



New England
Aquarium

Central Wharf
Boston, MA 02110-3399
www.neaq.org



New England
Aquarium

Protecting the blue planet

2011 Annual Report



PRINTED ON
RECYCLED PAPER
1M/4-12/RD

Cover photo: S. Cheng

Dear Friends,

2011 was a record year of accomplishments for the New England Aquarium. Your support made all the difference in advancing our mission to protect the blue planet and in truly helping to shape the Aquarium's future. Aquarium attendance was the highest since 2002 and the fourth highest in the Aquarium's history, with over 1.3 million visitors walking through our doors and visiting our exhibits. Membership to the Aquarium also increased to over 22,000 households, which is the highest number in recent years.

We can attribute much of this success to the opening of The Trust Family Foundation Shark and Ray Touch Tank in April 2011. This new interactive exhibit would not have happened without the generous gift made by several members of the Trust family—Diane, a former Aquarium board member, Martin, David and Laura—and The Trust Family Foundation. The Trusts are leaders in the community, and we value the long association the family has had with the Aquarium, starting when they joined as charter members in 1969.

With these exciting changes to the Aquarium's exhibit pathway, 2011 proved to be a very successful fundraising year. We reached an important milestone in our Mission Blue Campaign—90 percent of the \$42.5 million goal has now been secured! Right now, we are preparing to launch the public phase of the capital campaign as we head down the home stretch in 2012. The Aquarium's overall financial health is strong and, as a result, we are poised to make an even greater impact.

As one of the most visible and important non-profit organizations in the city of Boston, we could neither deliver our programs to the public nor conduct our groundbreaking scientific research on marine life without your gifts. We are thankful for your support, and we hope that you will continue to stay involved as we completely revitalize the Aquarium in 2012 and 2013, with the renovation of the Giant Ocean Tank and construction of a new Blue Planet Action Center. This is truly an amazing project, creating a new Aquarium experience for generations to come.

We hope that you enjoy reading about our accomplishments in 2011 and what we have planned for 2012 and beyond.



Bud Ris

Bud Ris
President and CEO

R. William Burgess, Jr.

R. William Burgess Jr.
Chairman of the Board of Trustees

2011 Numbers at a Glance

\$40,000,000

operating budget

\$18,347,201

in new gifts, grants
and pledges

1,359,896

visitors to the Aquarium
and Simons IMAX Theatre

232

full-time staff

80

part-time staff

119

temporary and
seasonal staff

919

volunteers, teens and
interns contributed
108,621 hours of work

321

children participated in
Harbor Discoveries
Summer Camps, including
75 scholarship recipients

1,480

teachers participated in
professional development
workshops, consultations
and special events

2,044

individuals attended
25 Aquarium lectures

3,365

individuals from underserved
local communities attended
four Open House events

72,000+

individuals participated
in school, community
outreach and family programs

22,000+

member households

CONTENTS

1

2011 Numbers at a Glance

2

2011 Accomplishments

6

2012 Looking Forward

8

**Supporting the
New England Aquarium**

15

Board Leadership

16

**Year-End Financial
Summary**

2011 Accomplishments



Photo: S. Cheng

Opening The Trust Family Foundation Shark and Ray Touch Tank

In April 2011, the Aquarium unveiled The Trust Family Foundation Shark and Ray Touch Tank, where cownose rays, bonnethead sharks, Atlantic rays, epaulette sharks and other species swim through a beautiful mangrove habitat. It is the largest exhibit of its kind on the East Coast. Through hands-on experiences, one-on-one interactions with knowledgeable staff and opportunities to feel personal connections with these graceful and gregarious animals, the touch tank raises awareness about the threats these animals face in the wild. It immediately became one of the Aquarium's most popular exhibits.



The Trust Family
Photo: B. Phillips

Why I give...

"The Trust Family Foundation supports the New England Aquarium because we know how hard they work to promote, protect and preserve the oceans, which makes our environment a healthy place to live."

Diane Trust, former Aquarium Trustee, Martin, David and Laura and The Trust Family Foundation

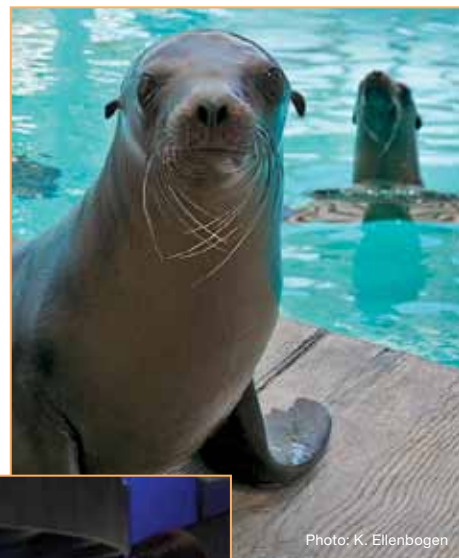


Photo: K. Ellenbogen

Welcoming Sea Lions to the Aquarium

The Aquarium welcomed two juvenile California sea lions, Zoe and Sierra, to the New Balance Foundation Marine Mammal Center. Both pups were abandoned by their mothers and were hand-raised, preventing them from being released back into the ocean. In no time they were speeding through their new exhibit alongside the Aquarium's five Northern fur seals.

Presenting the Sharks Outreach Program

One of the Aquarium's most popular outreach programs is back—Sharks. Thanks to National Grid's generous support, 10 interactive stations and a 15-foot-long inflatable shark are teaching children about the biology of sharks and their importance to the oceans. The program has been presented at no cost to 22 community-based organizations, and it travels to schools across the region. National Grid also sponsors the Aquarium's Teacher Resource Center, Educator Appreciation Night and the Teen Ocean Summit.

Forming a Climate Change Educational Partnership

The Aquarium continued to develop its leadership in climate change education through partnerships with 30 major aquariums, zoos and other organizations nationwide. During 2011, educators developed new interpretation approaches that emphasize being responsible stewards of the environment. The collaboration aims to help colleagues across the country engage visitors in exploring how we can all make a difference. This work is supported by grants from the Institute for Museum and Library Services, National Science Foundation and National Oceanic and Atmospheric Administration.



Why I give...

"National Grid is committed to environmental education and to enhancing the communities we serve with innovative programs and partnerships. We are proud of our strong relationship with the Aquarium and consider it to be one of Boston's greatest treasures. Whenever we can support a program like this that gets young people inspired and educates them about the world around them, we've done an important part of our job as a community partner."

Thomas B. King, President of National Grid, U.S. and Aquarium Trustee



Photo: J. Hosman

2011 Accomplishments



Photo: S. Winchester

Rescuing Endangered Sea Turtles

The Aquarium's Marine Animal Rescue Program had one of the busiest seasons in its 40-year history. In 2010-2011, a record 126 cold-stunned sea turtles were recovered on Cape Cod beaches and transported to the Aquarium's new Animal Care Center in Quincy. Of these, 117 were critically endangered Kemp's ridley sea turtles. By summer, 93 of our patients were well enough to be released, boosting wild populations of three struggling species: Kemp's ridley, green and loggerhead sea turtles.

Investigating Seal Mortality

During the fall of 2011, more than 150 seals were found dead on the coasts of northern Massachusetts, New Hampshire and Maine. The Aquarium's Marine Animal Rescue Program played a key role, responding to hundreds of calls and collecting samples from the deceased seals. Tests on these samples showed that a strain of influenza virus generally found in wild birds was a cause of death. The virus is believed to be of low risk to humans.



Creating the John H. Prescott Marine Laboratory

Aquarium research programs have a new home in the John H. Prescott Marine Laboratory, which includes the first fully equipped marine endocrine lab in the United States. The lab allows researchers to analyze samples taken from marine animals to determine age, reproduction and stress levels. Stress hormones can tell us about the health of animals and how ocean health affects individuals and populations. The final fundraising push and project completion will take place in 2012.



Promoting Sustainable Seafood

The Aquarium continued to advance seafood sustainability by advising its business partners on purchasing, policies, marketing and education, and by working to improve their supply chains. Current partners include Ahold USA (Stop & Shop and Giant markets), Darden Restaurants, Gorton's, and our newest partner, Sea Port Products. In June 2011, the Aquarium celebrated World Oceans Day with sustainable seafood demos and information that reached more than 1,500 attendees. The Celebrate Seafood Dinner Series engaged more than 150 guests and increased the Aquarium's visibility in Boston's culinary community.



Sandy Prescott
Photo: A. Kelly

Why I give...

"The new lab is an exceptional improvement in the Aquarium's capability to pursue significant ocean research. It's a very worthy testimonial to the memory of John Prescott."

Sandy Prescott, Aquarium Life Trustee and Magellan Society member. She is the lead donor to the John H. Prescott Marine Laboratory. Her late husband, John Prescott, was the Executive Director of the Aquarium for more than 20 years.

Supporting the Phoenix Islands Protected Area

The Phoenix Islands Protected Area (PIPA), which the Aquarium helped create in collaboration with the Republic of Kiribati and Conservation International, is one of the largest marine protected areas in the world. PIPA management is based on a 10-year research vision and supported by innovative financing and partnerships with other large marine protected areas in the Big Ocean Network. In 2011, the Aquarium helped secure a \$1 million grant from the Global Environmental Facility in support of management activities in Kiribati and published findings from PIPA in various scientific journals.



Photos: J. Stringer

2012 Looking Forward

The New Aquarium Experience

In September 2012, the Aquarium will launch a \$15 million revitalization program, starting with a complete renewal of the iconic Giant Ocean Tank. The central exhibit will be getting a top-to-bottom, 21st-century transformation, including new windows, a new education center at the top of the tank funded by the Yawkey Foundation, a redesigned coral reef funded by longtime Aquarium supporters Neil and Jane Pappalardo and a variety of new species. The Aquarium will remain open during construction, which will be completed in late June 2013.

REVITALIZING THE GIANT OCEAN TANK

The revitalized Giant Ocean Tank will have larger high definition windows, a redesigned coral reef and will feature many new species of fish.



- 1** A new walkway will provide wheelchairs and strollers access to this space for the first time
- 2** A new education center with live animal exhibits and video displays
- 3** A new reflective ceiling dome creating greater underwater ambience throughout the building
- 4** New presentation spaces, dive platforms and a glass railing giving children better views around the entire perimeter



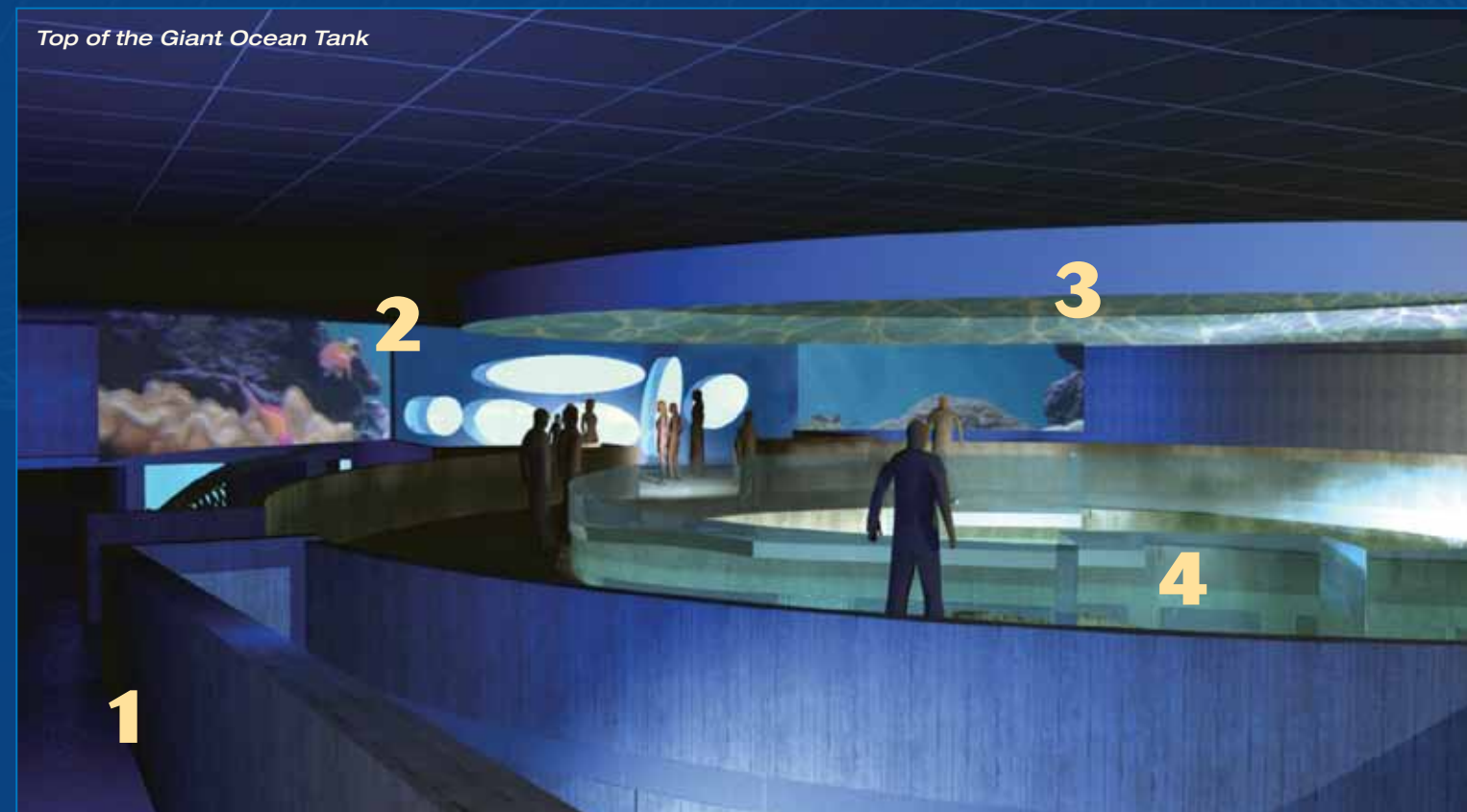
The Giant Ocean Tank

The Blue Planet Action Center

The Blue Planet Action Center, an innovative new exhibit on the first level, will highlight major challenges facing the oceans and connect the Aquarium's conservation and research work around the globe to Central Wharf. The Blue Planet Action Center will be named for Bill and Barbara Burgess and Anita and Joshua Bekenstein, who generously provided the lead funding for the exhibit as part of the Mission Blue Campaign.

Five Years of Progress

This project is part of the \$42.5 million Mission Blue Campaign that began in 2007. Previous stages included the New Balance Foundation Marine Mammal Center in 2009, the off-site Animal Care Center in 2010 and the John H. Prescott Marine Laboratory and The Trust Family Foundation Shark and Ray Touch Tank in 2011.



Top of the Giant Ocean Tank

The Ocean Health Index

The Aquarium has partnered with Conservation International, the National Geographic Society, Woods Hole Oceanographic Institution, the National Center for Ecological Analysis and Synthesis, the Sea Around Us Project and others to develop a comprehensive Ocean Health Index (OHI). The goal is to create a new world standard for measuring and communicating the health of the oceans by measuring direct impacts of critical ocean stressors such as climate change, overfishing, habitat destruction, pollution and invasive species.

Sentinel Species Indicator

As part of the OHI, the Aquarium has been leading the development of the Sentinel Species Indicator (SSI). The SSI will use the status of key species and populations to provide a quantitative measure of the ecosystem consequences of human actions.

2011 Fundraising Year in Review

Thank you for your support!

The New England Aquarium raised \$18.3 million in 2011, \$5 million more than the previous year. None of this would have been possible without our board leaders, volunteers and individual, foundation, government and corporate donors, sponsors and members. The Aquarium received several significant gifts to the Mission Blue Campaign in 2011. At the end of 2011, \$38.5 million had been raised toward the \$42.5 million capital campaign goal, far exceeding expectations for the year. These gifts have enabled the launch of several new programs and all the wonderful new exhibits and capital projects summarized in this report. Thank you for including the Aquarium in your philanthropic priorities and being part of our work in 2011.

This publication lists all donors of \$500 or more during the fiscal year (January 1, 2011 – December 31, 2011). To learn more about the Mission Blue Campaign or the Aquarium's other giving programs, please email the Development Office at giving@neaq.org or call 617-226-2134.

Great Benefactors

The following donors have committed \$1 million or more cumulatively since the New England Aquarium's opening in 1969.

Anonymous (2)
Bank of America
Robert L. Beal
Anita and Joshua Bekenstein
Arthur F. Blanchard Trust,
BNY Mellon, Trustee
The Boston Foundation
Bill and Barbara Burgess
Conservation International
Hans & Margret Rey/
Curious George Fund of 2001
Global Conservation Fund
Charles Hayden Foundation
Barbara and Amos Hostetter
Institute for Museum and
Library Services
Jane's Trust
John and Marilyn Keane
Mr. and Mrs. George M. Lovejoy Jr.
The Lovett-Woodsum Family
The Lowell Institute
Massachusetts Cultural Council
Massachusetts Development Authority
National Oceanic and Atmospheric
Administration
National Science Foundation
New Balance Foundation
The David and Lucile Packard
Foundation

Mr. and Mrs. A. Neil Pappalardo
Amelia Peabody Charitable Fund
Richard Saltonstall Charitable
Foundation
James and Marilyn Simons
David B.† and Margot D. Stone
Mr. and Mrs. Edward A. Taft Sr.
Edward and Pamela Taft
Diane, Martin, David and Laura Trust
and The Trust Family Foundation
Edwin S. Webster Foundation
Yawkey Foundation

Major Gifts to the Mission Blue Campaign

As of February 2012, the following donors have committed leadership gifts and grants to the Mission Blue Campaign. This funding for capital improvements and program development will help advance the New England Aquarium's mission for years to come.

\$1,500,000 and above

Barbara and Amos Hostetter
New Balance Foundation
Mr. and Mrs. A. Neil Pappalardo
Diane, Martin, David and Laura Trust
and The Trust Family Foundation
Yawkey Foundation

\$1,000,000 – \$1,499,999

Anita and Joshua Bekenstein
Bill and Barbara Burgess
The Lovett-Woodsum Family

National Marine Fisheries Service
National Oceanic and Atmospheric
Administration
The David and Lucile Packard
Foundation
Edward and Pamela Taft

\$500,000 – \$999,999

Bank of America
Beacon Capital Partners
Robert L. Beal
Alan and Akiko Dynner
Global Conservation Fund at
Conservation International
Institute for Museum and
Library Services
Amelia Peabody Charitable Fund

\$250,000 – \$499,999

Anonymous
Cabot Corporation,
through Cabot Corporation Foundation
Dr. John and Bette Cohen
Hans & Margret Rey/
Curious George Fund of 2001
Darden Restaurants Inc. Foundation
Pamela, John, Victoria, Joanna and
Caroline Humphrey
Dr. Anne C. Kubik and
Mr. Michael Krupka
Lenfest Ocean Program
Massachusetts Cultural Facilities
Fund
Joe and Katherine O'Donnell
The Jeffrey H. Pierce Family

The John H. Prescott Fund for
Marine Conservation Research
Richard Saltonstall Charitable
Foundation
Wilderness Point Foundation

\$100,000 – \$249,999

Anonymous (5)
Maliz and James Beams
The Boston Foundation
Mr. and Mrs. John M. Bradley
The Cedar Street Foundation
Mr. and Mrs. David I. Crowley
Distrigas of Massachusetts LLC
and affiliate GDF Suez Energy
Resources NA
Sandy and Paul Edgerley
Michael and Barbara Eisenson
Dean Goodermote and Diane Arnold
Tim and Jaimee Healy and Family
Ogden and Nina Hunnewell
Jeffrey and Roxanna Hurst
John and Marilyn Keane
Meg and Jonathan Kelly
Thomas and Michelle King
Legal Sea Foods, Inc.
Alistair, Sharon and Rebecca Lowe
Ann and George Macomber
Tristin and Martin Mannion
National Grid
Anne B. and Stephen C. Peacher
Sandra B. Prescott
Lowell† and Karen Richards
Duncan and Liz Richardson
State Street Corporation
Louis J. and Carol M. Volpe
The Walton Family Foundation
Edwin S. Webster Foundation

\$50,000 – \$99,999

Anonymous
Jeannie and Henry Becton Jr.
Boston Red Sox Foundation
Cabot Family Charitable Trust
Mr. and Mrs. William A. Copeland Jr.
Critical Ecosystem Partnership Fund
Robert and Alison DeWitt
Jamie and Katie Fagan
Donna and Chip Hazard
Karp Family Foundation
Alexander Leventhal
Michael S. Lorber
Mr. and Mrs. George M. Lovejoy Jr.



EXHIBIT OPENING

Aquarium supporters gathered to celebrate the opening of The Trust Family Foundation Shark and Ray Touch Tank in April. Visitors at the reception were among the first to touch a passing cownose ray.

Marion and David Mussafer
Mr. and Mrs. Daniel Pierce
The Harold Whitworth Pierce
Charitable Trust
Polar Beverages
Gail Sullivan and Scott Page
Tim and Lucy Vaill

Up to \$49,999

Anonymous
George Baldwin and Family
Ms. Cynthia A. Becton
Michael J. Bohnen, Esq.
Boston Properties
Mr. and Mrs. Jacob F. Brown II
Laurie and John K. Bullard
Mr. and Mrs. Joseph P. Campanelli
Mr. and Mrs. Richard G. Casey
Mr. and Mrs. Jay Cashman
Chubb Group of Insurance Companies
Underwritten by the Citizens Bank
Foundation
Mr. and Mrs. Gregory R. Clark
Stewart B. Clifford Jr.
James Collins and Lisa Pisano
Conservation International Foundation
Ms. Leanne Cowley and
Mr. Steven Galante
Mr. and Mrs. Paul W. DiMaura
Mr. and Mrs. John J. Doyle Jr.
Daniel and Grace Evans
Douglas I. Foy

Ms. Paula Gold
Grand Circle Foundation
Harry Hanson and Annie Hollingsworth
Ms. Daniell Hepting
Lily Rice Hsia
Mr. and Mrs. P. Eric Krauss
Robyn L. Laukien
The Lowell Institute
Dr. Larry Madin
Paul Maeder and Gwill York
The Mateo Family
Morris Animal Foundation
National Geographic Society
National Trust for Historic Preservation
Oak Foundation
Mr. and Mrs. Laird P. Pendleton
The Mattina R. Proctor Foundation
Mr. and Mrs. Todd C. Rassiger
Norman H. Read Charitable Trust
Maurice and Luly Samuels
Dr. Neil S. Shifrin
Mr. and Mrs. Richard A. Soden, Esq.
Alan and Susan Lewis Solomont
Mr. Don C. Stark
David B.† and Margot D. Stone
Turner Construction Company
Robert and Mary Uek

Individual, Foundation, Government and Corporate Gifts, Grants and Support

The following donors, members and sponsors contributed cumulative gifts of \$500 or more to the New England Aquarium in 2011. This includes restricted and unrestricted donations such as President's Circle, Navigator Society and Conservation Society, Corporate sponsors, partners and members and Foundation and Government gifts and grants.

\$1,000,000 and above

Simons Foundation

\$100,000 – \$999,999

 INSTITUTE of
Museum and Library
SERVICES
The Lowell Institute
National Aeronautics and Space
Administration

National Oceanic and Atmospheric Administration
 National Science Foundation
 New England Aquarium Education Fund at The Boston Foundation
 Office of Naval Research
 The David and Lucile Packard Foundation

\$50,000 – \$99,999



Robert L. Beal
 Anita and Joshua Bekenstein
 Bill and Barbara Burgess
 Event Network
 Island Foundation, Inc.

\$25,000 – \$49,999



Anonymous (2)
 The Atlantic Lobster Sustainability Foundation
 Maliz and James Beams
 Brigham & Women's Hospital
 Dr. John and Bette Cohen
 Mr. and Mrs. R. Jeremy Grantham
 Harvard Outings & Innings
 Barbara and Amos Hostetter
 Pamela, John, Victoria, Joanna and Caroline Humphrey
 The Family and Friends of Linda Johnson†
 The Korein Foundation
 The Lovett-Woodsum Family
 Alistair, Sharon and Rebecca Lowe
 Tristin and Martin Mannion
 Massachusetts General Hospital

Massachusetts Institute of Technology
 Medical Information Technology, Inc.
 The Curtis and Edith Munson Foundation
 National Marine Sanctuary Foundation
 New Balance
 Joe and Katherine O'Donnell
 The Jeffrey H. Pierce Family
 Norman H. Read Charitable Trust
 Lowell† and Karen Richards
 Duncan and Liz Richardson
 Schrafft Charitable Trust
 Diane and Martin Trust
 Yawkey Foundation

\$15,000 – \$24,999

Anonymous
 Centerplate
 Mr. and Mrs. William C. Cox, Jr.
 Eaton Vance Corp.
 The Ellison Foundation
 Anne and Walter Gamble
 Mr. and Mrs.† Anthony Hixon
 Maine Department of Marine Resources
 The Ocean Project
 Mr. and Mrs. A. Neil Pappalardo
 The Harold Whitworth Pierce Charitable Trust
 Edwin S. Webster Foundation

\$10,000 – \$14,999

Anonymous (4)
 Associated Grant Makers
 Boston Police Patrolmen's Association, Inc.
 BNY Mellon
 Ms. Linda N. Cabot and Mr. Edward T. Anderson
 Cabot Corporation
 Reed and Ronnie Chisholm
 Alan R. Dynner
 Michael and Barbara Eisenson
 Daniel and Grace Evans
 Foundation M
 Germeshausen Foundation
 Donna and Chip Hazard
 Tim and Jaimee Healy and Family
 Ogden and Nina Hunnewell
 Jeffrey and Roxanna Hurst
 The Estate of Linda Johnson
 Karp Family Foundation

Ms. Kathryn B. Kavadas
 Thomas and Michelle King
 Norman B. Leventhal
 Sherry and Alan Leventhal
 Ann and George Macomber
 Charles and Elaine Mangum
 Massachusetts College of Pharmacy and Health Sciences
 Red Acre Foundation
 Mr. and Mrs. John S. Reed
 Mary and Peter Renner
 Saquish Foundation
 SharpShooter Imaging, LLC.
 Kathleen and Ross Sherbrooke
 The Seth Sprague Educational and Charitable Foundation
 State Street Corporation
 State Street Foundation, Inc.
 Tim and Lucy Vaill
 Peter and Kendra Wilde
 Wilderness Point Foundation
 Clara B. Winthrop Charitable Trust

\$5,000 – \$9,999

Anonymous (2)
 Analog Devices, Inc.
 Berklee College of Music
 Mr. Paul D. Birch and Ms. Barbara L. Chappell
 The Boston Globe
 Mr. and Mrs. John M. Bradley
 Mr. and Mrs. Joseph P. Campanelli
 Mr. and Mrs. Richard G. Casey
 Cengage Learning
 Charles River Laboratories, Inc.
 Children's Hospital of Boston, Department of Radiology
 Chubb Group of Insurance Companies
 Citizens Bank of Massachusetts
 Codman, a Johnson & Johnson Company
 Mr. and Mrs. John P. Connaughton
 Brian and Karen Conway
 Mr. Thomas R. Curren
 Mr. and Mrs. Paul W. DiMaura
 Dr. Mary F. Dockray-Miller and Mr. Michael A. Miller
 EarthShare of New England
 EMD Millipore Giving Program
 Faulkner Hospital-Ingersoll
 Bowditch Library
 Mr. and Mrs. Michael W. Fish

Mr. and Mrs. Lionel P. Fortin
 Arthur J. Gallagher Risk Management Services, Inc.
 General Dynamics C4 Systems
 Goldman, Sachs & Company
 Dean Goodermote and Diane Arnold
 Bob and Sarah Gould
 John Hancock Financial Services Inc.
 The Estate of Mrs. Frances B. L. Hunsaker
 Roy A. Hunt Foundation
 Ms. Denise Johnson
 Mr. and Mrs. Gerald R. Jordan
 Mr. Douglass E. Karp
 John and Marilyn Keane
 Meg and Jonathan Kelly
 Mr. and Mrs. P. Eric Krauss
 Mr. and Mrs. Kenneth C. Lang
 Robyn L. Laukien
 Robert A. Lawrence
 Liberty Mutual
 Mr. John N. Little and Ms. Nancy Wittenberg
 Michael S. Lorber
 Mr. and Mrs. George M. Lovejoy Jr.
 Lowell General Hospital
 Maloney Properties Inc.
 Stephen and Donna Mastrocola
 The Mateo Family
 Mr. Michael E. Mooney
 Mr. and Mrs. William A. Muggia
 NED Management L.P.
 Mr. and Mrs. Gordon L. Nelson Jr.
 Mr. and Mrs. Thomas J. Niedermeyer
 Nutter McClennen & Fish LLP
 Anne B. and Stephen C. Peacher
 Mr. and Mrs. Laird P. Pendleton
 PerkinElmer Foundation
 Philips Healthcare
 Mr. and Mrs. Daniel Pierce
 Richard and Paula Pierce
 Provincetown Center for Coastal Studies
 PricewaterhouseCoopers LLP
 Mr. and Mrs. Robert W. Quinn
 Bud and Margaret Ris
 Mr. and Mrs. Daniel E. Rothenberg
 Tedd and Ella Saunders
 Dr. Neil S. Shifrin
 SolidWorks Corp.
 The Abbot and Dorothy H. Stevens Foundation

Edward A. Taft Trust
 Mr. and Mrs. James W. Taylor
 Lynne and Michael Taylor
 Tillinger's - A Hospitality Service Company
 Mr. Chad Toney and Ms. Nichole Toney
 Tufts Health Plan
 University of Massachusetts, Boston
 USPS Social & Recreation Committee
 USW Local 9360
 Mr. and Mrs. Jeffrey Vinik
 Louis J. and Carol M. Volpe
 Waters Corporation
 Wentworth Institute of Technology
 Stetson Witcher Fund at The Boston Foundation

\$2,500 – \$4,999

Anonymous (2)
 Donald-Bruce Abrams and Roberta Rubin
 Allegro MicroSystems, Inc.
 Babson Capital Management LLC
 Lisa and Brant Ballantyne
 Kati and Bob Bannish
 Ms. Cynthia A. Becton
 Jeannie and Henry Becton Jr.
 Mr. and Mrs. David J. Bernstein
 Bloomberg
 Bingham McCutchen LLP
 Bose Corporation
 Boston Community Partnership for Children
 Brandeis University
 Mr. and Mrs. Jacob F. Brown II
 Susie Buttrick
 Mr. Donald Campbell
 CDM Smith
 The Center for Families at Children's Hospital
 Stewart B. Clifford Jr.
 Collective Brands
 Heidi Cox
 Ms. Ellen Curren and Mr. John Lees
 Mr. Paul Dardeno
 Bruce C. and Lynn B. Dayton
 Mr. and Mrs. Mark R. Dolins
 Dunkin Brands
 Mr. and Mrs. Wesley H. Eaton
 Mr. Bart Epker and Ms. Medha Sinha
 Jamie and Katie Fagan
 FEMBA Corporation



CLAMBAKE

Aquarium board members, Navigator Society members and friends gathered on the Harborwalk to celebrate summer during a beautiful July evening.

Fidelity Investments
 Mr. and Mrs. Walter J. Flaherty
 Elise and Richard Frisbie
 The Fuller Foundation, Inc.
 Mr. and Mrs. Dozier L. Gardner
 Mr. David E. Goodman
 Jocelyn and Fred Greenman
 Harry Hanson and Annie Hollingsworth
 Harvard Pilgrim Health Care Inc.
 Mrs. Serena Hatch
 The Helen G. Hauben Foundation, Inc.
 Hollingsworth & Vose Company
 The Hopedale Foundation
 Houghton Chemical Corporation
 IBM Corporation
 Mr. and Mrs. Timothy A. Ingraham
 International Data Group
 Invensys

Ms. Suzanne Kavanagh and Mr. Loic Meston
 Ms. Laura Kitchings
 Dr. and Mrs. David I. Kosowsky
 KPMG LLP
 Mr. and Mrs. Thomas W. Lance
 Mr. Douglas P. Leu and Ms. Debbie Pepper
 Alexander Leventhal
 Lonza Biologics, Inc.
 Patty Ma
 Mr. and Mrs. Robert W. MacPherson Jr.
 Dr. Larry Madin
 Massachusetts Port Authority
 Mr. and Mrs. David A. Meehan
 Monster Worldwide, Inc.
 Old Mutual Asset Management
 Don Packer, Owner,
 Engine Room Edit
 Parent Talk
 Parker Hannifin Corporation
 Mrs. Mary B. Partridge
 Portsmouth Naval Shipyard
 Putnam Investments
 Reed & Barton Foundation
 Ms. Emily F. Schabacker
 Mr. and Mrs. Douglas H. Sears
 Silverlink Communications, Inc.
 Simmons College
 Mr. and Mrs. Richard A. Soden, Esq.
 Mr. and Mrs. John A. Sommers
 South Shore American Postal Workers Union
 South Shore Community Action, Inc.
 Mr. and Mrs. Robert E. Stansky
 Stearns Charitable Trust
 Dr. and Mrs. John S. Strauss
 Kate and Ben Taylor
 Mr. and Mrs. David L. Thomas
 Mrs. Walter H. Trumbull
 Mr. and Mrs. Ming H. Tsai
 Twin Rivers Technologies
 UGL UNICCO
 Mr. and Mrs. Richard S. Usen
 Michelle and Andres Vilms
 John Wiley & Sons, Inc.
 Ms. Sarah Winchester and Mr. Stephen Curry
 Mrs. Katherine B. Winter
 Genevieve and Justin Wyner
 William S. Zielinski and Karen Lee Sobol



CORPORATE APPRECIATION NIGHT

Roast Beef, the African penguin, made a special appearance at Corporate Appreciation Night in May. Aquarium sponsors at the event also enjoyed food, drink and a special presentation in the New Balance Foundation Marine Mammal Center.

\$1,500 - \$2,499

Anonymous (3)
 7 News WHDH TV Boston
 AEW Capital Management, L.P.
 Amgen Foundation, Inc.
 Dorothy and David Arnold
 Mrs. Hope Lincoln Baker
 Ben & Jerry's
 Mrs. Peter Benchley
 Mr. and Mrs. Marques E. Benton
 Mr. Gerald W. Blakeley Jr. and Dr. Tenley E. Albright
 Mr. Joshua S. Boger and Ms. Amy Schafter Boger
 Michael J. Bohnen, Esq.
 Mr. and Mrs. Charles S. Boit
 Mr. Keith Bostic and Ms. Margo Seltzer
 Boston Police Detectives Benevolent Society
 Boston Private Bank & Trust Company
 The Family and Friends of Dr. James K. Bubien†
 George and Valerie Buckley
 California Products Corporation
 Cambridge Savings Bank
 Cambridge Trust Company
 Mr. and Mrs. Ernie Carroll
 Mrs. Lucy G. Carter
 Mr. and Mrs. Jay Cashman

CGI Information Systems & Management Consultants, Inc.
 Chelsea Industries, Inc.
 Mr. and Mrs. Gregory R. Clark
 Clinical Science Laboratory
 Sylvia and John Constable
 Copyright Clearance Center
 Credit Suisse
 Ms. Flora E. D'Angio
 Dana-Farber Cancer Institute
 Mrs. Carol G. Deane
 Delta Projects, Inc.
 Mr. and Mrs. David C. de Sieyes
 Mr. and Mrs. Gregory C. DeSisto
 Susan and Gary DiCamillo
 Mr. and Mrs. John J. Doyle Jr.
 Ms. Rebecca E. Duseau
 EMCOR Services Northeast-CommAir/BALCO
 Ms. Jill Engerman and Mr. Mark Engerman
 Donald J. and Sheila S. Evans
 Family Continuity
 Mr. Frank Fan and Mrs. Myra Tolentino Fan
 Foley Hoag LLP
 Mr. and Mrs. John F. Gallagher III
 Mr. and Mrs. Henry L. Hall Jr.
 H.C. Starck Inc.
 Dr. Jonathan L. Held
 Dianne Hobbs, Esq.
 Ann Hochberg and Howard Weinstein
 Mr. and Mrs. Tim Houck
 Ms. Danielle Johnson
 Ms. Elizabeth L. Johnson and Mr. Robert C. Ketterson
 Kay and David Kane
 Mr. and Mrs. John M. Kucharski
 Ms. Jone D. LaBombard and Mr. William Noyce
 Mr. and Mrs. Scott Lennox
 Mr. Douglas J. Lober and Ms. Ann Bitetti
 Mr. Michael Lombard
 Longfellow Benefits
 Mr. Rafael V. Lopez and Ms. Linda I. Marks
 Dr. Ruth M. Marrion
 Massa Products Corporation
 Ms. Barbara L. Moore and Mr. Jack A. VanWoerkom
 Mr. and Mrs. John P. Morey

Ms. Judy Moroz and Mr. Alan Halfenger
 Mike and Sally Murray
 Mr. Charles F. Nadler
 New Boston Fund Inc.
 NFI Massachusetts
 The Nichols Foundation
 North Coast Seafoods Corporation
 Mr. and Mrs. Thomas V. Pedulla III
 Mr. and Mrs. David W. Pett
 Pfizer, Inc.
 Phillips Exeter Academy
 Community Spirit
 Physical Sciences Inc.
 Charles W. Pingree
 Mr. and Mrs. John R. Pingree
 Mr. and Mrs. Jeffrey O. Plank
 Residences at the Intercontinental Boston
 Mr. Daniel L. Romanow and Mr. B. Andrew Zelermyer
 Maurice and Luly Samuels
 Paige Scott and Marlo Sarmiento
 Seaport Hotel
 Senior Aerospace-Metal Bellows Division
 Shriver Job Corps Center
 Mr. and Mrs. Andrew G. Spangler
 Spaulding Rehabilitation Hospital
 Patricia and David Squire
 Mr. and Mrs. Gilbert L. Steward Jr.
 The Talbots Inc.
 The Family and Friends of Adrienne B. Thompson†
 Peter and Laurie Thomsen
 The Timberland Company
 The Charles Irwin Travelli Fund
 Turner Fisheries at Westin
 Copley Place Boston
 Robert and Mary Uek
 University of Massachusetts Boston-Biology Department
 Vanasse Hangen Brustlin, Inc.
 Dr. Elsie P. van Buren
 Varden Technologies
 Villa Machine Associates
 Mrs. Emily V. Wade
 Mr. and Mrs. Monte J. Wallace
 Weather Services International
 Weingarten, Schurgin, Gagnebin & Lebovici LLP
 James and Emlen Wheeler
 Ms. Jennifer Williamson

Albert O. Wilson Foundation, Inc.
 Mr. and Mrs. Stephen Woodard
 Mr. and Mrs. Scott Yaphe
 Peter and Ginia Ziobro

\$1,000 - \$1,499

Anonymous (2)
 Mr. and Mrs. Jonathan Altman
 Mr. Aaron L. Baggish, M.D. and Ms. Sylvia C. Winter
 Mr. Talbot Baker Jr.
 Mr. and Mrs. George D. Behrakis, The Behrakis Foundation
 Bethesda Lodge #30, I.O.O.F.
 Boston After School & Beyond
 Susan Briggs
 Mr. and Mrs. Joshua H. Brooks
 Mr. and Mrs. Mark A. Brostowski
 Mr. and Mrs. Peter J. Condakes
 Mr. E. Steven Coren
 CTM Group, Inc.
 Mr. and Mrs. Peter Forkner
 Ms. Joedee Foster
 Mr. and Mrs. Thomas F. Gilbane III
 Ms. Sarah Haney
 Mr. Joe Holmes and Ms. Susan Avery
 Lily Rice Hsia
 Ms. Enid Kassner
 Ms. Susan Knack
 Mr. and Mrs. George Lewis
 Sean and Lisa McGrath
 The Medtronic Foundation
 Merwin Memorial Free Clinic For Animals, Inc.
 Ms. Pat Montanio
 Mr. David L. Morris
 Mr. and Mrs. Gregory E. Muzzy
 Mr. Scott A. Nathan and Ms. Laura DeBonis
 Pembroke Real Estate
 Mr. and Mrs. Robert W. Pierce
 Mr. and Mrs. George Putnam
 Mr. and Mrs. George Putnam III
 James Ricotta and Anne O'Neil
 Mr. David Rockefeller Jr. and Ms. Susan Cohn
 Adelard A. and Valeda Lea Roy Foundation
 Mrs. Miriam K. Schwartz
 Mr. and Mrs. Peter B. Sholley
 Ms. Elizabeth D. Smith
 Mr. Don C. Stark

Mr. and Mrs. Donald J. Steiner
 Mrs. Mary Strauss-Penka and Mr. Jerry Penka
 Mr. Gerald A. Swislow
 Mr. Eric J. Thorgerson and Ms. Elizabeth H. Foote
 Mr. and Mrs. Edward J. Timberlanke IV
 U.S. Postal Service Processing and Distribution Center
 Mr. Sandy Weymouth and Mrs. Jenny Lawrence-Weymouth
 Mr. Dean M. Wilkinson
 Ms. Amy Woods
 Mr. Bryan Wood-Thomas
 Mr. David Wypij and Mr. Timothy Baum

\$500 - \$999

Anonymous (4)
 Ms. Marta Ackers
 Mr. Douglas M. Adams and Dr. Denise D. McHugh
 Mr. Gabriel Aiden and Dr. Aviva P. Aiden
 Mr. and Mrs. Josh Alwitt
 Mr. and Mrs. Richard T. Barriss
 Mr. David Beddoe
 Ms. Nancy M. Blake
 Mr. Thomas Bodie
 Mr. Nicholas S. Brown and Mrs. Katie Brown
 Laurie and John K. Bullard
 Mr. and Mrs. Richard M. Burnes Jr.
 Dr. and Mrs. Edmund B. Cabot
 Cady Family Foundation



FISH, FUN AND FRIGHT

Costumed members packed the Aquarium's annual Halloween party in October. The event included games and activities, trick or treat stations, a costume contest and music.

Mr. Carl A. Carte
 Ms. Julia Cichowski
 Mr. and Mrs. Gerard H. Cohen
 Mr. and Mrs. David Condon
 Mr. Anton M. Dainty
 Mr. Michael Daitzman and
 Dr. Lesley Michalowsky
 Mr. John DeSisto
 Susan and Chris Dolson
 Ms. Deborah Donahue
 Mr. and Mrs. Nathan Dowden
 Michael and Suzanne Dunn
 Mr. and Mrs. John L. DuPre
 Dutch Maid Bakery, Inc.
 Mr. and Mrs. John E. Eielson
 Ms. Alexandra Ellwood
 Mr. and Mrs. Jack A. Faer
 Mr. and Mrs. Christopher F. O. Gabrieli
 GE Foundation
 Mr. Dino Genova
 Mr. Ira J. Goldklang and
 Ms. Priscilla Lavin
 Ms. Mary L. Griffin
 Mr. and Mrs. Michael J. Halloran
 Ms. Linda Harring
 Mr. and Mrs. Richard Hayes
 Mr. Hans Heilman and
 Ms. Nancy Shepard
 Mr. and Mrs. Kurt W. Hemr
 Ms. Joan C. Hiam
 Mr. Karl J. Hirshman
 Dr. Mark D. Iafrazi and
 Dr. Jane E. Freedman
 Dr. Steven K. Katona and
 Ms. Susan Lerner
 Dr. Michael G. Kauffman
 Mr. Robert A. Keegan and
 Mrs. Gloria J. Keegan
 Mrs. Jennifer Kelly
 Kathleen and Edward Kelly
 Mr. Melvin Kutchin
 Mr. Timothy J. LaVallee and
 Ms. Cynthia J. Manson
 Mr. Jim Lee and Ms. Caroline Reeves
 Paul and Sheila LeFevre
 Mr. John D. C. Little
 Mrs. Karen Lynch
 Mr. and Mrs. Robert Mallett
 Mr. and Mrs. Dean Mancini
 Mr. and Mrs. David F. Marcus
 Dr. and Mrs. James J. McCarthy
 Edward C. Mendler

Ms. Kathy Metcalf and
 Ms. Bonnie R. Banks
 Mr. and Mrs. Ray Miller
 Dr. Piotr Mitros and Dr. Stefanie Tellex
 Mr. Richard B. Osterberg
 Mr. Charles J. Pentis and
 Ms. Holly F. Malarney
 Ms. Nancy E. Perkins and
 Mr. John W. Arata
 Ms. Amanda Pitcher
 Planet Aid
 Lia G. Poorvu
 Mr. Aaron M. Pressman and
 Ms. Whitney Connaughton
 Dr. and Mrs. Ronald Prokopius
 Mr. and Mrs. John Reichenbach
 Mr. Michael Reilly
 Ms. Gwen Robison
 Ms. Carol J. Rugani
 Mr. and Ms. Pat Scanlon
 Ms. Tara Saegaert
 The Shane Foundation
 Mr. and Mrs. Cris Shuldiner
 Ms. Mary G. Slavet
 Mr. Daniel M. Smith
 Mr. Michael Smith
 Mr. and Mrs. Brian Spector
 Mr. and Mrs. Alan Steinert Jr.
 Mr. and Mrs. Howard H. Stevenson
 Mr. and Mrs. Dan Sullivan
 Mr. Michael Sweeney and
 Ms. Kathie Sweeney
 Mr. Brett Tonks and Mrs. Carla Tonks
 Mary Ann Tynan
 Mr. Paul V. Walsh and
 Ms. Jennifer Sudduth Walsh
 Mr. Scott Wayne
 Ms. Nancy J. Wheatley
 Dr. Charlotte Yeh
 Ms. Debra Zides

In-Kind Gifts

The following individuals and corporations donated goods or services with a reported value of \$500 or more to the New England Aquarium in 2011.

Aerial Imaging Solutions
 Bar Harbor Resorts
 Bar Harbor Whale Watch Company
 Boston Beer Company
 Ben and Jerry's
 Connelly Partners



NAVIGATOR SOCIETY FAMILIES AND FRIENDS EVENING

The Aquarium invited Navigator Society members to an exclusive event in November for a night of exploring the exhibits and some aquatic-themed face painting.

Engine Room Edit
 Mr. and Mrs. Brian B. Le Mullen
 The McNair Group, LLC
 United Divers
 West Marine

Endowed and Named Funds

David B. Stone Fund (1970)
 Winslow Memorial Fund (1977)
 John H. Cunningham Jr. Fund (1982)
 Harold E. Edgerton Fund (1982)
 New England Aquarium Education Fund at The Boston Foundation (1983)
 Comprised of the following funds:
 Robert G. Stone Fund (1971)
 Paul F. Hellmuth Fund (1984)
 Helen B. Spaulding Fund (1985)
 William S. Brewster Fund (1986)
 David B. Arnold Jr. Fund (1984)
 Animal Care Fund (1985)
 Weston Howland Fund for Admissions (1988)
 The John H. Prescott Fund for Marine Conservation Research (1998)
 Edmund C. Toomey Endowed Education Fund (2005)
 Akiko Shiraki Dynner Fund for Ocean Exploration and Conservation (2005)
 The Buttrick Fund for Volunteer Programs (2006)
 Lindy Johnson Fellowship Fund (2011)

Board Leadership

Lists current as of February 2012

Officers of the New England Aquarium Corporation

Bud Ris
President and Chief Executive Officer

Walter J. Flaherty
Executive Vice President, Chief Operating Officer and Treasurer

R. William Burgess Jr.
Chairman of the Board of Trustees

Richard A. Soden, Esq.
Secretary of the Corporation

Board of Trustees

R. William Burgess Jr., *Chair*
 David Altshuler
 Robert L. Beal
 Maliz E. Beams
 Anita Bekenstein
 Carolyn J. Campanelli
 W. Reed Chisholm II, *Ex-officio*
 David I. Crowley
 Daniel S. Evans
 Jamie C. Fagan
 Dean Goodermote
 Harry A. Hanson III
 Donna Keene Hazard
 Kathleen Healy
 Timothy G. Healy
 Pamela Petri-Humphrey
 Ogden Hunnewell
 Jeffrey M. Hurst
 Thomas B. King
 P. Eric Krauss
 Stephen C. Peacher
 Jeffrey H. Pierce
 Richard A. Soden, Esq.
 Louis J. Volpe

Board of Overseers

W. Reed Chisholm II, *Chair*
 Sonia L. Alleyne
 James R. Andrew
 James A. Atwood
 George R. Baldwin
 Lisa Ballantyne
 Robert G. Bannish
 Cynthia A. Becton
 Marques E. Benton
 Michael J. Bohnen, Esq.
 George D. Buckley
 John K. Bullard
 Barbara Burgess
 Thomas R. Burton III
 Linda N. Cabot
 Richard G. Casey
 Gregory R. Clark
 John M. Cohen, M.D.
 Thomas R. Curren
 Paul W. DiMaura
 Mark R. Dolins
 Alan R. Dynner
 Katharine B. Fagan
 Michael W. Fish
 Robert R. Gould
 Caroline Sullivan Grace
 Ann P. Hochberg
 Neal Isaacson
 Douglass E. Karp
 Steven K. Katona, Ph.D.
 Margaret C.H. Kelly
 Stephanie Kube
 Thomas W. Lance
 Kenneth C. Lang
 Michael P. Last
 Robyn L. Laukien
 Alexander D. Leventhal
 Michael S. Lorber
 Anne R. Lovett
 Alistair Lowe
 Laurence P. Madin, Ph.D.
 Elaine Mangum

Stephen J. Mastrocola
 Charles F. Nadler
 Donald J. Packer
 Scott H. Page
 Laird P. Pendleton
 Richard C. Pierce
 Todd C. Rassiger
 Mary T. Renner
 Karen Foote Richards
 Duncan W. Richardson
 Tedd R. Saunders
 Neil S. Shifrin, Ph.D.
 Brian Skerry
 Karen Lee Sobol
 Patricia R. Squire
 Gregory S. Stone, Ph.D.
 Jonathan F. Stone
 James W. Taylor
 Michael W. Taylor
 David L. Thomas
 Ming H. Tsai
 Robert W. Uek
 Timothy L. Vaill
 Michelle P. Vilms
 Elizabeth Weir

Magellan Society

Helen B. Spaulding, *Chair*
 Henry P. Becton Jr.
 John M. Bradley
 Frances K. Clark
 John D. Constable, M.D.
 John J. Doyle Jr.
 Dean W. Freed
 Walter J. Gamble, M.D.
 Frederic E. Greenman
 Lily Rice Hsia
 George M. Lovejoy Jr.
 George Macomber
 A. N. Pappalardo
 Daniel Pierce
 Rudolph F. Pierce, Esq.
 Sandra B. Prescott
 Kathleen Sherbrooke

Life Trustees

David B. Arnold Jr.
 Gerald W. Blakeley Jr.
 Charles S. Boit
 William S. Brewster
 Jacob F. Brown II
 Anne T. Buttrick
 Gale R. Guild
 Frank L. Harrington Jr.
 Richard Harte Jr.
 Karl J. Hirshman
 David I. Kosowsky, Sc.D.
 Robert A. Lawrence
 Elisha F. Lee
 William H. MacCrellish Jr.
 Edward C. Mendler
 William J. O'Neill Jr.
 Edward E. Phillips
 Sandra B. Prescott
 William J. Pruynt
 George Putnam

Honorary Trustee

Sylvia A. Earle, Ph.D.

In Memoriam

We would like to honor the memory of the following Aquarium employees, board members and supporters.

Albert J. Barker
 Diane Hixon
 Willis A. Matson II
 Lowell Richards
 Susan F. Spooner
 William O. Taylor
 Adrienne B. Thompson

2011 Year-End Financial Summary

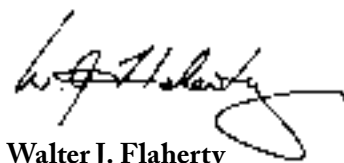
Overall, 2011 was an outstanding year for the New England Aquarium, and we advanced our primary long-term goal of improving and solidifying our financial position.

Due primarily to the popularity of The Trust Family Foundation Shark and Ray Touch Tank, operating revenue increased \$2.9 million (8 percent) to \$40.5 million in 2011. Grant and contract support for important research, conservation and education programs was also a significant contributor to the revenue growth. Following careful management of operating expenses, our 2011 operating reserve increased to \$2.9 million—up substantially from 2010 results. As in prior years, the operating reserve is used to pay down long-term debt, help fund important capital projects and to increase the General Fund. Cash savings from the 2007 bond refinancing have allowed us to save and set aside \$1.0 million annually over the last four years into the General Fund.

Benefiting greatly from 2011's results, the Aquarium's net worth continues to improve steadily. Since 2002, the Aquarium has reduced its long-term debt, lowered overall liabilities and substantially increased its asset base, including both its endowment and reserves. Since 2002, long-term debt levels have been reduced by 28 percent to \$19.9 million, overall liabilities have declined 29 percent to \$29.8 million, net assets have increased 73 percent to \$53.3 million and cash and investments have increased 63 percent to \$16.8 million. Net assets were 80 percent of total liabilities at year-end 2002 as compared to 182 percent at year-end 2011.

These results have been achieved while continuing to make significant capital additions and improvements, ranging from replacing critical exhibit life-support systems to building a new research lab, a new marine mammal exhibit, needed off-site animal holding space and new exhibits. All of our capital additions over the past 10 years were funded through gifts, grants and operating cash flow. No additional long-term debt has been incurred. The success of our Mission Blue Campaign has been critical. The upcoming Giant Ocean Tank renovation and related enhancements will also be paid for with Mission Blue Campaign donations and some short-term loans to bridge to donor pledge payments. It is our objective to emerge from this project financially stronger than we are today.

The upcoming year will be challenging in many respects. However, we have prepared a thoughtful and comprehensive plan and are confident in our success.



Walter J. Flaherty
Executive Vice President
Chief Operating Officer and Treasurer

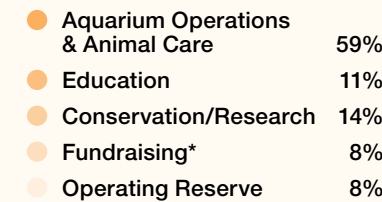
OPERATING REVENUE

(millions)*



*Operating revenue excludes Mission Blue Campaign gifts and pledges not released to operations in 2011.

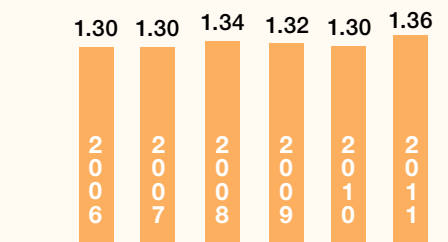
EXPENSES



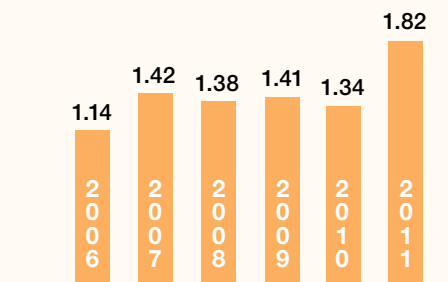
*Fundraising includes all expenses for the Mission Blue Campaign

TOTAL AQUARIUM ATTENDANCE

(millions)*



NET ASSETS/TOTAL LIABILITIES



New England Aquarium Corporation

Financial Results (in thousands of dollars)

OPERATING REVENUE & SUPPORT	FY 2011	FY 2010	CHANGE \$	CHANGE %
Admissions – Individuals & Groups	\$18,215.4	\$17,100.3	\$1,115.1	7%
Retail Sales – Food, Gift Shop & Events	9,827.9	9,359.8	468.1	5%
Memberships – Individual & Family	2,514.9	2,241.6	273.3	12%
Corporate – Memberships & Sponsorships	890.0	981.2	(91.2)	-9%
Gifts & Pledges	1,944.7	2,168.4	(223.7)	-10%
Grants & Contracts	5,338.3	3,905.9	1,432.4	37%
Net assets released from restriction	655.2	914.0	(258.8)	-28%
Other	1,111.0	944.1	166.9	18%
Total Operating Revenue & Support	\$40,497.4	\$37,615.3	\$2,882.1	8%

OPERATING COSTS & EXPENSES

Research, Conservation & Education	\$7,752.8	\$6,489.5	\$1,263.3	19%
Exhibit Operation & Maintenance	4,973.6	4,784.0	189.6	4%
Plant Operations	6,286.4	5,943.7	342.7	6%
Cost of Retail Sales	7,945.3	7,963.8	(18.5)	0%
General Administration & Supporting Services	8,466.0	8,422.7	43.3	1%
Fundraising	1,582.4	1,632.9	(50.5)	-3%
Interest	566.5	543.4	23.1	4%
Total Operating Costs & Expenses	\$37,573.0	\$35,780.0	\$1,793.0	5%
Operating Reserve *	\$2,924.4	\$1,835.3	\$1,089.1	59%

* Operating reserve, as defined by management, excludes depreciation and amortization charges and non-recurring transactions. Audited financial statements, with an unqualified opinion by Mayer Hoffman McCann P.C., are available on request.

OTHER CHANGES IN UNRESTRICTED NET ASSETS

Operating Surplus	\$2,924.4	\$1,835.3	\$1,089.1	-59%
Non-Operating Revenues (Bequests, Investment Income & Capital Funding)	1,572.6	5,699.2	(4,126.6)	-72%
Realized & Unrealized Gains (Losses), Net	39.2	20.6	18.6	-90%
Gain on Sale of Fixed Assets	(21.0)	29.0	(50.0)	-172%
Depreciation & Amortization Expense	(3,824.2)	(4,278.0)	453.8	11%
Gain (Loss) on Valuation of Rate Swap Agreement	251.2	20.2	231.0	1144%
Net Non-Cash Pension Related Changes	(907.6)	(421.3)	(486.3)	115%
Increase (Decrease) in Unrestricted Net Assets	\$34.6	\$2,905.0	\$(2,870.4)	-99%
Increase (Decrease) in Restricted Net Assets	\$8,441.2	\$(4,172.8)	\$12,614.0	-302%
Increase (Decrease) in Net Assets	\$8,475.8	\$(1,267.8)	\$9,743.6	-769%
Net Assets – Beginning of Year	\$44,815.4	\$46,083.2	\$(1,267.8)	-3%
Net Assets – End of Year	\$53,291.2	\$44,815.4	\$8,475.8	19%

