations	\$ 18,631,663	\$ 18,674,265	\$ 19,325,206
Contributions and grants	24,502,165	13,677,943	14,318,389
Operating support from The City of New York	15,743,086	14,767,447	16,497,001
Visitors' contributions and admissions	20,424,553	20,332,849	26,870,622
Membership fees	5,516,819	4,440,997	4,349,227
Auxiliary services	16,661,942	16,054,908	23,117,422
Miscellaneous fees and other revenue	6,604,767	7,011,280	4,173,804
Total unrestricted operating revenue and support before net assets released from restrictions	108,084,995	94,959,689	108,651,671
Net assets released from restrictions	23,434,607	28,079,677	25,670,403
<b>Total unrestricted operating revenue and support</b>	<b>\$ 131,519,602</b>	<b>\$ 123,039,366</b>	<b>\$ 134,322,074</b>
<b>Expenses</b>			
Scientific research	\$ 32,889,237	\$ 27,129,778	\$ 27,633,405
Education	14,798,609	16,160,863	14,794,170
Exhibitions	10,444,004	8,230,250	10,437,627
Membership	2,199,794	2,529,726	2,769,420
Visitor services	5,669,061	5,923,408	7,078,329
Cost of goods sold and other expenses of auxiliary activities	12,037,444	13,393,858	16,157,848
General and administrative	14,959,240	12,731,441	12,890,484
Fundraising	4,062,717	4,042,488	4,260,246
Communications	4,155,162	5,979,499	3,793,216
Guardianship, maintenance, and operating costs	22,053,802	21,866,081	23,377,046
<b>Total operating expenses</b>	<b>\$ 123,269,070</b>	<b>\$ 117,987,392</b>	<b>\$ 123,191,791</b>
Operating revenue and support over (under) expenses before designated contributions	8,250,532	5,051,974	11,130,283
Contributions designated for capital projects	(8,100,000)	(5,400,000)	(8,849,390)
<b>Operating revenue and support over (under) expenses</b>	<b>\$ 150,532</b>	<b>\$ (348,026)</b>	<b>\$ 2,280,893</b>

<i>Condensed Summary of Consolidated Statements of Activities (continued)</i>	<b>June 30, 2003</b>	<b>June 30, 2002</b>	<b>June 30, 2001</b>
<b>Unrestricted Nonoperating Activity</b>			
<b>Unrestricted revenue and support for plant</b>			
Miscellaneous income	\$ 86,181	\$ 35,959	\$ 0
Contributions and grants	1,321,020	729,426	2,140,139
Capital support from The City of New York	14,183,272	0	25,610,910
Net assets released from restrictions	15,125,758	2,226,447	11,810,554
Contributions designated for capital projects	8,100,000	5,400,000	8,849,390
<b>Total revenue and support</b>	<b>\$ 38,816,231</b>	<b>\$ 8,391,832</b>	<b>\$ 48,410,993</b>
<b>Plant expenses</b>			
Interest expense not capitalized	\$ 11,502,232	\$ 12,626,485	\$ 11,496,670
Realized and unrealized (gain) loss on swap	2,531,941	1,787,597	–
Depreciation and amortization	28,669,692	27,803,070	22,584,995
Plant expenses not capitalized	1,958,402	664,949	–
Other	–	–	2,907,670
<b>Total expense</b>	<b>\$ 44,662,267</b>	<b>\$ 42,882,101</b>	<b>\$ 36,989,335</b>
<b>Unrestricted Long-Term Investment Activity</b>			
Contributions and bequests	\$ 1,879,846	\$ 3,416,872	\$ 5,545,125
Investment return in excess of (less than) spending plan	(12,034,567)	(20,057,263)	27,939,203
Contributions re-designated by donor	(42,688)	3,285,199	–
Net assets released from restrictions	4,406,911	21,657,268	792,725
<b>Other</b>			
Write-off of prior period liability	–	–	–
Cumulative effect of change in accounting	0	0	(1,510,471)
Result of discontinued operations	1,543,937	601,090	807,959
<b>Total change in unrestricted net assets</b>	<b>\$ (9,942,065)</b>	<b>\$ (25,935,129)</b>	<b>\$ (8,601,314)</b>



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Our journey into the 21st century has been one of exciting growth and discovery and would not have been possible without the help of generous friends, Members, and donors. The American Museum of Natural History salutes and thanks the following individuals, corporations, foundations, and government agencies for their continued support during the three-year period from July 1, 2000, to June 30, 2003.

The extraordinary generosity demonstrated on the following pages, as well as the successful completion in 2000 of the *Campaign for the American Museum of Natural History: The Museum for the New Century* are testaments to the value placed on the Museum in our city and the world beyond. The Campaign surpassed its original goal, raising a total of \$502 million, and closed one year ahead of schedule. It supported the creation of the Rose Center for Earth and Space and the C. V. Starr Natural Science Building; the renovation of the Samuel J. and Ethel LeFrak Theater and the Milstein Hall of Ocean Life; and far too many other programs, exhibitions, and initiatives to name here. In the years that have followed the Campaign, we have begun to lay the groundwork for the Museum's future by beginning a quiet endowment fundraising effort that will take the institution through these times of unprecedented change and secure the Museum's ability to continue delighting, educating, and inspiring many generations to come.

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### Government Relations and Community Affairs

**Lisa J. Gugenheim**, B.A., Vice President for Government Relations and Community Affairs

**Merrily D. Sterns**, M.A., Director of Federal Programs

**Margaret Walton**, B.A., Director of City and Community Relations

**Elisabeth Werby**, J.D., Director of Special Projects

**Vera Giannaris**, B.A., Associate Director

**Justin Hajny**, B.B.A., Program Assistant

**Emily Summerhays**, M.A., Program Coordinator

### Human Resources

**Richard MacKewice**, B.A., Senior Director of Human Resources

**Claudine Barnes**, Benefits Supervisor

**Shannon Ford**, B.A., Human Resources Generalist

**Kala Harinarayanan**, B.S., Safety Coordinator

**Susan L. Kroll**, Human Resources Representative/Recruitment

**Ruth Martins**, B.A., Benefits Assistant

**Gabrielle Rios**, FT Safety Assistant

**Donald Sposato**, B.S., Assistant Director

**Rebeca Tavarez**, Human Resources Associate

**Tanya Tochner**, B.S., Associate Director

**Maritza Villa**, B.A., Human Resources Assistant

**Joan Whitfield**, B.A., Administrative Secretary

### Security and Safety

**Thomas E. Slade**, J.D., Senior Director of Security and Safety

**Michael Goun**, B.A., Director of Revenue, Security, and Investigation

**Opal Alexander**, Administrative Secretary

**William Anderson**, Night Watch Manager

**Anthony Borg**, Security Systems and Technology Manager

**Donald Boyle**, M.S., Assistant Director, Administration

**Amy E. Conton**, A.A.S., Scheduling Manager

**Edwin Cuadrado**, Special Investigator

**Jose Fussa**, Assistant Chief of Operations

**Charles Garrett**, Manager for Control Room Operations

**Theresa Giaquinto**, B.A., Secretary

**Margaret Gonzalez**, Assistant Manager

**Gary Hawthorne**, Assistant Manager

**James A. Jenkins**, Assistant Manager

**Kevin Jones**, Moving Supervisor

**Robert A. Kenney**, Locksmith Supervisor

**Gary Louhisdon**, A.A., Assistant Manager

**Wayne Lyttle**, Assistant Manager

**John L. Nganje**, Evening Watch Manager

**Gina Ortiz**, Assistant Manager

**Anthony Policastro**, Assistant Locksmith

**Albert G. Pontecorvo**, Supervising Museum Attendant-Guard

**Anup Sardar**, Deputy Day Watch Manager

**Jennifer Webber**, Assistant Manager

**Edward Williams**, Assistant Manager

### Operational Planning and Services

**Ann B. Siegel**, J.D., Senior Director of Operational Planning and Services

**Kadia Lawrence**, B.A., Administrative Secretary

**Paul Schuchert**, M.B.A., Assistant Director

**Joy Wang**, M.P.A., Capital Planning Coordinator

### Custodial Services

**Joseph Hall**, A.A.S., Director

**Herbert Andujar**, Cleaning Supervisor

**Miriam Dominguez**, Cleaning Supervisor

**Dolly Ferguson**, Cleaning Supervisor

**Edwin Garcia**, Assistant Manager

**Gary Heyward**, Cleaning Supervisor

**Wayne E. Joseph**, Assistant Manager

**Naomi Nowell**, Administrative Secretary

**Phillip Randall**, Assistant Manager

**Orlando Rosario**, Cleaning Supervisor

### Purchasing

**Angela M. Lewis**, C.P.M., Director

**Stanley Alphonse**, Buyer

**David E. Csuray**, Senior Buyer

**Phillip Harris**, Assistant Manager

**Denise Pagan**, A.A., Secretary

**Dawn Skala**, B.S., Expeditor

### Support Services

**Mark Hudson**, B.S., Director

**Christopher Ruiz**, B.S., Office Assistant

**Michelle Ruiz**, B.S., Coordinator

**Edward Verling**, Assistant Director

### Visitor Services

**Elizabeth Murdock**, B.S., Senior Director of Visitor Services

**Evelyn Benites**, Lead Visitor Services Representative

**Kelly A. Bolger**, B.A., Assistant Director

**Shelley Brown**, B.A., Bus Dispatcher

**Aidan Burke**, Lead Visitor Services Representative

**Phillip Cardillo**, B.A., Senior Manager

**Robin Davis**, Office Assistant

**Clara Demedinaceli**, B.F.A., Lead Visitor Services Representative

**Michael Roy Edwards**, Bus Dispatcher

**Jeanne Eudey**, Lead Visitor Services Representative

**Stephanie Forbes**, Lead Visitor Services Representative

**Karen R. Giorno**, B.A., Manager, VIP Services

**Andrew Graham**, Group and Tourism Sales Assistant

**Jesse Hernandez**, Lead Visitor Services Representative

**Charna Hill**, Lead Visitor Services Representative

**Danielle Irwin**, Lead Visitor Services Representative

**Dera Jackson**, Visitor Services Supervisor

**Melissa Lefkowitz**, Payroll Associate

**Ruth Lopez**, Visitor Services Scheduling Associate

**Thomas S. Norcott**, Specialist

**Anthony J. Paternostro**, Manager, Transportation/Parking

**Frances Pisciotta**, Lead Bus Greeter

**Larry Spain**, A.A., Visitor Services Supervisor

**Michelle Taylor**, Lead Visitor Services Representative

**Veronica Uzzell-Williams**, Visitor Services Supervisor

**Beth Wildstein**, B.S., Manager, Tourism and Group Sales

**Jerome Williams**, M.A., M.B.A., Assistant to the Director

**Sandra Wright**, Administrative Secretary

### Central Reservations and Ticketing System

**Joseph Handy**, B.A., Manager

**Dolores Cambrelen**, Reservations Representative

**Carline Campbell**, Fulfillment and Accounting Representative

**Nashaya Cunningham**, Reservations Representative

**Nicole Garland**, Reservations Representative

**Andrew Graham**, Group and Tourism Sales Assistant

**Deanna Greene**, Reservations Representative

**Chantel Mercado**, Reservations Representative

**Humberto Negron**, Fulfillment and Accounting Representative

**Randy Olsen**, Supervisor

**Natalia Prakash**, Reservations Representative

# Scientific Publications

## Finance

*Budget, Financial Planning and Investments, Controller's Office, Cash Control, General Accounting, Payroll, Information Technology*

**Thomas F. Robards**, M.B.A., Senior Vice President and Chief Financial Officer

**Charlene Melhem**, Executive Assistant to the Senior Vice President and Chief Financial Officer

## Budget

**Richard A. Shein**, M.P.A., Senior Director of Budget and Analysis

**Susie Chien**, B.A., Budget Analyst

**R. Russell Lando**, B.A., Senior Budget Analyst

**Ayodeji Okusanya**, B.S., Budget Analyst

## Financial Planning and Investments

**Daniel Stoddard**, M.P.P.M., Senior Director of Financial Planning and Investments

## Controller's Office

**Mary N. Garretson**, M.B.A., Controller

**Jerome Gentolia**, B.A., Junior Accountant

**Alfredo T. Guerrero**, B.B.A., Assistant to the Controller

**Elena Hotakov**, B.A., Capital Accountant

**Frank R. Kosa**, M.B.A., Manager of Restricted Funds

**Donald R. Kossar**, B.S., Assistant Controller

**Barbara E. Morrison**, Administrative Secretary

**Diana Schmidt**, B.B.A., Staff Accountant

**Thomas W. Stalzer**, B.B.A., Senior Endowment Accountant

## Cash Control

**Diana Warren**, B.B.A., Manager

**Michelle Campbell**, Cash Control Auditor

**Gracina Clyburn**, Cash Control Supervisor

**William C. Freudenberg**, B.A., Cash Control Auditor

**Teresa Gonzalez**, Cash Control Auditor

**William Hennessy**, Sales Analysis Auditor

**Nathan Hillyer**, B.F.A., Sales Analysis Auditor

**Giovanni Martinez**, Cash Control Auditor

**Fursey McCormack**, M.A., Cash Control Auditor

**Marsha Rhule**, B.A., Cash Control Auditor

**Susan Vega**, Sales Analysis Supervisor

## General Accounting

**Charles T. Urban**, Director

**Carole P. Antoine**, Expeditor

**Rautie Bynoe**, B.A.A., Junior Accountant

**Toni Byrd**, A.A., Full-Charge Bookkeeper

**Daniel Satalino**, B.B.A., Assistant Director

**Mary Windsof**, Accounting Assistant

## Payroll

**James Mooney**, A.A.S., Payroll Manager

**Heather A. Boxhill-Forde**, Payroll Supervisor

**Stephanie Massiah**, B.A., Payroll Associate

**Joseph Molnar**, Payroll Associate

## Information Technology

**Francis Lees**, Ph.D., Chief Information Officer

**Raoul Armfield**, Support Specialist, Call Center

**Michael Benedetto**, Assistant Director, Network Systems

**Stanley F. Caceres**, PC Network Specialist, Call Center

**Ruben Diaz**, B.A., Document Specialist, Call Center

**Shadi Eliya**, Network Operator, Network Systems

**Stuart Gezelter**, M.E., Senior Support Specialist, Call Center

**Kristopher Hayden**, Support Specialist, Call Center

**Sally A. Holt**, M.P.S., Assistant Director, Call Center

**Matthew John**, Support Specialist, Call Center

**Ari Jort**, A.B., Applications Support Specialist, Applications Support

**Philip Krohngold**, Senior Systems Administrator, Systems Administration

**Kurt Kruegel**, Senior Network Operator, Network Systems

**Maryanne Langro**, M.B.A., Manager, Operations

**William Madden**, Support Specialist, Call Center

**Marion Reid**, B.A., Senior Network Infrastructure Administrator, Network Systems

**Timothy Schultz**, Support Specialist, Call Center

**Shin Ae Tassia**, Systems Administrator, Systems Administration

**Joan Whelan**, M.A., Manager, Applications Support

**Latesha Williams**, B.B.A., Systems Administrator, Applications Support

**Carson Woods**, Network Operations Administrator, Network Systems

*Authors shown in blue type are associated with the American Museum of Natural History.*

*An asterisk appears beside the names of graduate students whose work is being sponsored by Museum staff members.*

## Division of Anthropology

### Scientific Publications

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**Carneiro, R. L.**

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**Delson, E., K. Harvati, D. Reddy, L. Marcus, K. Mowbray, G. J. Sawyer, T. Jacob**, and **S. Márquez**

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- Spencer, C.**  
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## Division of Physical Sciences

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