



AMERICAN MUSEUM OF NATURAL HISTORY

Annual Report 2012 & 2013



S & SANDRA PRIEST ROSE





TABLE OF CONTENTS

This annual report for fiscal years 2012 and 2013 covers the time period of July 1, 2011, through June 30, 2013.

Clockwise from top left: Conserved murals in the Theodore Roosevelt Rotunda returned to view in October 2012. Sebastian Kvist, Ph.D. degree candidate at the Museum's Richard Gilder Graduate School, defended his dissertation in May 2012. This photo of the termite *Mastotermes electrodominicus* in amber was featured in the seven-volume *Treatise on the Isoptera of the World* by Research Associate Kumar Krishna and Curator David Grimaldi. Visitors enjoyed interactive exhibits in *Our Global Kitchen*. The *T. rex*'s teeth were cleaned during routine exhibition maintenance. Visitors enjoyed the blue-whale heart model in *Whales: Giants of the Deep*.

Cover: The art installation *From a Distant Past*, created by artist Tim Otto Roth in collaboration with astronomer Bob Fosbury and based on data captured by Hubble Telescope spectrometers, sent waves of laser light rippling across the Hayden Sphere in November 2011 to mark the opening of *Beyond Planet Earth: The Future of Space Exploration*.

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Report of the Chairman and President



Known to most visitors as the Museum's main entrance, the recently restored Theodore Roosevelt Rotunda is a New York City interior landmark.

The period spanning July 1, 2011, to June 30, 2013, was one of exceptional activity for the American Museum of Natural History, which achieved a number of historic milestones in the core areas of scientific research, education, and exhibition, notwithstanding persistently challenging external conditions.

The Museum continues to pursue and find modern ways of implementing its longstanding mission while advancing the strategic goal of meeting the needs and opportunities of society in the 21st century.

Museum scientists had many important research breakthroughs during this period, but one emblematic example was the identification of a critical, previously elusive link in the mammalian tree of life, to which a large number of Museum curators, postdoctoral fellows, and research associates contributed. This discovery reflects a number of exciting trends in scientific research, including multi-disciplinary work involving scientists in international teams using high-tech tools along with traditional research methods. These trends are fundamentally reshaping how such investigations are done.

The work of our scientists underpins all that we do, particularly in education. Seeking to help address the crisis in science teaching, the Museum launched a pioneering Master of Arts in Teaching program during this period, and admitted its first cohort of 21 Kathryn W. Davis Teaching Fellows. Focusing on Earth and space science, this pilot program is co-developed and co-taught by Museum scientists and educators, and is the only unaffiliated program of its kind in an American

Tamara Machac, a candidate in the Museum's Master of Arts in Teaching program, leads a student from Gorton High School in Yonkers through the Cullman Hall of the Universe.



museum. Joining our Richard Gilder Graduate School's Ph.D. program in Comparative Biology, the Master's program is testament to the Museum's leadership in post-secondary education and in forging a new role for museums in the 21st century.

The Museum continues to be a popular destination, and visitorship during this period increased and diversified. Of some 5 million annual visitors, a substantial portion are visiting from outside the United States. The Museum's international presence has been bolstered by a robust program of touring exhibitions and an expanding digital presence through www.amnh.org (which saw a major redesign during this period) and through increased visibility on social media and other digital platforms.

This digital expansion has been made possible by the development of an institution-wide content management system, which corrals the vast trove of content that the Museum stewards and generates, and makes it available for use and presentation on multiple digital platforms.

The Museum has also undergone some highly visible on-site enhancements. In 2012, we unveiled the magnificent restoration of the Theodore Roosevelt Memorial. The project encompassed the Central Park West façade, plaza, and main entrance; the soaring Roosevelt Rotunda welcoming visitors; and a new and refreshed exhibition presenting Roosevelt's extraordinary legacy as a naturalist and our conservation president.

Allied with this restoration and depicting the wildlife and habitats that Roosevelt worked to protect, the Hall of North American Mammals reopened after a

comprehensive and painstaking restoration of its historic dioramas, considered by many to be the finest in the world. This iconic hall now stands as a showcase for the Museum's legacy—refreshed, accessible, and highly relevant to a 21st century world.

These are just a very few of the highlights of fiscal years 2012 and 2013. Many more are depicted throughout this report. Taken together, they underscore the Museum's commitment to its underlying mission and work of pursuing scientific advancement, fostering a scientifically literate populace, and sustaining its role as a trusted guide for families, children, teachers, and the general public. Upon this foundation, the Museum continues to develop new tools to fuel scientific research; build innovative models for science teacher preparation, student achievement, and digital learning; and employ both the power of place and the profusion of digital technology to engage, deepen, and sustain a dialogue—on-site and on-line—around science, nature, and culture with our many, and growing, audiences.

Lewis W. Bernard
Chairman

Ellen V. Futter
President

A photograph of two blue birds, possibly blue jays, perched on a wooden branch. The bird in the foreground is larger and shown in profile, facing right. The second bird is smaller and perched further back on the same branch. The background is a soft-focus green and blue, suggesting a natural outdoor setting. A semi-transparent blue rectangular box is overlaid on the lower right portion of the image, containing the word 'SCIENCE' and a paragraph of text.

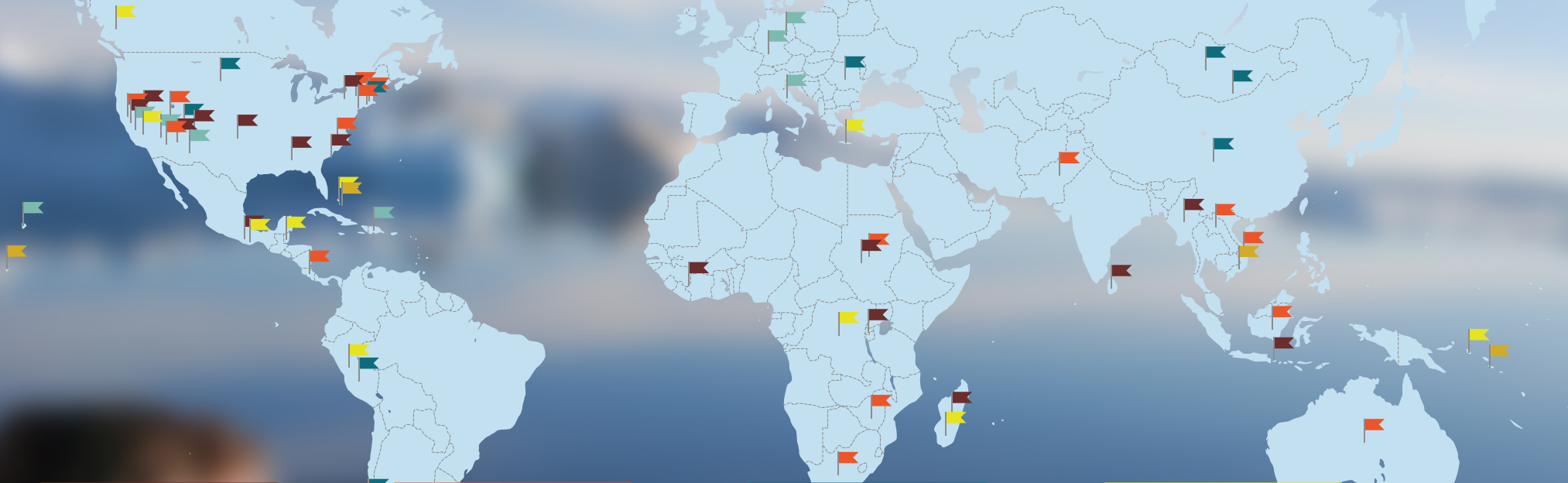
SCIENCE

The Museum is home to more than 200 scientists who conduct research in anthropology, vertebrate zoology, invertebrate zoology, paleontology, physical sciences (Earth and planetary sciences and astrophysics), genomics, and conservation biology; more than 32 million specimens and cultural artifacts; and the Richard Gilder Graduate School—the only Ph.D.-degree granting program at a museum in the Western Hemisphere.

A team of researchers that included Museum paleontologists revealed the color and detailed feather pattern of *Microraptor*, a pigeon-sized, four-winged dinosaur, rendered here by an artist, in March 2012.

Fiscal Year 2012–2013 Expeditions

Field expeditions remain one of the Museum's primary sources of scientific knowledge, with more than 100 field projects around the globe each year. From explorations of bioluminescence in the Solomon Islands to conservation studies in Vietnam, these expeditions continue to add to the Museum's collections and to inform its exhibitions and public and educational programs. Select expeditions are highlighted below.



ANTHROPOLOGY

- Bali, Indonesia *Laurel Kendall*
- Cayuga County, NY *Peter Whiteley*
- Colorado *David Hurst Thomas*
- Hopi, AZ *Peter Whiteley*
- Madagascar *Alex de Voogt*
- Mississippi *Peter Whiteley*
- Myanmar (Burma) *Laurel Kendall*
- Nevada *David Hurst Thomas*
- Oaxaca, Mexico *Charles Spencer*
- Oklahoma *Peter Whiteley*
- Rwanda *Alex de Voogt*
- Sri Lanka *Alex de Voogt*
- St. Catherines Island, GA *David Hurst Thomas*
- Sudan *Alex de Voogt*
- West Africa *Alex de Voogt*
- White Mountains, CA *David Hurst Thomas*

INVERTEBRATE ZOOLOGY

- Arizona *Lorenzo Prendini*
- Australia *Estefania Rodriguez*
- California *James Carpenter, Lorenzo Prendini*
- Costa Rica *Jerome Rozen*
- Connecticut *Mark Siddall*
- Laos *Lorenzo Prendini*
- New York *Eunsoo Kim, Mark Siddall*
- New Jersey *Eunsoo Kim, Mark Siddall*
- North Carolina *James Carpenter*
- Pakistan *Lorenzo Prendini*
- Snow Bird, UT *Estefania Rodriguez*
- Southwestern Research Station, AZ *Jerome Rozen*
- South Africa *Lorenzo Prendini*
- Sudan *Mark Siddall*
- Raja Ampat, Indonesia *Mark Siddall*
- Vietnam *Lorenzo Prendini*
- Zimbabwe *Lorenzo Prendini*

PALEONTOLOGY

- Chile *John Flynn*
- China *Jin Meng, Mark Norell*
- Colorado *John Flynn*
- Inner Mongolia *Jin Meng*
- Gobi Desert, Mongolia *Mark Norell, Michael Novacek*
- New Jersey *Neil Landman*
- Peru *John Flynn*
- Romania *Mark Norell*
- South Dakota *Neil Landman*

PHYSICAL SCIENCES

- Arizona *James Webster*
- Dominican Republic *George Harlow*
- Heidelberg, Germany *Mordecai Mac Low*
- Italy *James Webster*
- Leipzig, Germany *Mordecai Mac Low*
- Mauna Kea, HI *Michael Shara*
- New Mexico *James Webster*
- Palomar Mountain, California *Ben Oppenheimer*

VERTEBRATE ZOOLOGY

- Antarctica *Ross MacPhee*
- Belize *Nancy Simmons*
- British Columbia *George Barrowclough*
- California *John Sparks*
- Crete *Ross MacPhee*
- Democratic Republic of Congo *Melanie Stiassny*
- Exumas, Bahamas *John Sparks*
- Madagascar *Christopher Raxworthy*
- Oaxaca, Mexico *Darrel Frost*
- Peru *Robert Voss*
- Solomon Islands *John Sparks*
- Yukon *Ross MacPhee*

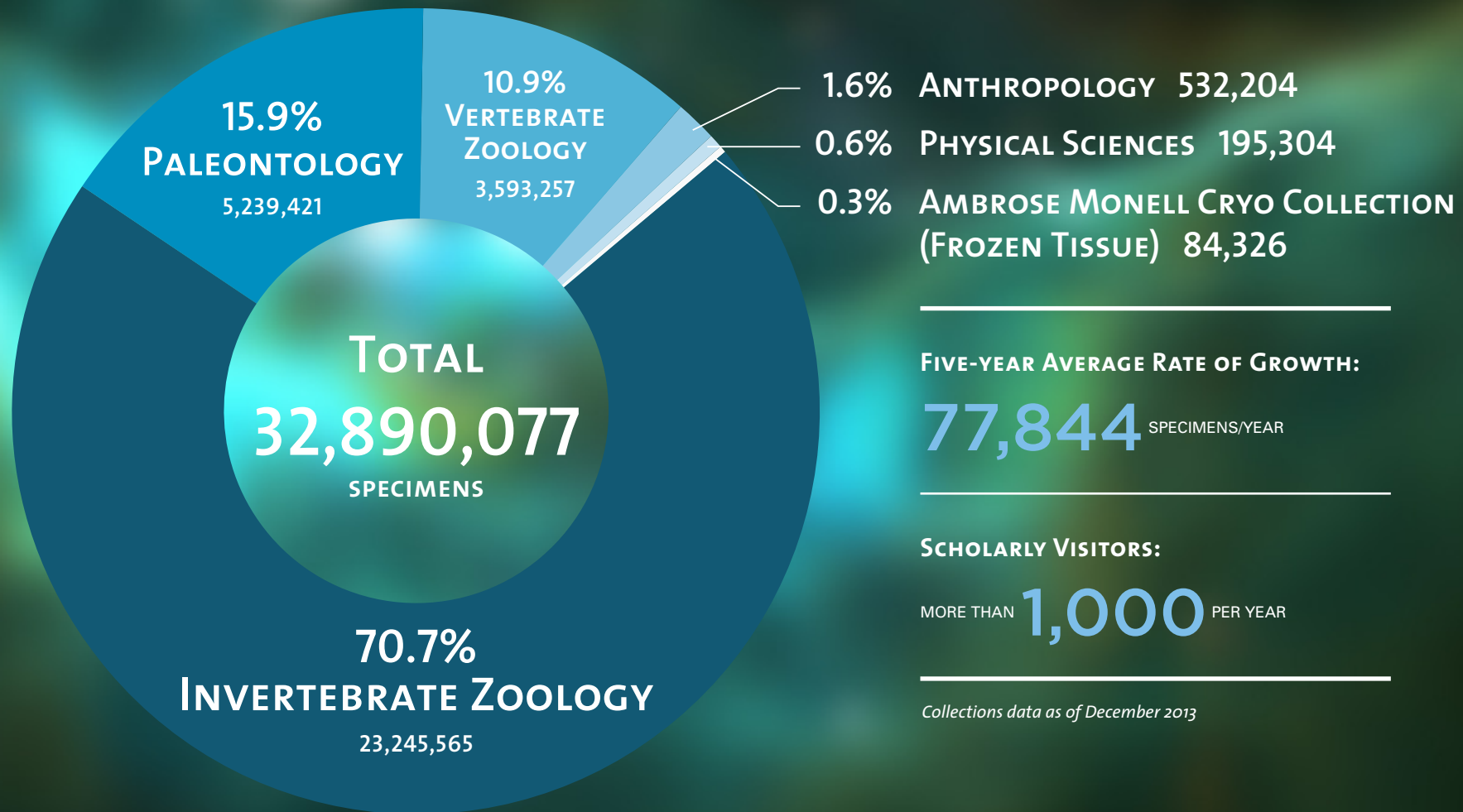
CENTER FOR BIODIVERSITY AND CONSERVATION

- Palmyra Atoll (three field seasons in summer 2011, 2012, and 2013) *Eleanor Sterling, Felicity Arengo, Peter Ersts, Erin Betley, and Andres Gomez*
- The Bahamas *Dan Brumbaugh*
- Solomon Islands *Eleanor Sterling, Michael Esbach*
- Vietnam *Eleanor Sterling, Mary Blair*

Fiscal Year 2012–2013 Collections

More than 32 million specimens and cultural artifacts make up the Museum’s preeminent collections, which form an irreplaceable record of life. New types of specialized collections include frozen tissue and genomic and astrophysical data.

Combining the Museum’s historic collections with 21st-century research tools, the Museum’s scientists have a comprehensive way to address critical questions about Earth and the larger universe.



Collections data as of December 2013

Fiscal Year 2012–2013 Research Highlights

The research conducted by the Museum’s scientists contributes to its collections and informs its exhibitions and programs. During fiscal years 2012 and 2013, Museum researchers produced more than [750 publications](#), a selection of which are highlighted below.

2011

Fiscal year 2012 began July 1, 2011.

JUL

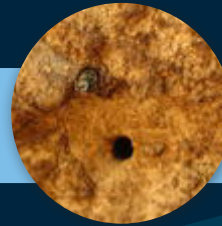
[Venom evolution in pit vipers may be defensive Voss »](#)



[Mummy DNA solves riddle of Nile Crocodile Amato »](#)

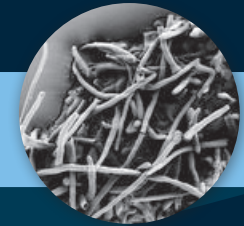
NOV

[Eleven new bee species Ascher »](#)



DEC

[Genome-based tree of life for seed plants deSalle »](#)



[Ancient amber symbiosis Nascimbene »](#)

2012

JAN

[Rare jade artifact discovered Harlow »](#)



FEB

[DNA barcoding of parasitic worms Siddall »](#)



MAR

[Microraptor feathers were iridescent Norell »](#)

[CLICK FOR VIDEO](#)



APR

[Uncovering ammonite habitats Landman »](#)



MAY

[Dinosaur decline Norell, Brusatte »](#)

[CLICK FOR VIDEO](#)



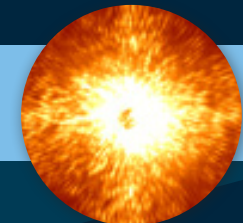
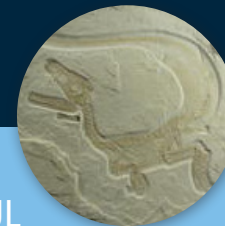
[Modern bird–juvenile dinosaur skull comparison Norell et al »](#)



[Supramap application goes worldwide Wheeler »](#)

JUL

[Feathered theropod dinosaur Norell »](#)



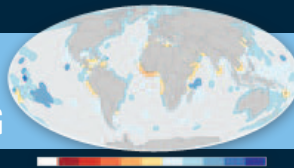
[Project 1640 begins survey Oppenheimer »](#)



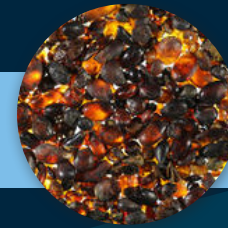
New species of ancient rodent *Flynn* »



DNA testing of caviar *Amato* »



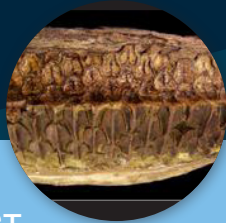
AUG
New index for ocean health *Brumbaugh* »



Amber arthropods *Grimaldi* »



Sister cave fish *Sparks* »



OCT

Duck-bill dinosaur teeth *Norell* »

Center for Biodiversity and Conservation hosts third annual New York-based Student Conference on Conservation Science October 9–12

DEC



Asteroid, meteorite surface analysis *Ebel* »

2013

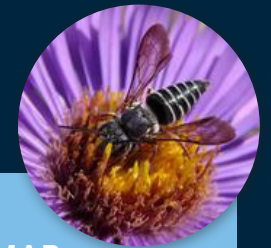
FEB



Mammal ancestor traced *Novacek, Simmons, et al* »

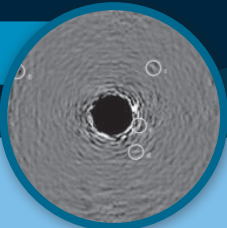
▶ CLICK FOR VIDEO

MAR



Bumble bee health *Ascher* »

PAGE 13



Reconnaissance of remote solar system *Oppenheimer* »

▶ CLICK FOR VIDEO

APR



Excavations in Oaxaca reveal earliest-known temple precinct *Spencer* »

Greener Arctic predicted *Pearson* »



Termite treatise *Krishna, Grimaldi, et al* »

MAY



Green algae's appetite for bacteria *Kim* »

▶ CLICK FOR VIDEO

Milstein Science Symposium *Understanding Ecological and Social Resilience in Island Systems*

▶ CLICK FOR VIDEOS

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JUN



Oldest primate skeleton *Meng, Flynn, et al* »

SCIENCE

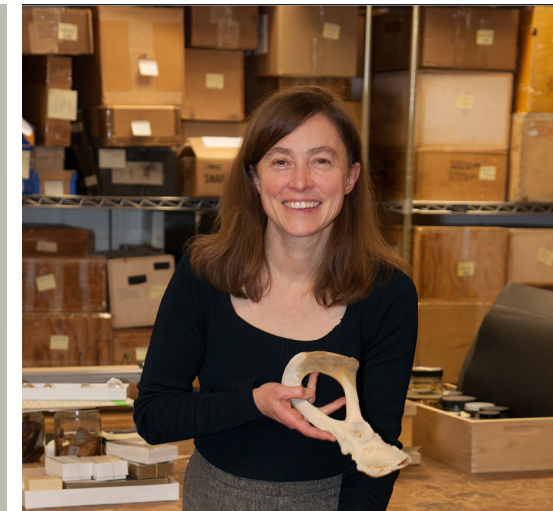
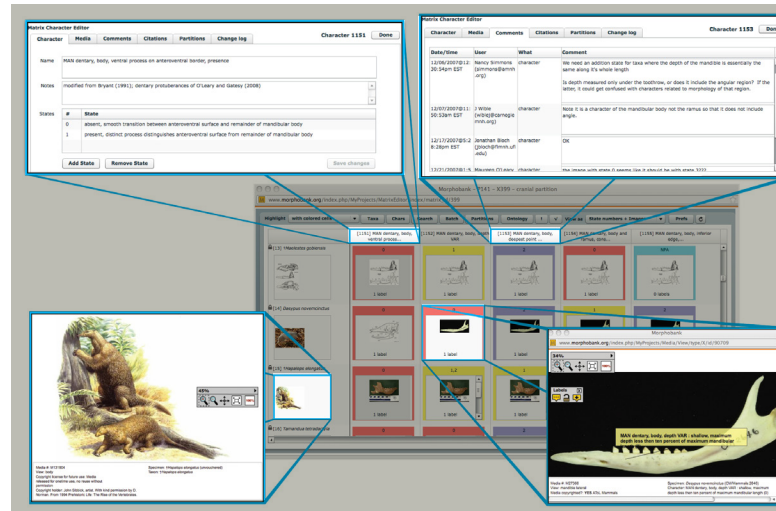
Tracing an Early Placental Mammal Ancestor

A small, furry-tailed, insect-eating creature was the earliest ancestor of placental mammals—a widely diverse group of animals ranging from bats to humans—according to a study by a team of international scientists, including a core group of Museum researchers. In findings published on February 7, 2013, in the journal *Science*, the researchers analyzed the world’s largest dataset of mammalian genetic and physical traits to reconstruct our extinct placental mammal ancestor and to find that placental mammals diversified into present-day lineages after the extinction event 65 million years ago that eliminated non-avian dinosaurs, much later than suggested by some genetic studies. The placental mammal ancestor was a shrew-like animal with small eyes, small ears, and sharp teeth. It weighed less than 250 grams, or 9 ounces.

“Combining our historical collections with 21st-century tools is the next wave in comparative and evolutionary biology.”

Michael Novacek
Provost of Science

Illustration of the hypothetical placental mammal ancestor



Clockwise from Top Left: Watch a video with Provost of Science Mike Novacek and other authors of this study. Researchers used a powerful online database called MorphoBank. Lead author Maureen O’Leary is a Museum research associate. For the study, researchers recorded traits of 86 mammal species. Curator Nancy Simmons, a mammalogist, was also part of the research team.

For their analysis, researchers drew on two sources of data: phenomic data, which includes anatomical and behavioral observations gleaned from physical specimens, and genomic data from DNA analyses.

“Discovering the tree of life is like piecing together a crime scene—it is a story that happened in the past that you can’t repeat,” says lead author Maureen O’Leary, an associate professor in the Department of Anatomical Sciences in the School of Medicine at

Stony Brook University and a Museum research associate. “Just like a crime scene, the new tools of DNA add important information, but so do other physical clues like a body or, in the scientific realm, fossils and anatomy. Combining all the evidence produces the most informed reconstruction of a past event.”

For the phenomic piece of the puzzle, researchers harnessed a powerful cloud-based and publicly accessible online database called MorphoBank. Because phenomic datasets are built on

physical objects like fossils that are limited in number and take time to excavate, prepare, and analyze, evolutionary trees based on anatomy usually don’t exceed several hundred traits. For this study, researchers recorded traits for 86 mammal species—mostly placentals, a subgroup of mammals that excludes egg-laying and marsupial species—including 40 species known only from fossils. The effort added more than 4,500 characteristics and more than 12,000 images, producing a dataset 10 times larger than any previously used to study mammal relationships.

“Phenomic data have a major role in the direct reconstruction of trees,” says Museum Provost for Science Michael Novacek, a

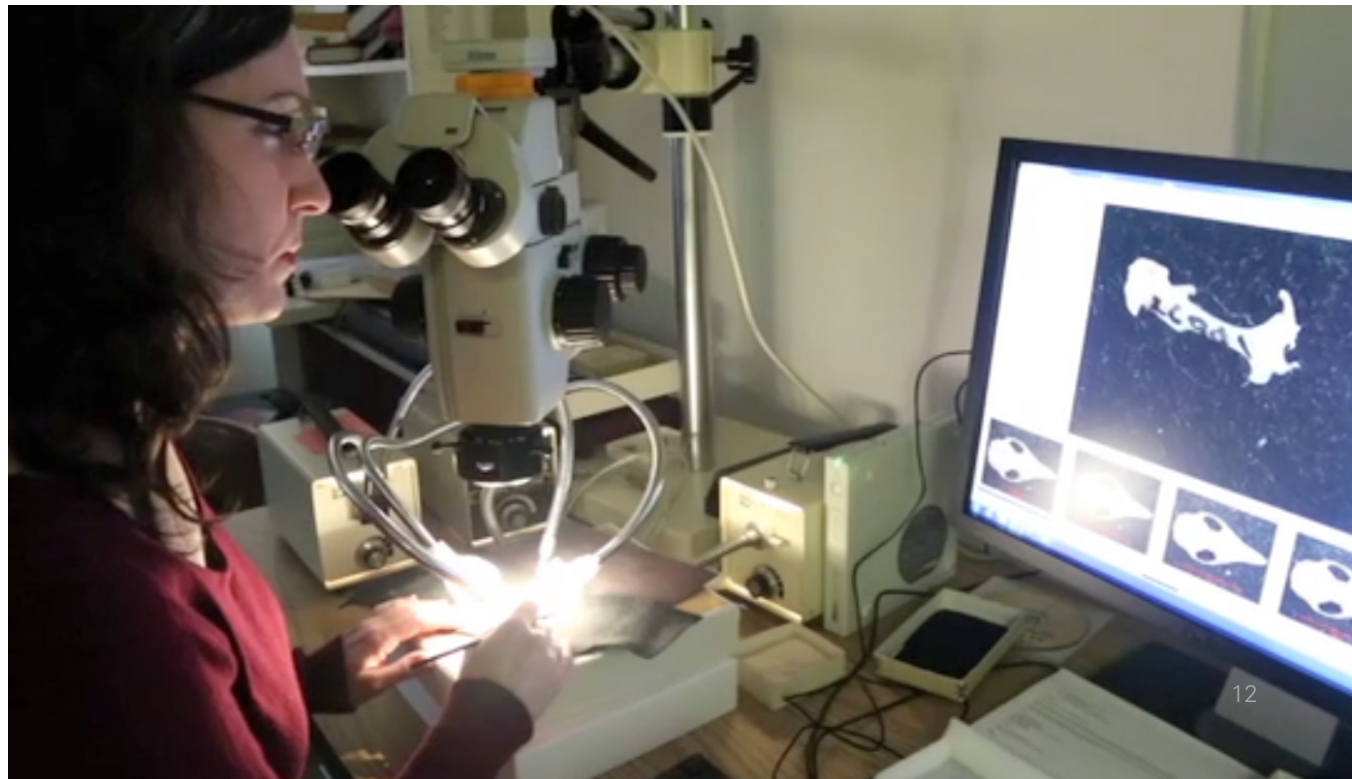
curator of paleontology who was an author on the study. “Such data include features preserved in fossils where DNA recovery may be impossible. The mammalian record is notably enriched with well-preserved fossils, and we don’t want to build trees without using the direct evidence these fossils contribute.”

The tree of life produced in this study, funded by the National Science Foundation, shows that placental mammals arose 36 million years later than what has been projected using purely genomic data. Reconstructing the anatomy of the common ancestor required researchers to map traits onto the tree and compare features of placental mammals with those of their closest relatives to determine which characteristics appeared first and which were retained from more distant ancestors. The conclusions: the common ancestor had a two-horned uterus, a brain with a convoluted cortex, and a placenta in which maternal blood came in close contact with membranes surrounding the fetus, as in humans.

In addition to Dr. O’Leary and Dr. Novacek, the research team included Museum Curators Nancy Simmons, John Flynn, and Jin Meng and researchers Andrea Cirranello, Andres Giallombardo, Norberto Giannini, Suzann Goldberg, Paul Velazco, and Marcelo Weksler.

The team also included colleagues from the Carnegie Museum of Natural History, Florida Museum of Natural History, Institute of Vertebrate Paleontology and Paleoanthropology in China, Minas Gerais Federal University in Brazil, Museu Nacional-UFRJ in Brazil, National University of Tucumán in Argentina, University of Chicago, University of Louisville, University of Tennessee at Chattanooga, University of Toronto Scarborough, Western University of Health Sciences, and Yale University’s Peabody Museum of Natural History.

Read more about this study [here](#).



Top left and right: The dataset resulting from the study includes more than 12,000 supporting images and details more than 4,500 traits for 86 mammal species. **Bottom:** Co-author Suzann Goldberg examines a specimen.

SCIENCE

Investigating Remote Solar System and Planets

Astronomers have conducted a remote reconnaissance of a distant solar system with a new telescope imaging system that sifts through the blinding light of stars. Using a suite of high-tech instrumentation and software called [Project 1640](#), the scientists collected the first chemical fingerprints, or spectra, of this system's four red exoplanets, which orbit a star called HR 8799, 128 light years away from Earth.

A detailed description of the planets—showing how drastically different they are from the known worlds in the universe—was published May 1, 2013, in *The Astrophysical Journal*. "An image is worth a thousand words, but a spectrum is worth a million," said lead author [Ben R. Oppenheimer](#), curator and chair of the [Astrophysics Department](#) at the American Museum of Natural History.

Curator Ben Oppenheimer at the Hale Telescope at the Palomar Observatory

HR 8799

In the Constellation Pegasus

Image from the Hayden Planetarium's Digital Universe



CLICK FOR VIDEO

“Researchers in our Astrophysics Department are examining questions about our universe, such as the evolution of stars and the atmospheres of planets in distant solar systems, using sophisticated instruments and advanced computational methods.”

Michael Novacek
Provost of Science

Oppenheimer is the principal investigator for [Project 1640](#), supported by the National Science Foundation and NASA, which uses the Hale telescope at the Palomar Observatory in California. The project involves researchers from the California Institute of Technology, NASA's Jet Propulsion Laboratory, Cambridge University, New York University, and the Space Telescope Science Institute, in addition to Oppenheimer's team at the Museum.

The planets surrounding the star of this study, HR 8799, have been imaged in the past. This visualization shows the location of the star HR 8799 in relation to our solar system.

But except for a partial measurement of the outermost planet in the system, the star's bright light overwhelmed previous attempts

to study the planets with spectroscopy, a technique that splits the light from an object into its component colors—as a prism spreads sunlight into a rainbow. Because every chemical, such as carbon dioxide, methane, or water, has a unique light signature in the spectrum, this technique is able to reveal the chemical composition of a planet's atmosphere.

With this system, the researchers are the first to determine the spectra of all four planets surrounding HR 8799. They found them to be unlike any other known object in the universe.

One of the most striking abnormalities is an apparent chemical imbalance. Basic chemistry predicts that ammonia and methane should naturally coexist in varying quantities unless they are in

extremely cold or hot environments. Yet the spectra of the HR 8799 planets, all of which have “lukewarm” temperatures of about 1000 Kelvin (1340 degrees Fahrenheit), either have methane or ammonia, with little or no signs of their chemical partners. Other chemicals such as acetylene, previously undiscovered on any exoplanet, and carbon dioxide may be present as well.

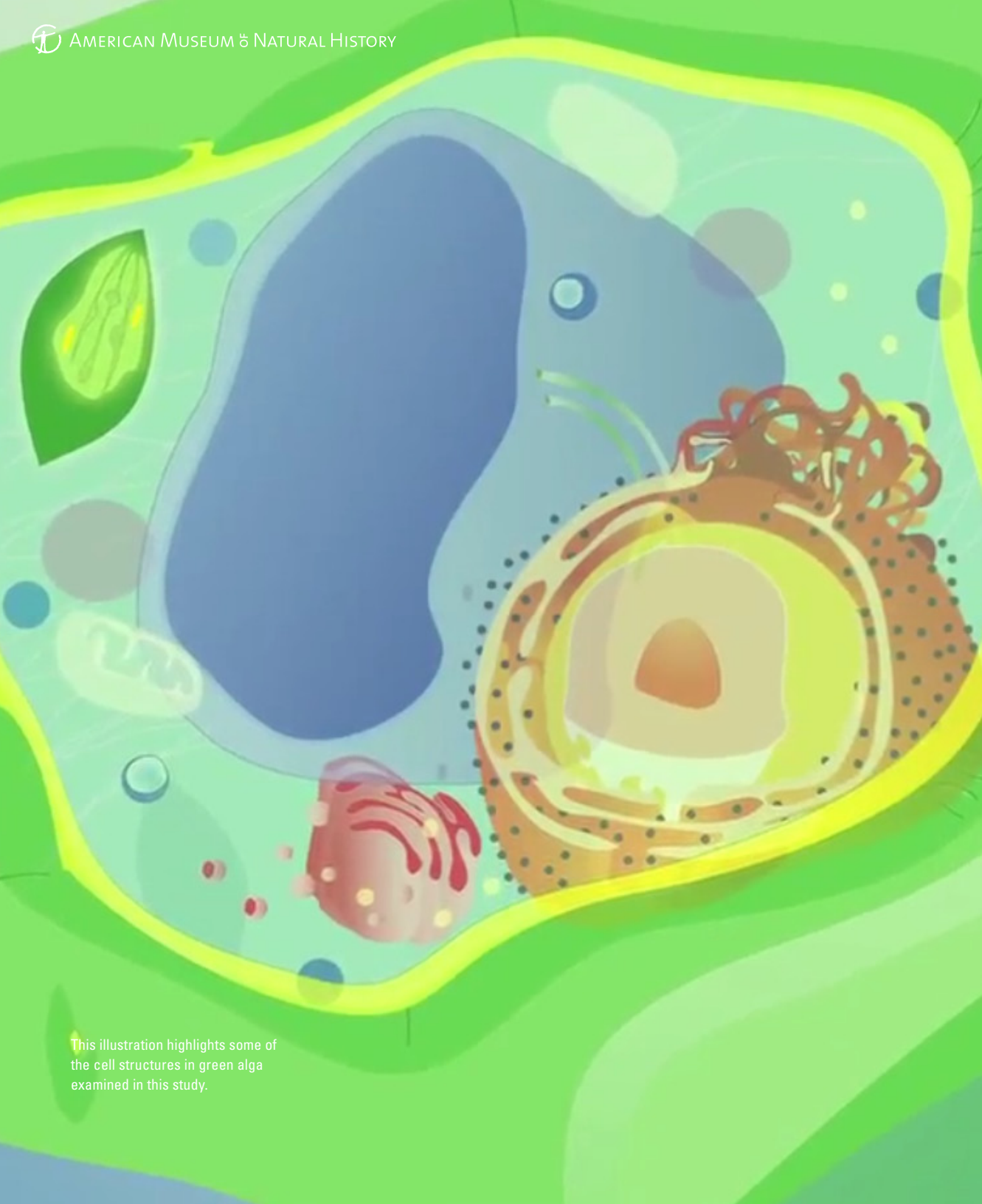
The planets also are “redder,” meaning that they emit longer wavelengths of light, than celestial objects with similar temperatures. This could be explained by significant but patchy cloud cover on the planets, the authors say.

Read more about this study [here](#)

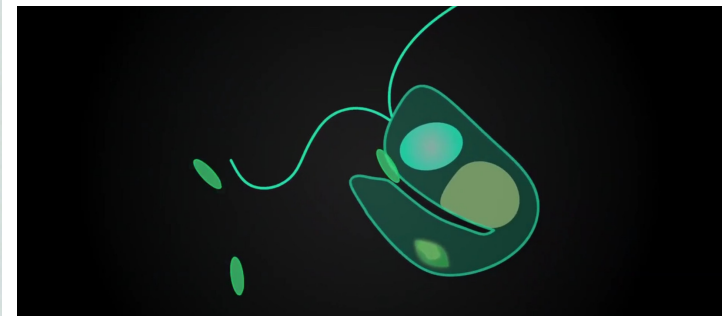
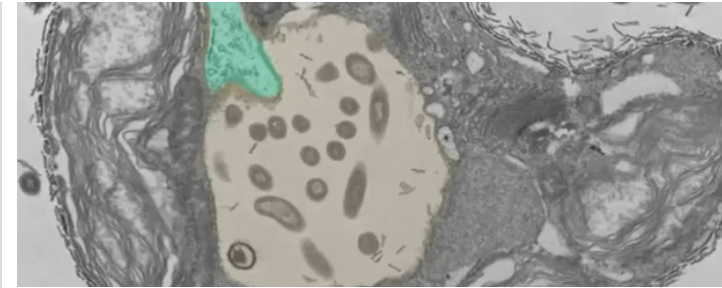
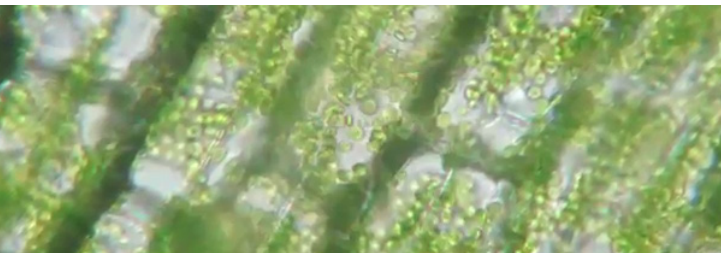
SCIENCE

Scientists Prove Green Algae's Appetite for Bacteria

Research from the Museum is the first to provide definitive proof that a green alga eats bacteria. The finding, captured with electron microscope images, offers a glimpse at how scientists think early organisms acquired free-living chloroplasts, the structures responsible for converting light into food. This event is thought to be a critical first step in the evolution of photosynthetic algae and land plants, which helped raise oxygen levels in Earth's atmosphere and paved the way for the rise of animals.



This illustration highlights some of the cell structures in green alga examined in this study.




In a paper that appeared in the June 17, 2013, issue of *Current Biology*, Eunsoo Kim, an assistant curator in the Museum’s Division of Invertebrate Zoology, and her colleague Shinichiro Mauyama, a post doctoral researcher at Japan’s National Institute for Basic Biology, identify a mechanism by which a green alga that resembles early ancestors of the group engulfs bacteria. Their work provides conclusive evidence for a process that had been proposed but not definitely shown.

“This behavior had previously been suggested but we had not had clear microscopic evidence until this study,” Dr. Kim said. “These results offer important clues to an evolutionary event that fundamentally changed the trajectory of the evolution of not just photosynthetic algae and land plants, but also animals.” In green algae and land plants, photosynthesis, or the conversion of light into food, is carried out by a specialized cell structure known as a chloroplast. The origin of chloroplast is linked to endosymbiosis, a process in which a single-celled eukaryote—an organism whose cells contain a nucleus—captures a free-living photosynthetic cyanobacterium but does not digest it, allowing the photosynthetic

Clockwise from Top Left: Watch a video with Assistant Curator Eunsoo Kim about this study. The green algae used in this study is from the genus *Cymbomonas*. This transmission electron micrograph shows bacteria-feeding behavior in the green alga *Cymbomonas*, with the tubular duct that transmits food highlighted. An illustration shows an alga with key internal structures. Chloroplast is a specialized cell structure that converts light into food in green algae and land plants.

cell to eventually evolve into a chloroplast. The specific feeding mechanisms for this process, however, have remained largely unknown until now.

In this study, researchers used transmission electron microscopy to take conclusive images showing how a basic green alga from the genus *Cymbomonas* feeds on bacteria. The alga draws bacterial cells into a tubular duct through a mouth-like opening and then transports these food particles into a large, acidic vacuole where digestion takes place. The complexity of this feeding system in photosynthetic modern algae suggests that this bacteria-feeding behavior, and the unique feeding apparatus to support it, descend from colorless ancestors of green algae and land plants and may have played important roles in the evolution of early photosynthetic eukaryotes, the precursors to plants like trees and shrubs that cover Earth today.

Read more about this work [here](#). 

“The Museum has a growing microbial collection and cutting-edge in-house technology, and our researchers are working on important projects in the field of microbial evolution.”

Michael Novacek
Provost of Science

Curators and Directors

CURATORS AND DIRECTORS

Michael J. Novacek
Senior Vice President and Provost of Science
Curator, Division of Paleontology

John J. Flynn
Dean, **Richard Gilder Graduate School**
Frick Curator of Fossil Mammals,
Division of Paleontology

Scott A. Schaefer
Associate Dean of Science for Collections
Curator, Division of Vertebrate Zoology (Ichthyology)
Professor, Richard Gilder Graduate School

Christopher J. Raxworthy
Associate Dean of Science for
Education and Exhibition
Associate Curator, Division of
Vertebrate Zoology (Herpetology)
Professor, Richard Gilder Graduate School

DIVISION OF ANTHROPOLOGY

Curators in the Division of Anthropology conduct research around the world in the areas of ethnology, archaeology, and biological anthropology. The division's collections include more than 500,000 objects representing the peoples of the Americas, Africa, Asia, Europe, and the Pacific Islands.

Laurel Kendall
Division Chair and Curator, Asian Ethnology
Professor, Richard Gilder Graduate School

Alex de Voogt
Assistant Curator, African Ethnology
Assistant Professor, Richard Gilder Graduate School

Jennifer Newell*
Assistant Curator, Pacific Ethnology
Assistant Professor, Richard Gilder Graduate School

Charles Spencer
Curator, Mexican and Central American Archaeology
Professor, Richard Gilder Graduate School

David Hurst Thomas
Curator, North American Archaeology
Professor, Richard Gilder Graduate School

Peter Whiteley
Curator, North American Ethnology
Professor, Richard Gilder Graduate School

DIVISION OF INVERTEBRATE ZOOLOGY

Scientists in the Division of Invertebrate Zoology study and archive the living non-vertebrate animals, which make up 95 percent of all animal species. This division houses more than 23 million specimens comprising about 500,000 species.

James M. Carpenter
Division Chair and Peter J. Solomon Family Curator
Professor, Richard Gilder Graduate School

Robert DeSalle, Curator
Professor, Richard Gilder Graduate School

David Grimaldi, Curator
Professor, Richard Gilder Graduate School

Lee Herman, Curator
Professor, Richard Gilder Graduate School

Eunsoo Kim*, Assistant Curator
Assistant Professor, Richard Gilder Graduate School

Susan Perkins, Associate Curator
Associate Professor, Richard Gilder Graduate School

Lorenzo Prendini, Curator
Professor, Richard Gilder Graduate School

Estefania Rodriguez, Assistant Curator
Assistant Professor, Richard Gilder Graduate School

Jerome G. Rozen, Curator
Professor, Richard Gilder Graduate School

Mark E. Siddall, Curator
Professor, Richard Gilder Graduate School

Ward Wheeler, Curator
Professor, Richard Gilder Graduate School

DIVISION OF PALEONTOLOGY

Curators in the Division of Paleontology work to describe the diversity of extinct invertebrates and vertebrates and explore the mechanisms driving their evolution and extinction. The Museum's preeminent paleontology collections with more than 5 million specimens, are divided into four units: Fossil Amphibians, Reptiles, and Birds (FARB); Fossil Fish; Fossil Invertebrates; and Fossil Mammals.

Mark A. Norell
Division Chair and Curator
Professor, Richard Gilder Graduate School

John J. Flynn
Frick Curator of Fossil Mammals
Dean and Professor, Richard Gilder Graduate School

Neil Landman, Curator
Professor, Richard Gilder Graduate School

John G. Maisey, Curator
Professor, Richard Gilder Graduate School

Jin Meng, Curator
Professor, Richard Gilder Graduate School

Michael J. Novacek, Curator
Senior Vice President and Provost of Science
Professor, Richard Gilder Graduate School

The sphere in the Rose Center of Earth and Space houses the Hayden Planetarium.

* Joined in FY 2012

DIVISION OF PHYSICAL SCIENCES

Scientists in the Division of Physical Sciences study the origin and evolution of galaxies, stars, and planets with particular emphasis on planet Earth. The division includes the Department of Astrophysics and the Department of Earth and Planetary Sciences.

Denton S. Ebel

Division Chair and Curator, Earth and Planetary Sciences
Professor, Richard Gilder Graduate School

DEPARTMENT OF ASTROPHYSICS

The Department of Astrophysics is located in the **Frederick P. and Sandra Priest Rose Center for Earth and Space** at the American Museum of Natural History. Research covers theory, observation, and instrumentation, with investigations focused on exoplanets, brown dwarfs, the formation of planets, stars, and galaxies, the evolution of stars and gas in the universe, and large-scale surveys.

Mordecai-Mark Mac Low, Curator
Professor, Richard Gilder Graduate School

Ben R. Oppenheimer, Curator
Professor, Richard Gilder Graduate School

Michael Shara, Curator
Professor, Richard Gilder Graduate School

This scanning electron microscope image, of the head and detail of proboscis of termite *Rhinotermes marginalis*, is part of the seven-volume *Treatise on the Isoptera of the World*, published in 2013.

DEPARTMENT OF EARTH AND PLANETARY SCIENCES

Scientists in the Department of Earth and Planetary Sciences conduct research that explores the nature of terrestrial and planetary processes and curate the Museum's world-renowned collections of minerals and gems, meteorites, ores, rocks, and xenoliths.

George E. Harlow, Curator
Professor, Richard Gilder Graduate School

Edmond A. Mathez, Curator
Professor, Richard Gilder Graduate School

James Webster, Curator
Professor, Richard Gilder Graduate School

DIVISION OF VERTEBRATE ZOOLOGY

The Division of Vertebrate Zoology houses one of the greatest collections of vertebrate specimens in the world, with more than 3.5 million specimens representing more than 35,000 species, as well as a growing collection of tissue samples for DNA studies. The division includes the Department of Herpetology, the Department of Ichthyology, the Department of Mammalogy, and the Department of Ornithology.

Joel L. Cracraft
Division Chair and Lamont Curator, Ornithology
Professor, Richard Gilder Graduate School

DEPARTMENT OF HERPETOLOGY

The Department of Herpetology houses one of the most important collections of reptiles and amphibians, with particular strengths in the fauna of Mexico, Panama, much of South America, Africa, Madagascar, Pakistan, China, New Guinea, Australia, and the Pacific Islands. The department is a major center for research, with active collection-based research programs in the Americas, Africa, and Asia.

Darrel Frost, Curator
Professor, Richard Gilder Graduate School

Christopher J. Raxworthy, Associate Curator
Associate Dean of Science for Education and Exhibition
Professor, Richard Gilder Graduate School

DEPARTMENT OF ICHTHYOLOGY

Scientists pursue research focusing on the phylogeny and biogeography of recent fishes, classical collection-based revisionary studies, species discovery through field projects, and detailed comparative anatomical studies. The ichthyology collection, one of the world's largest, comprises approximately 2 million specimens, 200,000 lots, 35,000 skeletons, 2,500 tissue samples, and 500 types.

Scott A. Schaefer, Curator
Associate Dean of Science for Collections
Professor, Richard Gilder Graduate School

John S. Sparks, Curator
Professor, Richard Gilder Graduate School

Melanie Stiassny
Herbert R. and Evelyn Axelrod Research Curator
Professor, Richard Gilder Graduate School

DEPARTMENT OF MAMMALOLOGY

Researchers in the Department of Mammalogy work to describe the diversity of living and recently extinct mammals and explore the mechanisms responsible for their evolution and extinction. The department houses more than 275,000 specimens, which is the third-largest collection of recent mammals in the world.

Nancy B. Simmons, Curator
Professor, Richard Gilder Graduate School

Ross D. E. MacPhee, Curator
Professor, Richard Gilder Graduate School

Robert S. Voss, Curator
Professor, Richard Gilder Graduate School

DEPARTMENT OF ORNITHOLOGY

The Department of Ornithology maintains one of the largest collections of bird specimens in the world: nearly 1 million specimens, representing all continents and oceans and nearly 99 percent of all species. Researchers pursue projects that include higher-level phylogenetics of birds, studies of speciation and species status, and the description of patterns of geographic variation.

George F. Barrowclough, Associate Curator
Associate Professor, Richard Gilder Graduate School

CENTER FOR BIODIVERSITY AND CONSERVATION

Scientists at the Center for Biodiversity and Conservation work to mitigate critical threats to global biological and cultural diversity by advancing scientific research in diverse ecosystems; strengthening the application of science to conservation practice and public policy; developing professional, institutional, and community capacity; and furthering the Museum's efforts to heighten public understanding and stewardship of biodiversity.

Eleanor J. Sterling

Director, Center for Biodiversity and Conservation
Affiliated Professor, Richard Gilder Graduate School

HAYDEN PLANETARIUM

The office of the director of the Hayden Planetarium operates out of the Department of Astrophysics at the American Museum of Natural History with a mission to bring the frontier of astrophysics to the public via exhibitry, books, public programs, and online resources.

Neil deGrasse Tyson

Frederick P. Rose Director

SACKLER INSTITUTE FOR COMPARATIVE GENOMICS

Sackler Institute for Comparative Genomics (SICG) consists of four facilities spread throughout the Museum, each with a unique group of principal investigators whose research interests take them deeper into genomics, phylogenetics, cladistics, systematics, and molecular aspects of research. One of the SICG facilities is the Ambrose Monell Cryo Collection (AMCC), a repository of frozen tissue specimens.

George Amato, Director

Affiliated Professor, Richard Gilder Graduate School

RICHARD GILDER GRADUATE SCHOOL

In its fourth (fiscal 2012) and fifth (fiscal 2013) years of operation, the Richard Gilder Graduate School's Ph.D. Program in Comparative Biology continued to gain recognition as a peer to the world's best graduate training programs. In fiscal year 2012, it was awarded federal training grant and fellowship funding totaling almost \$470,000; in fiscal year 2013, it received another \$355,000. Doctoral candidate Sebastian Kvist successfully defended his dissertation in May 2012, becoming the first student in the Ph.D. program to do so; doctoral students Shaena Montanari, Antonia Florio, and Bryan Falk successfully defended their dissertations during fiscal year 2013; and all four were awarded their Ph.D. degrees in fiscal year 2013. Two new curatorial faculty members were appointed in fiscal year 2012.

John J. Flynn, Dean

W. Taylor Johnson*, Administrative Director

SOUTHWESTERN RESEARCH STATION

The Museum's year-round biological field station in Portal, Arizona, continues to add new workshops, to upgrade housing units, and to participate in local conservation efforts.

Dawn S. Wilson, Director

RESEARCH LIBRARY

The Museum's Research Library continues to support the work of the Museum's scientific staff as well as to digitize, catalog, and preserve its collections. In fiscal year 2012, the Library processed a large bequest of entomological and other books, including a manuscript letter signed by Charles Darwin. The Library also received awards from the Institute for Museum and Library Services to conduct risk assessment studies and from the Council on Library and Information Resources' Cataloging Hidden Special Collections and Archives program to create catalog records for photographic slide and archival Museum record collections. In fiscal 2012, the Library also received awards from the New York State Department of Education to conserve rare illustrated ichthyological folios and from the National Science Foundation to unveil the first phase of the Darwin Manuscript Project, the most comprehensive catalog of Charles Darwin's scientific manuscripts ever compiled. In fiscal year 2013, the Library received a second grant from the Council on Library and Information Resources' Cataloging Hidden Special Collections and Archives program to revisit the archival collections in the scientific departments. *Natural Histories*, a volume of essays on the Library's Rare Book Collection edited by Library Director Tom Baione, was published by Sterling Signature.

Tom Baione

Harold Boeschstein Director

OFFICE OF REGISTRAR AND COLLECTIONS CONSERVATION

Reorganized in fiscal year 2012, this unit includes the Office of the Registrar and Natural Science Conservation Lab, pulling two major collection support functions under one umbrella. The Office of the Registrar works on the development of temporary exhibitions; manages de-installation of collections objects for traveling exhibitions; coordinates travel for exhibitions that include collections objects; manages outgoing exhibition loans; and processes accessions to the permanent collections. Natural Science Conservation Lab oversees conservation efforts across the five scientific divisions and in fiscal year 2012 led the conservation and documentation of bird and mammal specimens in the Bernard Family Hall of North American Mammals and Theodore Roosevelt Memorial Hall.

Lisa Elkin

Chief Registrar and Director of Conservation

MICROSCOPY AND IMAGING FACILITY

The Microscopy and Imaging Facility (MIF) provides research staff and visiting scientists with time and training on advanced imaging technology, including a computed tomography scanner.

COMPUTATIONAL SCIENCES

The Science Computer Cluster Facility is used by research staff and students and consists of several high-performance computing platforms: two Intel XEON multi-node Linux clusters, one AMD multi-core server, and a six node special-purpose GRAvity PipelinE (GRAPE) machine.

This close-up shows well-preserved imprints on the *Microraptor* fossil from a 2012 study about the dinosaur's plumage.

A new life-size sculpture of the nation's 26th president was created for the re-imagined Theodore Roosevelt Memorial Hall on the first floor.

EXHIBITION

A major restoration and re-imagining of two historic galleries renewed two iconic Museum spaces in fiscal years 2012 and 2013. Award-winning temporary exhibitions continued to offer in-depth explorations of current scientific and cultural topics, and a new exhibition focusing on arachnids was added to the Museum's roster of live-animal exhibits that highlight specific animal groups.

EXHIBITION

A Memorial to the Conservation President

After an extensive three-year renovation, the Theodore Roosevelt Memorial at the Museum—New York State's official memorial to its 33rd governor and the nation's 26th president—reopened to the public on October 27, 2012, revitalizing a tribute to Roosevelt's unprecedented efforts in fostering the American conservation movement.

Designed in the grand Roman style by John Russell Pope, the two-story Memorial includes the Museum's iconic Central Park West façade, the Theodore Roosevelt Rotunda, and Theodore Roosevelt Memorial Hall.

The Museum's Central Park West façade was restored and illuminated for the first time in decades.

THEODORE ROOSEVELT MEMORIAL HALL

On the lower level of the Memorial, the Theodore Roosevelt Memorial Hall was re-envisioned with new interpretive exhibits charting Roosevelt’s journey from a budding naturalist exploring the Museum’s halls to an elected leader with a deep commitment to conservation. It now anchors what has effectively become the Museum’s conservation wing, with galleries that include the Jill and Lewis Bernard Family Hall of North American Mammals (see page 24), the Hall of Biodiversity, the Milstein Family Hall of Ocean Life, and the Hall of North American Forests.

The hall’s four exhibition areas feature artifacts from the Museum’s collections that tell the story of Roosevelt’s fascination with nature and dedication to conservation. Visitors are introduced to a *Young Naturalist* who was fascinated with birds, including specimens he collected and later donated to the Museum; a *Firsthand Observer* who recognized the threat of extinction to the American bison while a rancher in North Dakota; the *Conservation President* who took unprecedented action to place more than 230 million acres under federal protection, including archaeological sites such as New Mexico’s Chaco Canyon, pottery from which is on display; and a *Lifelong Explorer* who undertook many expeditions, including the arduous exploration of Brazil’s River of Doubt in 1914.

At the center of the hall, a new life-size sculpture of Theodore Roosevelt, created by Brooklyn’s Studio EIS, depicts him as he looked during a 1903 camping trip to Yosemite with naturalist John Muir, inviting visitors to sit and contemplate Roosevelt’s pioneering role in conservation and the importance of protecting nature today. A new bronze medallion embedded in the floor depicts American bison grazing in Theodore Roosevelt National Park with the inscription, “There can be

no greater issue than that of conservation in this country,” an excerpt from Roosevelt’s Confession of Faith speech delivered on August 6, 1912.

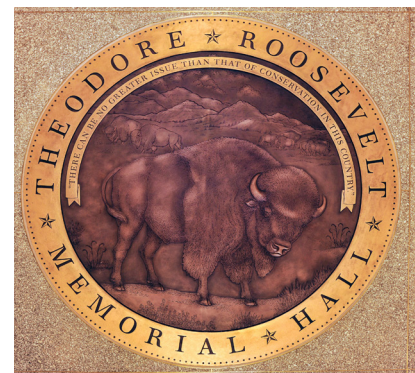
Four restored dioramas highlight scenes related to Roosevelt’s life: the 17th-century New York of his ancestors; the Adirondacks he visited as a boy; his cattle ranch in the western Badlands of North Dakota; and the bird sanctuary near his beloved home in Oyster Bay, New York. The hall also includes videos of sweeping American vistas adapted from award-winning filmmaker Ken Burns’ *The National Parks: America’s Best Idea* and a video feature about Roosevelt’s conservation legacy. Kiosks featuring a touch-screen interactive timeline—which is also available on the Museum’s website—highlight important milestones in Roosevelt’s life and his accomplishments in conservation via photos, text, and video interviews with Roosevelt experts. The timeline also features a calendar of Museum programs that illuminate Roosevelt’s impact on conservation policies and science today.

David Hurst Thomas, a curator in the Museum’s Division of Anthropology, served as the supervising curator for the Theodore Roosevelt Memorial Hall, with Douglas G. Brinkley, a professor of history at Rice University, Roosevelt historian, and author of *The Wilderness Warrior: Theodore Roosevelt and the Crusade for America*, and Patricia O’Toole, Roosevelt biographer and associate professor at Columbia University, consulting on the project.

CENTRAL PARK WEST FAÇADE

The Central Park West façade underwent a comprehensive restoration. The triumphal pink granite arch and 350-foot-long paved terrace were restored and illuminated for the first time in decades to highlight striking architectural details,

Clockwise from Top: The Theodore Roosevelt Rotunda showcases painter William Andrew Mackay’s expertly conserved historical murals. A new bronze medallion embedded in the floor of the Theodore Roosevelt Memorial Hall depicts American bison grazing in Theodore Roosevelt National Park. Roosevelt’s Elkhorn Ranch is depicted in one of the hall’s four dioramas. The re-imagined hall features an exhibition charting Roosevelt’s journey from naturalist to an elected leader with a commitment to conservation. A new bronze, life-size sculpture of the 26th President is the gallery’s centerpiece.





including bas-relief sculptures created in 1936 by Edward Field Sanford, Jr., depicting a variety of animals on a 126-foot-long frieze. Life-sized sculptures of four notable American naturalists and explorers, Daniel Boone, John James Audubon, William Clark, and Meriwether Lewis, as well as the commemorative Theodore Roosevelt statue created by James Earle Fraser in 1936, were cleaned. Wheelchair and stroller access was improved, and new paving stones, lighted handrails, and restored lanterns now lead to a refurbished porte-cochère.


THE THEODORE ROOSEVELT ROTUNDA

Restoration of this imposing hall—familiar to most visitors as the Museum’s main entrance and a New York City interior landmark— included the first comprehensive conservation of William Andrew Mackay’s murals of Roosevelt’s public life since they were installed in 1935.

Clockwise from Top Left: The 2011–2012 project was the first comprehensive conservation work performed since the murals were installed in 1935. The opening celebration on October 27, 2012, featured a variety of programs for naturalists of all ages, including live animal showcases and hands-on activities. The murals were removed from the Theodore Roosevelt Rotunda during the early part of the restoration.

The two-year conservation effort revealed the artist’s original vibrant palette on some of the largest indoor murals in a New York City public building. The murals, which cover an area of about 5,200 square feet, depict milestones and scenes from Roosevelt’s public life: the signing of the Treaty of Portsmouth in 1905 to end the Russo-Japanese War, for which Roosevelt was awarded the Nobel Peace Prize; the building of the Panama Canal; and Roosevelt’s expeditions to Africa.


In addition, the popular display featuring a *Barosaurus* rearing up to protect its young from an attacking *Allosaurus* was divided in two, creating an 8-foot-path that allowed visitors to walk between the combatants for the first time.

Kevin Roche John Dinkeloo and Associates served as the lead architect for the Memorial’s restoration. The approximately \$40 million Theodore Roosevelt Memorial restoration project was completed with significant support, including \$23 million from the Empire State Development Corporation and \$11.5 million from the New York City Department of Cultural Affairs and the Council of the City of New York, and the support of New York State Governor Andrew M. Cuomo, New York City Mayor Michael R. Bloomberg, and New York City Council Speaker Christine Quinn. 

EXHIBITION

Masterful Restoration Revitalizes Historic Hall

Featuring stunningly restored dioramas offering snapshots of North America's rich natural heritage, the iconic Hall of North American Mammals reopened to the public along with the Theodore Roosevelt Memorial on October 27, 2012, as the Jill and Lewis Bernard Family Hall of North American Mammals.



The Alaska Brown Bear diorama was among those painstakingly restored during the 2011–2012 conservation project.

When the Hall of North American Mammals first opened in 1942 with 10 dioramas, it was heralded as a “vista of North America’s natural wonders and tremendous spaces.” Work halted during World War II, and 19 additional habitat groups were added in 1954. A decade later, in 1963, the hall expanded to include the Small Mammal Corridor. By the time the restoration project began in 2011, the hall encompassed 43 habitat dioramas, including two miniature dioramas depicting the continent’s prehistoric mammals, and featured more than 40 North American mammals ranging from the American bison to the wolverine. Based on

field research and executed to scientific precision, the dioramas remain unique works of art, a powerful educational tool, and a force for wildlife conservation.

For more than a year, a team of artists, conservators, taxidermists, and designers worked to restore the hall’s habitat dioramas, considered among the finest in the world, re-coloring faded fur to match pristine study skins from the Museum’s collections; repairing delicate fabricated leaves or replacing real flora in the foregrounds; and conserving background paintings by preeminent

diorama artists including James Perry Wilson and Belmore Brown. In addition to restoration of the dioramas, the hall’s lighting was brought into accord with a citywide greening initiative with the installation of energy-efficient lighting, a measure that will also protect the specimens from fading.

New interpretation was added to offer the latest scientific information about each diorama, including about individual species as well as depicted scenes. Updated displays include range maps and call-outs for key details in the dioramas.



A team of conservators and artists worked to restore specimens, as well as foreground elements and background paintings, in the hall’s iconic dioramas.

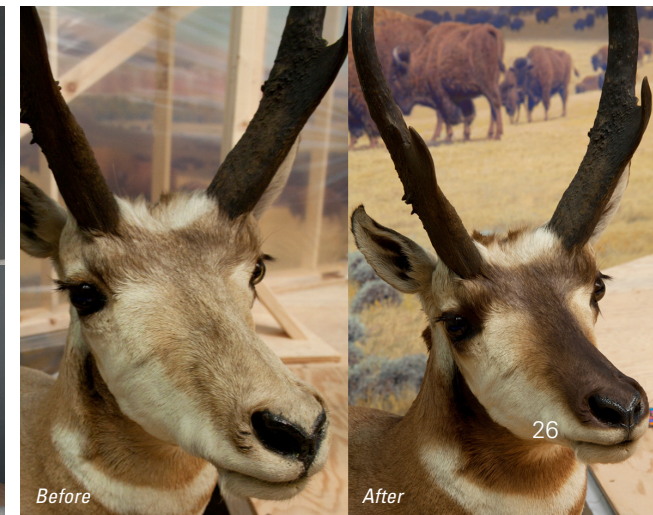
The American Museum of Natural History's
Diorama Department

A suite of digital offerings launched in conjunction with the reopening of the Bernard Family Hall of North American Mammals offered additional opportunities to highlight the beauty and science behind this historic hall. [A free smartphone app for iPhone, iPod, or Android devices](#) released in October 2012 offered stunning images of celebrated dioramas, behind-the-scenes videos, archival photos, recordings of animal calls, and science commentary

from Curator Ross D.E. MacPhee. A 16-part web video series documenting the year-long restoration and featuring interviews with artists, conservators, and Dr. MacPhee was featured on the Museum's AMNH.tv and YouTube channels beginning in September 2012 and recognized as a 2013 Webby Official Honoree in the Documentary: Series category in April 2013. To watch the series, click [here](#).

Dr. MacPhee, curator in the Museum's Department of Mammalogy, served as supervising curator for the restoration of the Hall of North American Mammals, with Roland Kays, a professor at North Carolina State University, consulting. Artist Stephen C. Quinn, a senior project manager in the Museum's Department of Exhibition who retired from full-time service in March 2013, directed the restoration project. [📺](#)

Clockwise from Left: Special platforms were constructed to allow conservators access to specimens within the dioramas. Stephen C. Quinn carefully colors an Alaska Brown Bear specimen. Conservators from the Museum's Objects and Natural History Conservation Labs spent months researching the right product to restore faded furs on specimens that ranged from pronghorn (right) to ferret (left).



Fiscal Year 2012–2013 Special Exhibitions



Beyond Planet Earth: The Future of Space Exploration

November 19, 2011–August 12, 2012

Highlighting space explorations of the past and offering a vision for the future, this exhibition presented missions that may soon move from science fiction to reality: building a space elevator on the surface of the Moon, deflecting a hazardous near-Earth asteroid, and traveling to Mars—and perhaps even establishing colonies there.

Visitors were invited to download a [free augmented reality \(AR\) app for iPhone, iPod Touch, or iPad](#) created exclusively for *Beyond Planet Earth* to be used to activate 11 AR icons throughout the exhibition to unlock animations, share images via email, Facebook, and Twitter, and access a special site with additional space-themed links.

Beyond Planet Earth was curated by Michael Shara, curator in the Department of Astrophysics. The exhibition was designed and produced by the Exhibition Department under the direction of David Harvey, senior vice president for exhibition.

Beyond Planet Earth was organized by the American Museum of Natural History, New York, in collaboration with MadaTech: the Israel National Museum of Science, Technology, & Space, Haifa, Israel.

Beyond Planet Earth was made possible through the sponsorship of Lockheed Martin Corporation.

And proudly supported by Con Edison.

Major funding was provided by the Lila Wallace-Reader's Digest Endowment Fund.

Additional support was generously provided by Marshall P. and Rachael C. Levine, Drs. Harlan B. and Natasha Levine, and Mary and David Solomon.

Presented with special thanks to NASA.

Creatures of Light: Nature's Bioluminescence

March 31, 2012–January 6, 2013

Exploring extraordinary organisms that produce light, from flickering fireflies to deep-sea fishes, visitors to this immersive exhibition discovered the variety of ways in which light is used to attract a mate, lure prey, or defend against a predator and learned how, where, and why scientists study this natural phenomenon in a series of re-created environments set to a symphonic soundtrack by composer Tom Phillips.

Throughout the gallery, in-depth content about bioluminescence designed exclusively for the exhibition was available on iPads. Released as a freestanding app, *Creatures of Light* was recognized as a 2013 Webby Award nominee in the Education & Reference (Tablet & All Other Devices) category. Get the app [here](#).

Creatures of Light was curated by John Sparks, curator in the Department of Ichthyology. The exhibition was designed and produced by the Exhibition Department under the direction of David Harvey, senior vice president for exhibition.

Creatures of Light: Nature's Bioluminescence was organized by the American Museum of Natural History, New York, in collaboration with the Canadian Museum of Nature, Ottawa, Canada, and The Field Museum, Chicago.

Generous support for *Creatures of Light* was provided by the Eileen P. Bernard Exhibition Fund.





Our Global Kitchen: Food, Nature, Culture

November 17, 2012–August 11, 2013

Focusing on the intricate global food system, this exhibition illuminated the myriad ways that food is produced and moved throughout the world in sections devoted to growing, transporting, cooking, eating, tasting, and celebrating.

A first-ever working kitchen in the gallery offered the opportunity to taste seasonal treats on a rotating menu. The exhibition also featured a vertical garden, displays of rare artifacts from the Museum's collections, large-scale tableaux of the dining rooms of famous figures throughout history, and interactive exhibits that allowed visitors to cook a virtual meal, share a food memory, and more as they considered the intersections of food, nature, culture, health, and history.

Our Global Kitchen was curated by Eleanor Sterling, director of the Museum's Center for Biodiversity and Conservation (CBC), and Mark Norell, chair of the Division of Paleontology at the Museum, with support from Erin Betley, content research specialist and biodiversity specialist with the CBC.

The exhibition was designed and produced by the Exhibition Department under the direction of David Harvey, senior vice president for exhibition.

The exclusive corporate sponsor for *Our Global Kitchen* was J.P. Morgan.

Additional support for *Our Global Kitchen* and its related educational and online resources was provided by GRACE Communications Foundation.

The Kitchen Experience was presented by Whole Foods Market.

Whales: Giants of the Deep

March 23, 2013–January 5, 2014

Transporting visitors to the vibrant underwater world of the mightiest animals on Earth, *Whales: Giants of the Deep* delved into the evolution, biology, diversity, and conservation of these mighty animals and highlighted their interactions with human cultures across the Pacific and around the world.

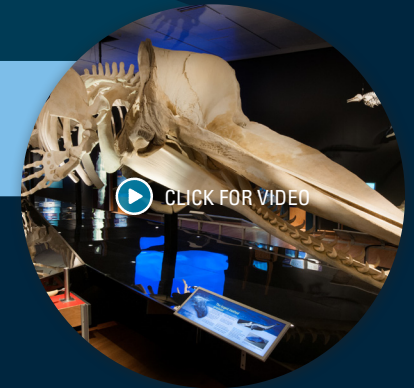
On tour from the Museum of New Zealand Te Papa Tongarewa, *Whales* featured more than 20 skulls and skeletons from various whale species and objects made from whale bone and other materials. Also on view: specimens from the American Museum of Natural History's collections, including cultural and historical objects and the massive skull of an extinct land-dwelling whale relative *Andrewsarchus mongoliensis*.

This exhibition was co-curated by John Flynn, Frick Curator of Fossil Mammals.

Whales: Giants of the Deep was developed and presented by the Museum of New Zealand Te Papa Tongarewa. This exhibition was made possible through the support of the New Zealand Government and the Smithsonian Institution.

The American Museum of Natural History gratefully acknowledges the **Richard and Karen LeFrak Exhibition and Education Fund**.

Generous support for *Whales* was provided by the Eileen P. Bernard Exhibition Fund.



Live Animal Exhibitions



The Butterfly Conservatory: Tropical Butterflies Alive in Winter

October 8, 2011–May 28, 2012

Celebrating its 14th year at the Museum, this annual favorite invited visitors to mingle with up to 500 fluttering, iridescent butterflies among blooming tropical flowers and lush green vegetation in 80-degree temperatures.

The Butterfly Conservatory was curated by Ward Wheeler, curator in the Museum's Division of Invertebrate Zoology.



The Butterfly Conservatory: Tropical Butterflies Alive in Winter

October 6, 2012–May 27, 2013

In its 15th year at the Museum, this popular winter attraction invited visitors to mingle with up to 500 fluttering, iridescent butterflies among blooming tropical flowers and lush green vegetation in a 1,200-square-foot vivarium.

The Butterfly Conservatory was curated by David Grimaldi, curator in the Division of Invertebrate Zoology.

Lord & Taylor was the proud sponsor of *The Butterfly Conservatory*.



Spiders Alive!

July 28, 2012–January 6, 2013

This live-animal exhibition about the fascinating and complex world of spiders focused on arachnid diversity, anatomy, venom, silk, and behavior, including defensive mechanisms such as mimicry and noise-making. With approximately 20 species of live spiders, the exhibition included videos, a climbable spider model, and fossils as well as regular presentations featuring Museum staff handling arachnids to highlight anatomy and other characteristics.

The exhibition was curated by Norman Platnick, curator emeritus in the Division of Invertebrate Zoology.



Frogs: A Chorus of Colors

May 18, 2013–January 5, 2014

Returning to view, *Frogs: A Chorus of Colors* featured more than 150 live frogs, including ten species of colorful dart-poison frogs, and explored the diverse world of these complex amphibians by introducing visitors to their biology and evolution, their importance to ecosystems, and the threats they face in the wild.

Christopher J. Raxworthy, associate curator in the Department of Herpetology and associate dean of science for education and exhibition, served as lead curator.

The exhibition was presented with appreciation to Clyde Peeling's Reptiland.

Photo Exhibitions and Other Exhibits



Winged Tapestries: Moths at Large

September 29, 2012–September 29, 2013

Displayed in the IMAX Corridor, this exhibition featured 34 striking images by Ottawa-based photographer Jim des Rivières illustrating the beauty and diversity of North American moths, as well as specimens from the Museum’s collection.

David Grimaldi, curator in the Division of Invertebrate Zoology, served as curator for this exhibition.

Winged Tapestries: Moths at Large, featuring the art of Jim des Rivières, was produced by the Canadian Museum of Nature.

The presentation of *Winged Tapestries: Moths at Large* at the American Museum of Natural History was made possible by the generosity of the Arthur Ross Foundation.



Cicada Case

May 22, 2013–September 3, 2013

In time for the emergence of the 17-year periodical cicadas (*Magicicada*), the Museum returned to view a restored 1912 case with models of periodical cicadas, in various stages of development, in the Hall of Biodiversity.



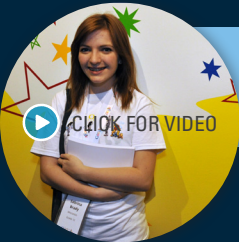
Trilobites Case

On view from June 13, 2013

This exhibition in the Grand Gallery includes 15 fossils of various trilobite species from the Museum’s permanent collection, including specimens from New York, Morocco, and Russia.

The exhibition was overseen by Neil Landman, curator in the Division of Paleontology.

This exhibition is made possible thanks to Martin Shugar, M.D., and Andy Secher.



Doodle 4 Google

May 22, 2013–September 2, 2013

In 2013, the Museum was delighted to team up with Google to display entries from 50 state winners who participated in Google’s annual U.S. Doodle 4 Google contest in the Rose Center Gallery.

On May 22, at an event held at the Museum, Google announced that the work of Sabrina Brady of Wisconsin was the winning entry in the national 2013 Doodle 4 Google contest for K–12 students in the U.S.



The Kimberley Diamond

July 11, 2013–June 2014

An extraordinary 55.08-carat gem—a champagne-colored or “cape” diamond cut from a 490-carat crystal found before 1868 at the Kimberley Mine in Kimberley, South Africa—was featured in the Morgan Memorial Hall of Gems.

The Kimberley Diamond exhibit was curated by George Harlow, curator in the Museum’s Department of Earth and Planetary Sciences.

The Kimberley Diamond was on loan from the Bruce F. Stuart Trust.

AWARDS

DAVID HARVEY AND THE AMERICAN MUSEUM OF NATURAL HISTORY

Insight Award

Society for Environmental Graphic Design, 2012

RACE TO THE END OF THE EARTH

On view May 30, 2009–January 2, 2010

Gold Award—Best In Design 2012

Graphis 100

WORLD'S LARGEST DINOSAURS

On view April 16, 2011–January 2, 2012

American Inhouse Design Award for Exhibition Design

Graphic Design USA, 2012

Graphic Design Award

Graphic Design USA, 2012

BEYOND PLANET EARTH: THE FUTURE OF SPACE EXPLORATION

On view November 19, 2011–August 12, 2012

Gold Award: Best Museum Environment Event

Design Magazine, 2012

Bronze MUSE Award: Augmented Reality Application

Media and Technology Committee of the American Association of Museums, 2012

BRAIN: THE INSIDE STORY

On view November 20, 2010–August 14, 2011

Media Award

European College of

Neuropsychopharmacology, 2013

CREATURES OF LIGHT: NATURE'S BIOLUMINESCENCE

On view March 31, 2012–January 6, 2013

American Web Design Award

Graphic Design USA, Nature's

Bioluminescence iPad Application, 2013

Apple's Best of 2012

Educational iPad Application

International Design Excellence Award finalist

Industrial Designers Society of America, Museum Environment, 2013

MUSE Award—Mobile Applications, Honorable Mention

American Alliance of Museums, 2013

Webby Award nomination

International Academy of Digital Arts & Sciences, 2013

OUR GLOBAL KITCHEN: FOOD, NATURE, CULTURE

On view November 17, 2012–August 11, 2013

American Inhouse Design Award for Exhibition Design

Graphic Design USA, 2013

InHOWse Design Award of Merit

HOW Design Magazine, 2013

SPIDERS ALIVE!

On view July 28, 2012–January 6, 2013

American Inhouse Design Award for Exhibition Design

Graphic Design USA, 2013

InHOWse Design Award of Merit

HOW Design Magazine, 2013

In *Creatures of Light*, beads were used to re-create the ceilings of New Zealand's Waitomo Cave, where glowworms secrete from their tails threads studded with adhesive droplets reflecting bioluminescent light.

Traveling Exhibitions and Productions

Developed by research scientists working with educators and award-winning design, media, engineering, editorial, and exhibition teams, the Museum's exhibitions, Space Shows, and the Digital Universe Atlas have been presented in venues in more than 35 countries and on every continent except Antarctica.

KEY | ● BEFORE FY 2012 ● FISCAL YEAR 2012 ● FISCAL YEAR 2013 ● BOTH FY 2012 & 2013 | ● 1 SHOW PER LOCATION ● 2 SHOWS ● 3+ SHOWS

TRAVELING EXHIBITIONS

EXHIBITIONS

34

IN FY 2012

21

IN FY 2013

Number of locations where the exhibition was shown worldwide, not including the Museum.

- | | |
|--|--|
| 2 1 BEYOND PLANET EARTH: THE FUTURE OF SPACE EXPLORATION
<small>On view at the Museum in FY12</small> | 2 1 LIZARDS AND SNAKES ALIVE! |
| 1 1 BRAIN: THE INSIDE STORY | 3 1 MYTHIC CREATURES: DRAGONS, UNICORNS, & MERMAIDS |
| 3 2 CLIMATE CHANGE: THE THREAT TO LIFE AND A NEW ENERGY FUTURE | 2 1 RACE TO THE END OF THE EARTH |
| 1 1 CREATURES OF LIGHT: NATURE'S BIOLUMINESCENCE
<small>On view at the Museum in FY12-FY13</small> | 2 SHACKLETON |
| 3 2 DARWIN | 3 1 THE HORSE |
| 1 1 DINOSAUR DISCOVERIES | 3 1 TRAVELING THE SILK ROAD: ANCIENT PATHWAY TO THE MODERN WORLD |
| 3 1 DINOSAURS: ANCIENT FOSSILS, NEW DISCOVERIES | 4 3 WATER: H ₂ O=LIFE |
| 1 1 EINSTEIN | 1 WORLD'S LARGEST DINOSAURS
<small>On view at the Museum in FY11-FY12</small> |
| 3 2 EXTREME MAMMALS: THE BIGGEST, SMALLEST, AND MOST AMAZING MAMMALS OF ALL TIME | |

COUNTRIES

13

IN FY 2012

9

IN FY 2013

- | | | |
|-------------|---------------|----------|
| ● AUSTRALIA | ● FRANCE | ● SPAIN |
| ● CANADA | ● IRELAND | ● TAIWAN |
| ● CHINA | ● ISRAEL | ● TURKEY |
| ● COLOMBIA | ● ITALY | ● UAE |
| ● CRETE | ● NETHERLANDS | ● USA |

SPACE SHOWS

SHOWS

5

VENUES

52

- COSMIC COLLISIONS
- JOURNEY TO THE STARS
- PASSPORT TO THE UNIVERSE
- THE SEARCH FOR LIFE: ARE WE ALONE?
- SONICVISION

ACTIVE LICENSES

66

IN FY 2012

59

IN FY 2013

LOCATIONS

50

CITIES ACROSS

19

COUNTRIES

THE DIGITAL UNIVERSE

THE MUSEUM'S AUTHENTIC ATLAS OF THE OBSERVABLE UNIVERSE

COUNTRIES

36

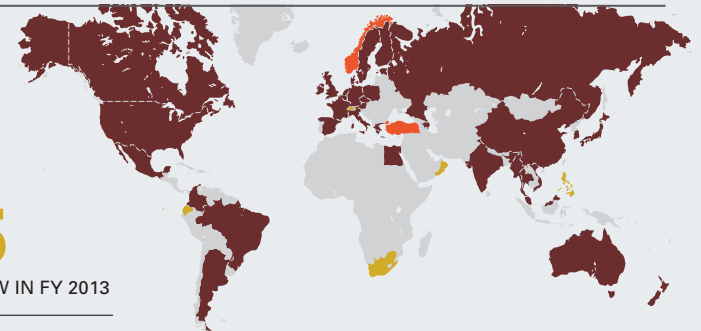
BEFORE FY 2012

2

NEW IN FY 2012

5

NEW IN FY 2013



- | | | | | |
|------------|----------------|---------------|--------------|-------------|
| ARGENTINA | CZECH REPUBLIC | INDIA | NEW ZEALAND | SWEDEN |
| AUSTRALIA | DENMARK | IRELAND | NORWAY | SWITZERLAND |
| AUSTRIA | ECUADOR | ITALY | OMAN | THAILAND |
| AZERBAIJAN | EGYPT | JAPAN | PHILIPPINES | TURKEY |
| BELGIUM | ESTONIA | LIECHTENSTEIN | POLAND | UK |
| BRAZIL | FINLAND | MALAYSIA | RUSSIA | USA |
| CANADA | FRANCE | MEXICO | SOUTH AFRICA | VIETNAM |
| CHINA | GERMANY | MYANMAR | SOUTH KOREA | |
| COLOMBIA | GREECE | NETHERLANDS | SPAIN | |

A broad range of programs offers hands-on experiences with Museum collections.

EDUCATION

The Museum offers a continuum of learning opportunities from early childhood through adulthood through its public programs, camps and workshops, and online or onsite professional development for educators. In fiscal year 2012, the Museum also began offering a Master of Arts in Teaching with a specialization in teaching Earth science, a pilot program authorized by New York State.

Fiscal Year 2012–2013 Program Highlights

A robust slate included the introduction of new adult learning programs focused on neuroscience, a year-long series presented in conjunction with the re-opening of the Theodore Roosevelt Memorial in October 2012, vibrant cultural festivals, and the celebration of the 10th anniversary of the Irma and Paul Milstein Family Hall of Ocean Life and its related Milstein Science Series in spring 2013. A selection of programs appears below.

2011

AUG



Visit with astronauts from Atlantis STS-135, NASA's final mission

[CLICK FOR VIDEO](#)

SEPT



Pilot Master of Arts in Teaching program begins accepting applications

[CLICK FOR VIDEO](#)

PAGE 36

OCT



Sackler Brain Bench adult course series begins

NOV



Visit from Hubble repair mission astronauts

[CLICK FOR VIDEO](#)

35th Annual Margaret Mead Film Festival



DEC

2012

Kwanzaa 2011

JAN



SpaceFest, in conjunction with *Beyond Planet Earth*

FEB



Digital Universe Flight School for middle-school students

[CLICK FOR VIDEO](#)

MAR



Isaac Asimov Memorial Debate: Faster than the Speed of Light

[CLICK FOR VIDEO](#)

APR

Milstein Science Series: Bioluminescence, in conjunction with *Creatures of Light*



Global Weekends: New Orleans: Culture Remixed

MAY



Discovery Room celebrates 10th anniversary



Kathryn W. Davis Science Teaching Classroom dedicated at ceremony honoring Mrs. Davis and her support for the MAT program.

[CLICK FOR VIDEO](#)

PAGE 36

JUN

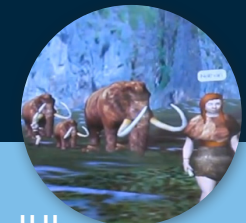


First cohort begins in MAT program

Dame Daphne Sheldrick speaks

[CLICK FOR VIDEO](#)

JUL



First-ever Virtual Worlds Institute: Whatever Happened to the Neanderthals?

[CLICK FOR VIDEO](#)

Urban Advantage Science Expo

2013



OCT

Theodore Roosevelt Memorial Opening Day Celebration

NOV

36th Annual Margaret Mead Film Festival

[CLICK FOR VIDEO](#)

SciCafe season begins

DEC



Nature and Poetry: A Conversation with E.O. Wilson and Robert Hass

[CLICK FOR VIDEO](#)



Kwanzaa 2012

JAN



How to Feed a Growing Planet presented in conjunction with *Our Global Kitchen: Food, Nature, Culture*

[CLICK FOR VIDEO](#)

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Digital Learning Week pioneers new programs for youth, including Morpholution and FoodCraft

[CLICK FOR VIDEO](#)

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Museum and Pinkerton Foundation lead consortium to expand Science Research Mentoring Program to six local science institutions



Global Weekends: Festival Luna

FEB

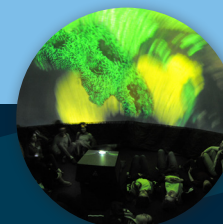
Sackler Brain Bench One-Day University presented in conjunction with *Our Global Kitchen: Food, Nature, Culture*

MAR

Isaac Asimov Memorial Debate: Existence of Nothing

[CLICK FOR VIDEO](#)

Global Weekends: Stories We Tell



2013 Milstein Science Series begins, celebrating 10th anniversary of Milstein Family Hall of Ocean Life

[CLICK FOR VIDEO](#)

PAGE 40



APR

Conservation, Wilderness, and the American Dream

[CLICK FOR VIDEO](#)

MAY

Museum announces partnership with Coursera

Ology named Great Website for Kids by PC Magazine

JUN

Urban Advantage Science Expo

Identification Day



2013 Young Naturalist Award Winners announced

Second cohort begins MAT program



EDUCATION

Innovative Programs for Teachers, Students in STEM

Bringing unique resources and expertise to bear on the science education crisis, the Museum leads the development of innovative programs that test and model new approaches to teacher education and student engagement, trailblazing a new role for science-rich cultural institutions.

Reid Sherman and Wilfrid Beauzile, members of the first class of the Museum's pilot Master of Arts in Teaching (MAT) program with a specialization in teaching Earth science, participate in team-building exercises during the first month of the program in June 2012.



TRAINING THE NEXT GENERATION OF SCIENCE TEACHERS

The Museum’s historic educational mission has included professional development for teachers since Museum founder Albert Bickmore introduced a zoology lecture course for New York City teachers in 1880. But in the last few decades, the Museum’s robust offerings for teachers—including online Seminars on Science (see page 40) as well as extensive onsite programs—have reflected an increased focus on testing innovative approaches to preparing, supporting, and retaining science teachers, whose impact in the classroom is integral to improving science education.

In December 2011, the Museum began accepting applications for a pioneering Master of Arts in Teaching (MAT) program with a specialization in teaching Earth and space science for grades 7 through 12, a pilot authorized by the New York State Department of Education to address a critical shortage of qualified teachers.

The first of its kind in the nation, the freestanding MAT program was co-designed by Museum scientists and educators to provide students with pedagogical training, deep knowledge of Earth and space science content, and authentic science experiences.

Clockwise from Top Left: Curator Denton Ebel discusses specimens from the Museum’s meteorite collections. Museum collections are one of many resources available to degree candidates. Students spend their second summer in a science practicum residency working closely with Museum researchers. Team-building activities in Central Park reflect the ongoing support network for graduates of the MAT program.

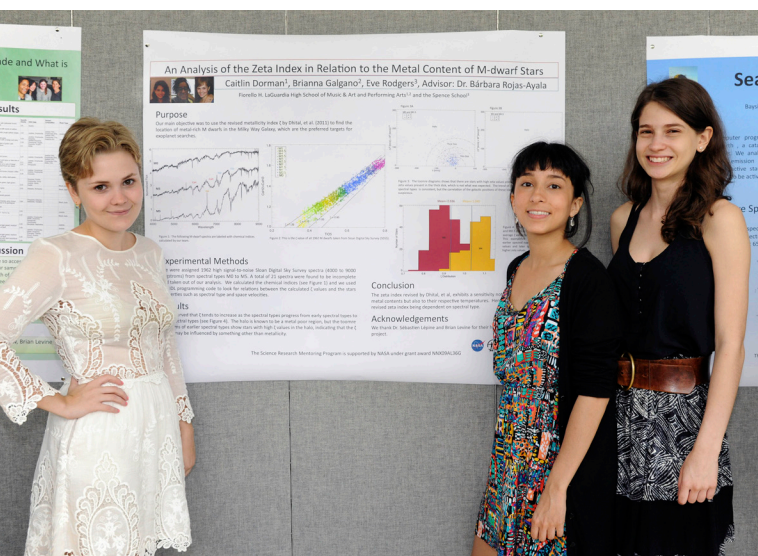
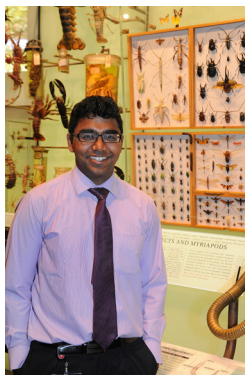
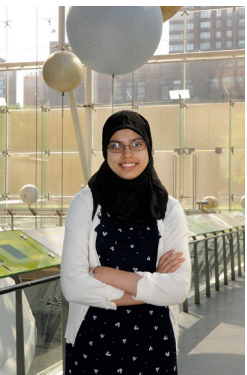
In addition to spending a full year gaining real-world classroom experience at partner schools, MAT students learn how to practice science from Museum geologists, astrophysicists, and paleontologists through fieldwork, laboratory investigations, and training in secondary research methods.

At the core of the 15-month, full-time, fully paid teaching fellowship are two Museum-based residencies and a partnership with five schools: Murry Bergtraum High School of Business Careers in Manhattan; the Queens Vocational and Technical High School in Queens; the Thomas C. Giordano Middle School in the Bronx; and Roosevelt High School and Gorton High School in Yonkers. Candidates spend the first summer working with Museum educators; a full academic year gaining classroom experience in a partner school; and a second summer working with Museum scientists in the Department of Earth and Planetary Sciences, the Department of Astrophysics, and the Division of Paleontology in a science practicum residency.

Program coursework is taught by Museum educators and doctoral-level scientists, including a group of seven postdoctoral candidates known as the Kathryn W. Davis Postdoctoral Scholars, who have been trained in the fields of paleontology, astrophysics, and Earth science.

Graduates of the program, who commit to teaching at high-needs public schools in New York State for four years, are also offered two years of formal, early-career professional development and support, a crucial element in helping to retain new teachers.

The MAT program is co-directed by Senior Director for Education Policy Maritza Macdonald, Ed.D., and Senior Director of Science Education Rosamond Kinzler, Ph.D. The program was co-designed by, and includes faculty from, the Museum’s Division of Physical Sciences, including the Departments of Earth and Planetary Sciences and Astrophysics, and the Division of Paleontology.



The Davis Postdoctoral Scholars—as well as the inaugural group of 21 MAT candidates, known as the Kathryn W. Davis Graduate Teaching Fellows—are named for the generous support of the late Kathryn W. Davis, which builds on support from the New York State Education Department, awarded through a competitive grant program created with federal Race to the Top funds. The Museum also received a grant from the National Science Foundation to study the effectiveness of this innovative approach to teacher preparation.

INNOVATIVE PROGRAM FOR HIGH SCHOOL STUDENTS EXPANDS REACH THROUGH NEW CONSORTIUM

In 2013, the Museum together with the Pinkerton Foundation, an independent grant-making organization, announced the launch of a consortium of five local institutions that will expand the Museum’s innovative and successful Science Research Mentoring Program (SRMP), broadening its scale and increasing its impact.

The Science Research Mentoring Program was pioneered by the Museum in 2009 with support from the National Science Foundation and NASA, as an out-of-school approach to science, technology, engineering, and math (STEM) preparation for high-potential, underserved high school students, to offer opportunities for participation in authentic research alongside a working scientist.

Building on extensive experience providing after-school courses for high school students, Museum educators designed a sequence that offers a solid foundation in science content, methods, and laboratory skills, followed by a summer session focused on practical training in research skills, and a one-year placement to conduct more than 120 hours of authentic research with a Museum scientist in life sciences, Earth and planetary sciences, or anthropology. The program also includes college-preparation activities such as college counseling and visits.

In fiscal year 2012, SRMP graduates’ research projects ranged from discovering ancient ants and termites in 52-million-year-old amber to looking for correlations between certain M-dwarf stars and the likelihood of finding exoplanets orbiting them. In fiscal year 2013, SRMP students’ research included studying invertebrates caught off Long Island’s North Shore; using computer models to analyze whether long-lived vortices in accretion discs around newborn stars may function as incubators of forming planets; and classifying amphibians and reptiles collected in Vietnam. The 12th-graders among the 2012 and 2013 graduates were accepted into undergraduate programs that included those at Barnard College, Brown University, City University of New York, and Columbia University, among others.

The consortium will engage increased numbers of high-achieving, high potential New York City high school students in programs unique to each partner institution, broadening areas of study for students to include math, engineering, environmental science, and neuroscience, and guided by the same set of core principles and best practices identified by the Museum.

The consortium partners include City University of New York (CUNY) Lehman/College Now Program; Polytechnic Institute of New York University (NYU-Poly); Cold Spring Harbor Laboratory, DNA Learning Center; Wave Hill; and Columbia University-Mind Brain Behavior Initiative, Neuroscience Outreach.

In fiscal year 2013, the Science Research Mentoring Consortium began developing and implementing new program elements to benefit students across the partner institutions; creating shared assets including curricula, mentor training, and college preparation materials; and recruiting high-potential students to the program. 

Left: Students in the Museum’s Science Research Mentoring Program conduct research with a Museum scientist in life, Earth, and planetary sciences as well as in anthropology.

EDUCATION

Learning With Digital Media

With an eye to the changing nature of learning, the Museum continues to develop offerings that use emerging technologies to engage learners as never before and to connect them to Museum research and collections in novel ways. Current efforts build on successful initiatives to investigate new directions, from drawing on digital tools and media in programs that uniquely engage youth to testing out new platforms that offer global reach for Museum content.

During the Museum's Digital Learning Week, students used digital tools to engage with scientific specimens and methods.

A NEW PARTNERSHIP BUILDS ON SUCCESS WITH SEMINARS ON SCIENCE

Professional development for educators at the Museum began its move to the digital realm in 1998 with the development of the Museum’s Seminars on Science, a set of online courses for teachers.

Since it was launched in 2000 with three courses, this pioneering program has offered high-quality science education and professional development to teachers, exploring new online educational pedagogies, tools, and learning environments and providing teachers with powerful classroom resources. Teachers earn graduate credit for each of the six-week courses through partnership with eight colleges and universities. Four of these

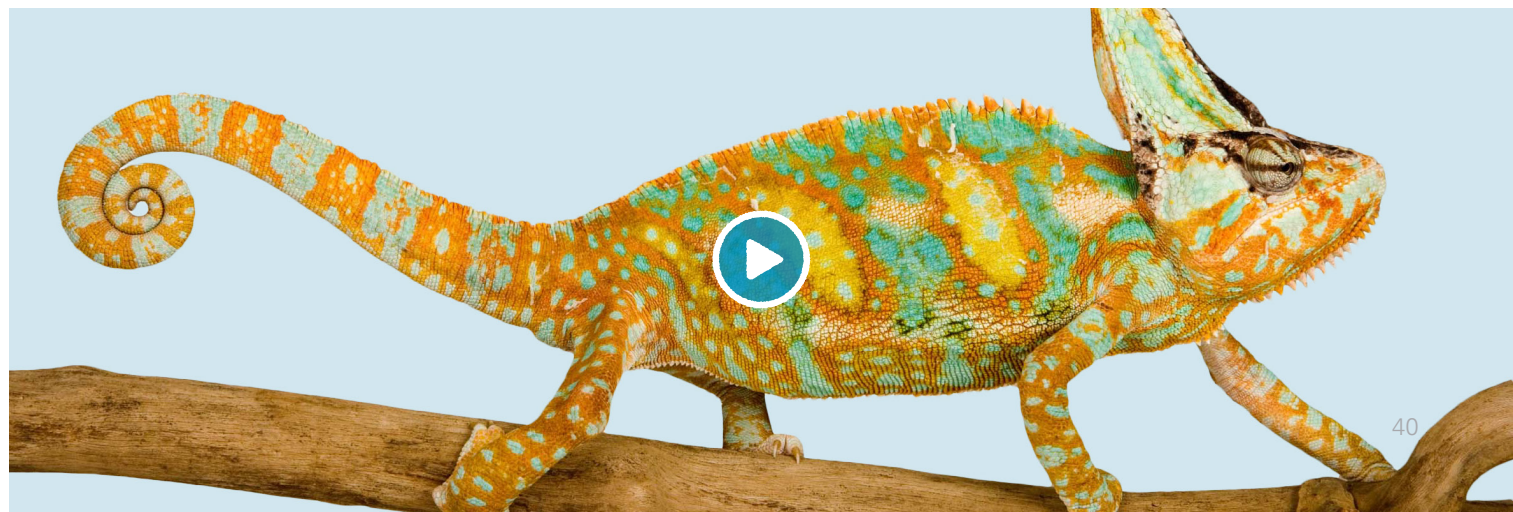
universities—Bank Street College of Education, City University of New York School of Professional Studies, Brooklyn College, and Western Governors University—include Seminars on Science courses as part of teacher preparation and certification programs. In fiscal year 2013, Seminars on Science served 1,200 teachers with 12 courses.

The success of Seminars on Science as a leader in online science education has paved the way for a partnership with Coursera, a leading global Massive Open Online Course (MOOC) provider, which announced its first foray into professional development for teachers at the K–12 level in spring 2013.

Beginning September 2013, the Museum offered three four-week courses for educators at the 7th- through 12th-grade level through Coursera’s professional development channel: [Genetics and Society](#), [Evolution](#), and [Dynamic Earth](#). The courses featured resources developed by Museum scientists and educators, including three-dimensional virtual specimens and videos that take educators behind the scenes to the Museum’s world-class collections, to field sites, and to research facilities.

The landmark partnership with Coursera offered opportunities for new learning about how Museum content can be extended via a global platform, including best practices and the efficacy of online assessment.

Below: Coursera courses for teachers developed by the Museum in 2013 include a course about genetics taught by Curator Rob DeSalle, evolution taught by Curator Joel Cracraft, and Earth science taught by Curator Edmond Mathez and Senior Director for Science Education Rosamond Kinzler.



DIGITAL MEDIA DRIVES YOUTH ENGAGEMENT, MOTIVATION IN SCIENCE LEARNING

Youth learning offers tremendous opportunities to use digital media and digital tools to support engagement with science, forge connections between new generations and Museum research and collections, and support lifelong learning skills.

The Museum has a strong legacy of engaging youth in science learning with digital tools including its award-winning website for children, OLogy, and more recent successes with middle-school institutes such as Virtual Worlds and Digital Flight School, which teach students to use specialized digital software to complete investigations using fossil, genetic, and astronomical evidence.

More recently, Museum educators have begun experimenting with a variety of additional digital tools and approaches to design new programs. During the January 2013 Digital Learning Week, students took part in [Morpholution](#), a program designed around the cloud-based tool Morphobank, the same tool that facilitates large-scale scientific studies such as the one that led to the reconstruction of the early mammal ancestor by an international team that included Museum scientists (see page 10).

Students learned how scientists document and communicate data, gathered their own data in the Museum halls using iPads, compared traits to understand evolutionary relationships, and generated evolutionary trees to determine how humans fit into the mammal evolutionary tree. As part of the program, educators used digital badges to motivate and engage learners, with promising results that will continue to inform future efforts.



Right: Students in the Museum’s Morpholution program used digital tools—including a powerful cloud-based database called Morphobank—to research evolutionary relationships among various species. Students made their observations in the halls, recorded data, analyzed it, and helped build an evolutionary tree while working with Museum scientists and educators.

SPECIAL EVENTS

Throughout fiscal years 2012 and 2013, the Museum's benefit events brought together philanthropists to celebrate, explore science and exhibitions, discuss pressing contemporary issues, and honor milestones and achievements. Proceeds from all events support the Museum's scientific and educational programming.

18th Annual Family Party

Tuesday, October 18, 2011

Hilary Addington, Diana Roesch DiMenna, Nina Garcia Conrod and David Conrod, Melissa and Carney Hawks, Kim and Greg Lippmann, Joella Lykouratzos, and Allison Mignone served as chairmen for this beloved annual event for about 1,000 parents and children, which raised more than \$500,000.

The 2011 Family Party was generously supported by Tiffany & Co.

The Museum Gala

Thursday, November 10, 2011

More than 600 guests attended the dazzling ball, which included a performance by Coldplay in the Milstein Family Hall of Ocean Life and raised more than \$3.6 million. Jodie and John Eastman, Kathy and Tom Freston, and Alice and Lorne Michaels served as gala chairmen.

The 2011 Museum Gala was generously sponsored by Graff Diamonds.

The 2012 Museum Dance

Thursday, March 8, 2012

Dana Wallach Jones and Michael T. M. Jones, Elizabeth Kurpis and Jonathan A. Kurpis, Jared and Ivanka Kushner, Alexandra and Gregory Kwiat, and Zibby and Andrew Right served as chairmen for this event, New York City's longest-running junior benefit, which celebrated the 2012 exhibition *Creatures of Light: Nature's Bioluminescence* and raised over \$325,000.

The 2012 Museum Dance was generously supported by Saks Fifth Avenue.

22nd Annual Spring Environmental Lecture and Luncheon

Wednesday, April 25, 2012

Suzanne H. Cochran, Katheryn P. Kempner, Joanne W. Prager, Catherine B. Sidamon-Eristoff, Mary C. Solomon, and Constance Spahn served as chairmen for this year's event, "The Urban Naturalist: The Roosevelt Legacy." Lynn Sherr moderated a discussion with Roosevelt biographer Douglas Brinkley; Commissioner Rose Harvey of the New York State Office of Parks, Recreation and Historic Preservation; and Cary Institute of Ecosystem Studies Distinguished Senior Scientist Steward T.A. Pickett. The event raised \$430,000.

Coldplay performed at the 2011 Museum Gala.

20th Annual Corporate Dinner

Tuesday, May 8, 2012

The Museum honored IBM Corporation Chairman of the Board Samuel J. Palmisano with a Distinguished Service to Science and Education Award at the 2012 Corporate Dinner in recognition of IBM's commitment and contributions to science education and cultural programs. Steven A. Denning, Shelly B. Lazarus, and Ralph Schlosstein served as chairmen of this event, which raised more than \$1 million.

19th Annual Family Party

Wednesday, October 17, 2012

Melissa and Carney Hawks, Kim and Greg Lippmann, Joella Lykouretzos, Rebekah Mercer, and Allison Mignone served as chairmen for the much-anticipated annual party, which hosted more than 1,000 children and parents and raised more than \$595,000 for the Museum.

The 2012 Family Party was generously supported by Tiffany & Co. Additional support was graciously provided by Lord & Taylor.

The Museum Gala

Thursday, November 15, 2012

More than 700 guests enjoyed a menu designed by Mario Batali and a performance by Maroon 5 in the Milstein Family Hall of Ocean Life. The event was hosted by Master of Ceremonies Tina Fey, and an auction of extraordinary prizes was conducted by Jamie Niven of Sotheby's. Jodie and John Eastman, Tom Freston, and Alice and Lorne Michaels served as chairmen for the event, which raised over \$3.2 million.

The 2012 Museum Gala was generously sponsored by Graff Diamonds.

The 2013 Museum Dance

Thursday, April 18, 2013

Celebrating the Museum's exhibition *Whales: Giants of the Deep*, the spectacular 2013 Museum Dance was chaired by Dana Wallach Jones and Michael T. M. Jones, Kristen Edgreen Kaufman and Michael Kaufman, Elizabeth Kurpis and Jonathan A. Kurpis, Alexandra and Gregory Kwiat, Nina and Michael Patterson, and Zibby and Andrew Right, and raised over \$367,000.

The 2013 Museum Dance was generously supported by Roberto Cavalli.

23rd Annual Spring Environmental Lecture and Luncheon

Wednesday, April 24, 2013

Claire Bernard, Suzanne H. Cochran, Katheryn P. Kempner, Catherine B. Sidamon-Eristoff, and Constance Spahn were chairmen of the 2013 event, *Islands in a Changing World: Resilience and Recovery*. Lynn Sherr led the panel discussion, which included The Nature Conservancy Caribbean Program Director Philip Kramer; Seth W. Pinsky, who led New York City's Special Initiative for Rebuilding and Resiliency (SIRR) after Hurricane Sandy; and Stuart Gaffin, research scientist at the Center for Climate Systems Research at Columbia University. The event raised \$420,000.

21st Annual Corporate Dinner

Tuesday, June 11, 2013

Chief Executive Officer of Citi Michael Corbat was honored with a Distinguished Service to Science and Education Award at the 2013 Corporate Dinner in recognition of Citi's and Citi Foundation's commitment and contributions to science education and cultural programs. At the event, Mr. Corbat announced a new \$250,000 Citi Foundation grant to support New York City school and camp group visits to the Museum for thousands of elementary, middle, and high school students through 2014. Ajay Banga, president and CEO, MasterCard; Louis L. Goldberg, partner, Davis Polk & Wardwell LLP; Brad S. Karp, chairman, Paul, Weiss, Rifkind, Wharton & Garrison LLP; Richard D. Parsons, senior advisor, Providence Equity LLC; and Stephen A. Schwarzman, chairman, CEO, and co-founder, The Blackstone Group, served as chairmen for the dinner, which raised over \$1.2 million.

Report of the Treasurer



The Ancient Oceans diorama in the Milstein Hall of Ocean Life features ammonites, which inhabited the planet for more than 300 million years.

Despite a challenging economic climate, the Museum remained financially strong during fiscal years 2012 and 2013.

Due to continued strength in visitor attendance and an increase in the Museum's membership base, combined with stable results in other revenue areas, the Museum was able to generate positive net unrestricted operating revenues of \$112,151 in fiscal year 2013 and \$92,225 in fiscal year 2012. In both years, these positive outcomes were the net results after transfers of designated contributions and other revenues to plant and long-term investments.

During this two-year period, the Museum's net assets increased by \$41.4 million, from \$747.6 million to \$789.0 million, due primarily to increases in the value of the Museum's endowment and pledges receivable, as well as a decrease in the Museum's postretirement healthcare liability.

UNRESTRICTED OPERATING RESULTS

Over the past two fiscal years, the Museum’s annual Unrestricted Operating Revenues and Support increased by \$0.1 million, from \$166.2 million to \$166.3 million. Annual Unrestricted Operating Expenses, together with transfers, increased by \$0.1 million, from \$166.1 million to \$166.2 million, resulting in positive net unrestricted operating revenues of \$112,151 during fiscal year 2013 and \$92,225 during fiscal year 2012.

The Museum continued to enjoy record attendance levels during fiscal years 2012–2013. As a result, attendance-related revenues continued to remain the

largest source of operating revenues, totaling \$88.8 million over the two-year period.

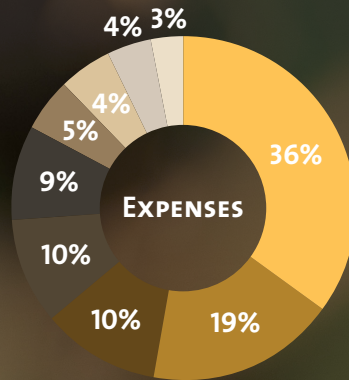
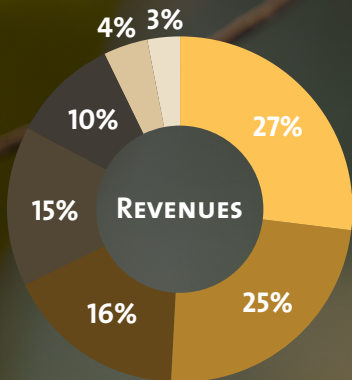
The Museum continued to receive substantial operating and programmatic support from Trustees, other individuals, foundations, and corporations, as well as the City of New York, the State of New York, and the federal government. Over the past two fiscal years, contributions and grants used to fund Museum operations, including a portion of net assets released from restrictions, totaled \$83.2 million. In addition, the Museum received unrestricted operating support from the City of New York, including support for certain

energy and pension expenses, totaling \$33.6 million over the two-year period. The City also provided substantial capital support to the Museum (see “Capital Expenditures”).

Support for annual operations from the Museum’s endowment—which is calculated by taking 5 percent of the average of 12 quarterly market values, ending March 31 prior to the succeeding fiscal year—fluctuates according to market conditions. Over the past two fiscal years, endowment support for Museum operations totaled \$52.0 million.

UNRESTRICTED OPERATING REVENUES AND EXPENSES

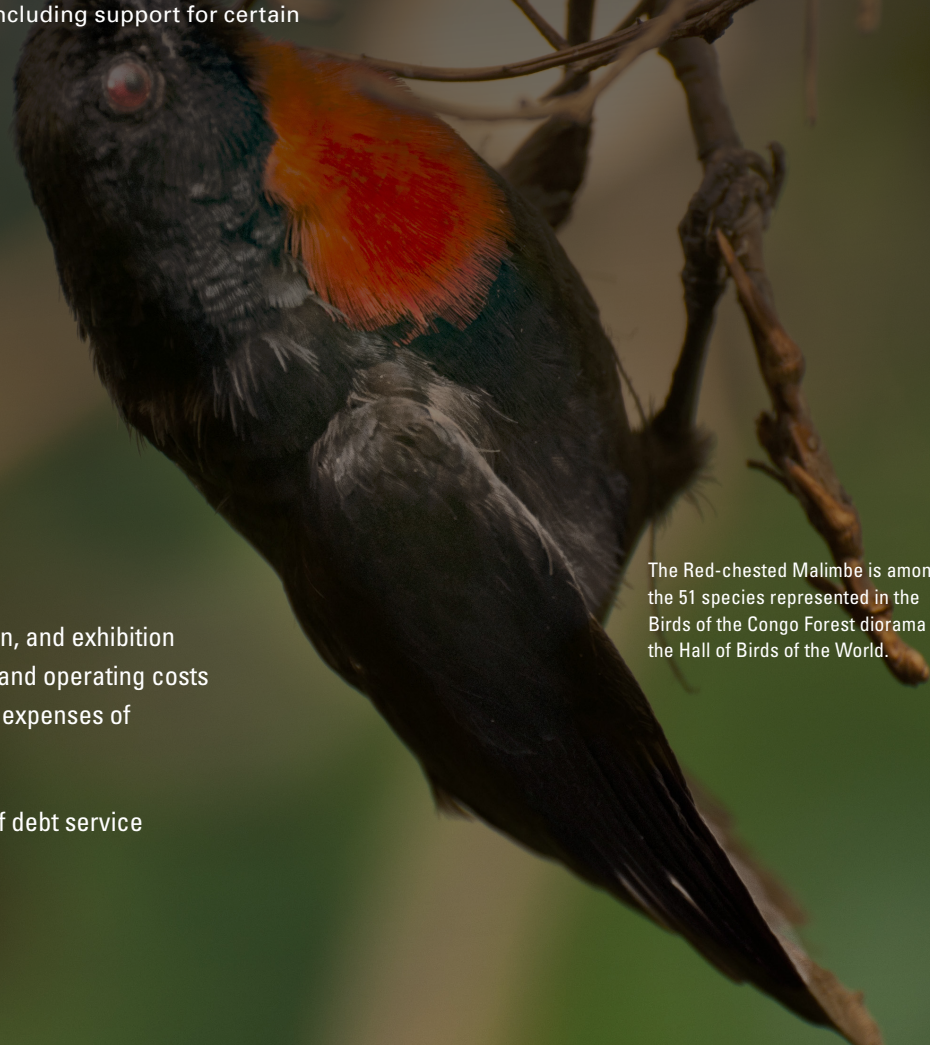
Fiscal Year 2013



- 27%** Visitor contributions and admissions
- 25%** Contributions and grants*
- 16%** Endowment and related funds*
- 15%** Auxiliary activities
- 10%** The City of New York
- 4%** Membership
- 3%** Miscellaneous revenue and other fees

- 36%** Scientific research, education, and exhibition
- 19%** Guardianship, maintenance, and operating costs
- 10%** Cost of goods sold and other expenses of auxiliary activities
- 10%** General and administrative
- 9%** Transfers for fund payment of debt service
- 5%** Fundraising and membership
- 4%** Communications
- 4%** Visitor services
- 3%** Information technology

* Includes a portion of net assets released from restrictions



The Red-chested Malimbe is among the 51 species represented in the Birds of the Congo Forest diorama in the Hall of Birds of the World.

CAPITAL EXPENDITURES

In fiscal years 2012 and 2013, the Museum continued to fund priority capital improvement projects to meet infrastructure and security needs as well as permanent exhibition hall renovations and new scientific facilities. The \$42.5 million invested by the Museum in its physical plant concentrated on such major projects as the multi-year restoration and renovation project on the Central Park West side of the Museum.

As in the past, the Museum funded most of its capital improvements from a variety of sources, including the City of New York, State of New York, private donations, and the Museum’s endowment.

The Museum recognized a non-cash depreciation expense of \$52.6 million during the two-year period. Net of depreciation expense, the value of the Museum’s physical plant decreased by \$9.9 million, from \$462.0 million to \$452.1 million.

DEBT AND OTHER LIABILITIES

The Museum’s liabilities decreased by \$12.2 million during the past two fiscal years, from \$408.9 million to \$396.7 million. The decrease in liabilities was largely attributable to a \$11.1 million decrease in accrued postretirement and other employee benefits, from \$54.0 million to \$42.9 million. During this period, the amount of the Museum’s long-term debt decreased by \$2.4 million from \$270.8 million to \$268.4 million.

ENDOWMENT FUNDS

The return on the Museum’s endowment was +12.2% in fiscal year 2013 and -1.3% in fiscal year 2012, reflective of the continued volatility in global equities, commodities, and fixed income markets. As a result, the market value of the endowment increased by \$12.4 million during the past two fiscal years, to \$587.8 million. During this two-year period, the Museum received cash gifts and pledge payments totaling \$17.7 million, and made planned

withdrawals from the endowment for Museum operations and capital investment totaling \$62.1 million.

The Museum’s endowment asset allocation is intended both to drive investment return and to provide protection in volatile markets. The Museum’s endowment funds are invested by independent investment managers in diversified equity and fixed income securities and are overseen by the Museum’s Investment Committee. During fiscal year 2013, mindful of a likely increase in interest rates and reasonable equity valuations, the Museum shifted 4 percent of endowment assets from fixed income to equities. As of June 30, 2013, the Museum’s endowment was invested as follows:

Marketable Equities	33%
Absolute return/hedge funds	38%
Marketable fixed income	7%
Marketable real assets	3%
Private investment partnerships	15%
Cash equivalents	4%
TOTAL	100%

THE IMPORTANCE OF CONTRIBUTIONS AND GRANTS

The Museum has continued to benefit greatly from the generosity of its private and public supporters. During fiscal years 2012 and 2013, the Museum raised a total of \$140.9 million in support of its operations, programs, capital improvements, and endowment—a major endorsement of the importance and social impact of the Museum’s work in science, education, and exhibition. Despite challenging external financial circumstances, the Museum was able to continue to balance its operating budget, maintain a substantial endowment, and make improvements to its physical plant.

Charles H. Mott

Charles H. Mott
Treasurer

The Birds of the Congo diorama also features Black-collared Lovebirds.

FINANCIAL STATEMENTS

CONDENSED SUMMARY OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

These statements are summarized for the years ended June 30, 2012, and June 30, 2013, and excerpted from the audited financial statements. A complete set of the audited financial statements is available at amnh.org.

ASSETS	2013	2012
Cash and other operating assets	\$ 86,023,510	\$ 69,082,171
Contributions and grants receivable, net	51,046,864	48,325,852
Long-term investments, at fair value	596,572,355	553,587,932
Plant and equipment, net	452,074,386	461,555,798
TOTAL ASSETS	\$ 1,185,717,115	\$ 1,132,551,753
LIABILITIES	2013	2012
Accounts payable and other liabilities	\$ 127,394,499	\$ 179,482,849
Loans from the Trust for Cultural Resources	269,270,225	270,677,376
TOTAL LIABILITIES	\$ 396,664,724	\$ 450,160,225
NET ASSETS		
Unrestricted	\$ 335,387,802	\$ 272,719,986
Temporarily restricted	277,597,339	247,716,605
Permanently restricted	176,067,250	161,954,937
TOTAL NET ASSETS	\$ 789,052,391	\$ 682,391,528
TOTAL LIABILITIES AND NET ASSETS	\$ 1,185,717,115	\$ 1,132,551,753

Displays in the Milstein Family Hall of Ocean Life illustrate the amazing variety of marine ecosystems.

Rocky shores, featured in the Milstein Family Hall of Ocean Life, are among the most variable habitats on Earth.

CONSOLIDATED STATEMENTS OF ACTIVITIES—UNRESTRICTED

These statements are summarized for the years ended June 30, 2012, and June 30, 2013, and excerpted from the audited financial statements. A complete set of the audited financial statements is available at amnh.org.

OPERATING REVENUE AND SUPPORT	2013	2012	NON-OPERATING REVENUE, SUPPORT AND EXPENSES	2013	2012
Investment return designated for operations	\$ 18,115,493	\$ 17,769,956			
Contributions and grants	24,854,218	24,923,549			
Operating support from the City of New York	16,721,953	16,881,243			
Visitors' contributions and admissions	43,956,168	44,882,738			
Membership fees	6,715,807	6,531,150			
Auxiliary activities	25,243,289	28,513,660			
Miscellaneous fees and other revenue	5,053,478	4,547,041			
Net assets released from restrictions	25,653,941	23,876,436			
TOTAL OPERATING REVENUE AND SUPPORT	\$ 166,314,347	\$ 167,925,773			
			REVENUE AND SUPPORT FOR PLANT		
			Contributions, grants and miscellaneous income	\$ 9,090,375	\$ 9,295,606
			Capital support from the City of New York	12,750,969	6,107,742
			Net assets released from restrictions	305,544	3,667,379
			Transfer from long-term investments and operations to plant	22,004,796	18,478,509
			PLANT EXPENSES		
			Interest expense not capitalized	\$ 12,239,653	\$ 12,596,810
			Unrealized (gain) loss on interest rate swaps	(19,240,783)	27,720,198
			Depreciation and amortization	26,758,139	25,808,947
			Plant expenses not capitalized	457,914	277,179
			LONG-TERM INVESTMENTS AND OTHER		
			Contributions and bequests	\$ 917,351	\$ 4,686,231
			Investment return in excess of amounts designated for operations	4,888,132	(22,448,436)
			Net assets released from restrictions	12,528,328	11,102,903
			Transfers from plant and operations to long-term investments, net	(7,907,947)	(2,580,000)
			Other pension-related activities	28,193,040	(12,290,249)
			CHANGE IN UNRESTRICTED NET ASSETS	\$ 62,667,816	\$ (50,291,224)
OPERATING EXPENSES	2013	2012			
Scientific research	\$ 33,570,176	\$ 34,787,891			
Education	17,747,862	15,906,760			
Exhibitions	8,963,758	7,587,442			
Membership	2,154,412	2,034,387			
Visitor services	7,401,914	7,903,246			
Auxiliary activities	16,501,880	18,378,326			
General and administrative	15,851,165	16,206,245			
Fundraising	5,437,851	5,208,800			
Communications	7,041,211	7,573,235			
Information technology	5,594,584	5,713,740			
Guardianship, maintenance and operating costs	31,840,534	30,634,967			
TOTAL OPERATING EXPENSES	\$ 152,105,347	\$ 151,935,039			
Designated contribution and transfers to plant and long-term investments	14,096,849	15,898,509			
Operating revenue and support in excess of (less than) operating expenses, designated contributions, and transfers	\$ 112,151	\$ 92,225			

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as of June 30, 2013



The northern William Mackay mural in the Theodore Roosevelt Rotunda, a detail of which is shown here, depicts the building of the Panama Canal.

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The Jaguar diorama in the Bernard Family Hall of North American Mammals was first displayed in 1942 and features a background painting by James Perry Wilson.

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Caribou, featured in two dioramas in the Bernard Family Hall of North American Mammals, are the only species of deer in which both sexes have antlers.

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as of June 30, 2013



The Bighorn Sheep specimens in this diorama underwent careful treatment during the 2011–2012 conservation of the Bernard Family Hall of North American Mammals.

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The nearly 3-billion-year-old banded iron formation on view in the David S. and Ruth L. Gottesman Hall of Planet Earth represents the primary evidence that the early atmosphere and ocean contained no free oxygen.

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This quartz boulder is one of more than 160 specimens in the David S. and Ruth L. Gottesman Hall of Planet Earth. This vein of a nearly pure quartz formed by deposition of silica from hot water flowing through a fracture in the host rock.