



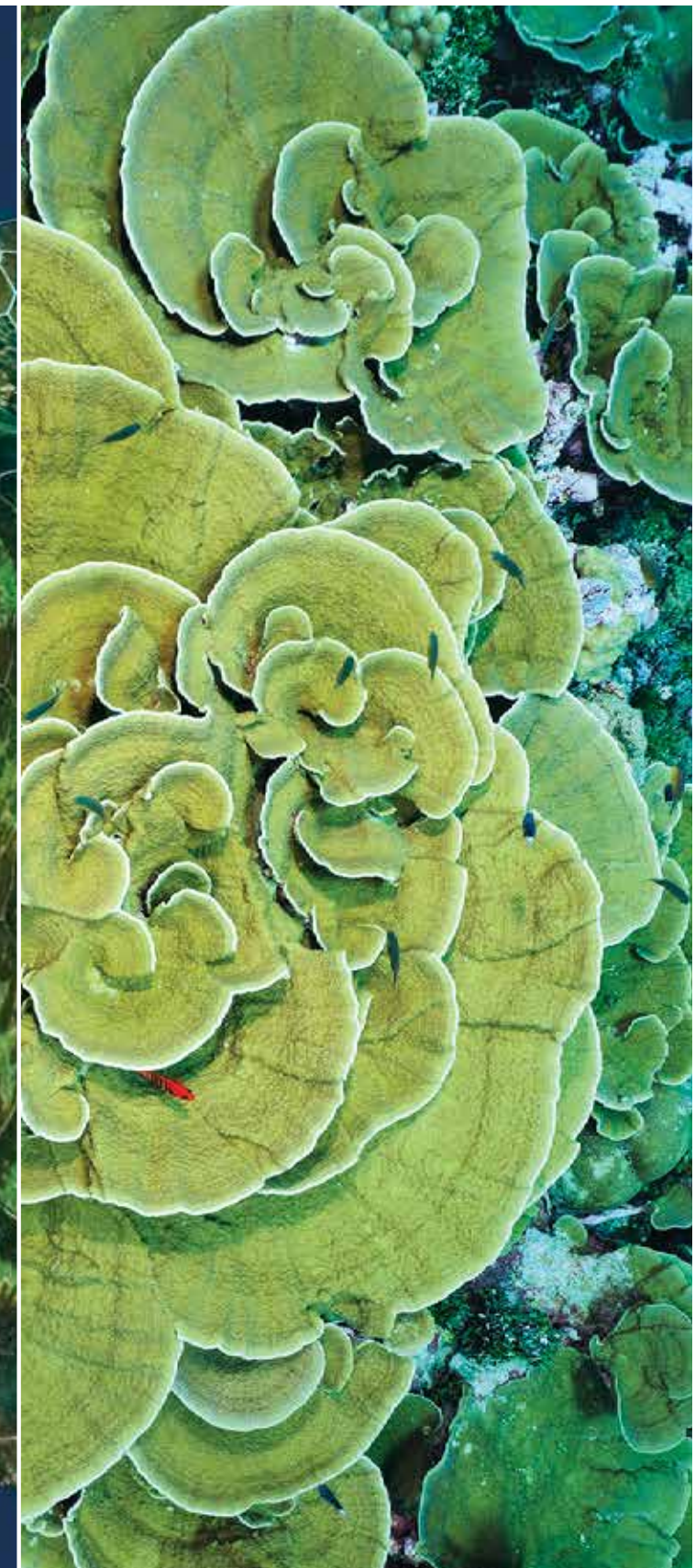
**New England  
Aquarium**

Central Wharf  
Boston, MA 02110-3399  
[www.neaq.org](http://www.neaq.org)



**New England  
Aquarium**

*Protecting the blue planet*



Annual Report 2014

FSC Logo  
FPO

## Dear Friends,

We are honored to begin our service as your CEO and President and Chair of the New England Aquarium Board of Trustees. We have been warmly embraced by this spectacular institution and entrusted with its care. You are our partners in this endeavor, and we thank you for your contributions that have made the Aquarium what it is today—and give us great hope for its future.

This past year was a highly productive year for the Aquarium, both here on Central Wharf and far beyond Boston Harbor. Of note, our Marine Animal Rescue Team had an extraordinary season. This fall, nearly 750 cold-stunned turtles that stranded on the beaches of Cape Cod were brought to the Aquarium's Animal Care Center in Quincy. This is by far the highest number of patients in the sea turtle rescue program's 20-year history. Most of the turtles were critically endangered Kemp's ridleys, and the Aquarium's work is having a direct impact on the survival of the species.

The Aquarium is well known for its contributions to educating youth about the importance of protecting the blue planet. This crucial work continues. In addition, this year, we have expanded our *live blue*™ Service Initiative, an innovative volunteer program designed expressly to connect adults—in a hands-on way—throughout the Greater Boston area with the Aquarium and local environmental groups. Projects take place at the Aquarium or in the field, where we are partnering with local conservation organizations including the Charles River Watershed Association, the city of Revere and the National Park Service in the Harbor Islands.

Beyond Central Wharf, we were delighted with the June announcement from Kiribati's President Anote Tong that his nation was ending commercial fishing operations in the Phoenix Islands Protected Area (PIPA). This step is critical for tuna and other large fish that will now be provided a safe haven. We have partnered with Kiribati and Conservation International on this marine protected area since it was formally created in 2008. Over the next decade, the Aquarium's researchers are well positioned to examine the science of resilience and recovery across its ecosystems. It is a project that continues to be relevant on a global scale.

Together, we are taking on some of the most difficult challenges our planet faces, and we are making a difference. Without your support, none of these efforts would be possible. Thank you again for another year of generosity and partnership.



*Nigella Hillgarth*  
**Nigella Hillgarth**  
*President and CEO*



*Donna Hazard*  
**Donna Hazard**  
*Chairman of the Board of Trustees*

## Welcome to P. Eric Krauss

*Executive Vice President*

*Chief Operating and Financial Officer and Treasurer*

We welcomed Eric Krauss to the Aquarium's leadership team at the end of June to serve as our Chief Operating and Financial Officer. Eric has an extensive business background, including his most recent role as Chief Financial Officer at 33Across, Inc., a private online advertising technology firm. Additionally, Eric served as a member of the Aquarium's Board of Trustees and Overseers for many years, including several years as chairman of the Board's Finance Committee. The Aquarium will benefit from his strong financial and operational experience, knowledge of the Aquarium's history and devotion to the Aquarium's mission and its staff.



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## 2014 Numbers at a Glance



**1.37 million**  
 visitors to the Aquarium  
 and Simons IMAX Theatre



**244**  
 full-time and  
**114**  
 part-time,  
 temporary and  
 seasonal staff

**1,285**

adult volunteers served

**117,138**  
 hours



**95**

teens in *live blue*™  
 Ambassadors program  
 donated more than

**1,200**

hours to activities such  
 as habitat restoration,  
 clearing invasive  
 plants and collecting  
 marine debris



**21,509**

active member households

**24,811**

participants in family programs

**19,331**

participants in traveling  
 outreach programs and

**45,218**  
 participants in  
 school programs



**569**

educators participated in teacher  
 services, including workshops,  
 professional development programs  
 and one-on-one consultations

**2,620**

individuals attended

**21**

Aquarium lectures as  
 part of the Aquarium  
 Lecture Series, supported  
 by the Lowell Institute.

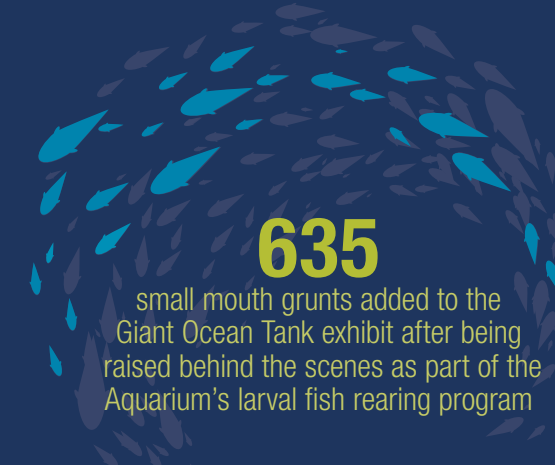


**008 528 993**

page views on the Aquarium website

**635**

small mouth grunts added to the  
 Giant Ocean Tank exhibit after being  
 raised behind the scenes as part of the  
 Aquarium's larval fish rearing program



**656,993**

social network connections  
 (Facebook, Twitter, Tumblr,  
 Google+, Instagram)



# Accomplishments

## On a Rescue Mission

During the fall and winter of 2014, a record number of endangered sea turtles were treated by the Aquarium. Despite unbelievable pressure from the sheer volume of patients, our sea turtle clinic operated like clockwork. This is what the Aquarium does. We work every day to save endangered marine life, and the impact of our work is growing.

## Sea Turtle Rescue and Rehabilitation

In a typical season, about 90 cold-stunned sea turtle patients are brought to the Aquarium's Animal Care Center. This year the number of patients skyrocketed to 733. Thanks to the skilled work of our staff and volunteers, each turtle received careful, round-the-clock treatment in the clinic and at pop-up work stations throughout the center. In addition, volunteer pilots and drivers were mobilized to transport turtles to facilities up and down the East Coast.

### Critical for survival

Most of the turtles brought to the Aquarium for treatment this year were Kemp's ridleys, the world's most endangered sea turtle species. Each turtle rescued, rehabilitated and released has potential to go on to reproduce and help grow the population.

### Why so many patients?

Scientists don't know why there was such an exponential jump in the number of strandings. Warming oceans? An indication of a species comeback? The Aquarium's researchers are working on a series of critical marine science investigations.



## Protecting Sea Turtle Nesting Sites

### Marine Conservation Action Fund (MCAF)

In addition to treating stranded sea turtles in our own backyard, the Aquarium partners with organizations around the world to protect sea turtle nesting beaches through the Marine Conservation Action Fund (MCAF). MCAF builds lasting relationships between the Aquarium and these ocean protectors. Recent support for two organizations in Costa Rica are examples of that work, which we are looking to expand in the coming years.



### Wider Caribbean Sea Turtle Network (WIDECAST)

This 20-year-old program carefully monitors the nests of several species of sea turtles. The Aquarium provided support for their work through MCAF in the wake of the tragic killing of one of WIDECAST's biologists.

### Sea Turtles Forever (STF)

This program protects endangered Eastern Pacific green sea turtle nests in Punta Pargos, Costa Rica. MCAF support helped these volunteers camouflage or move threatened sea turtle nests before poachers or predators could destroy them.



We work every day to save endangered marine life, and the impact of our work is growing.



- 1 Aquarium staff members treat cold-stunned turtles.
- 2 During treatment, turtles swim in temperature-controlled tanks.
- 3 Sturdy banana boxes are used to transport the cold-stunned turtles.
- 4-5 The Aquarium's Marine Conservation Action Fund supports programs worldwide that work to safeguard sea turtles and their nests.



Photos: Edward Mwamuye, Community Based Environmental Conservation (COBEC)

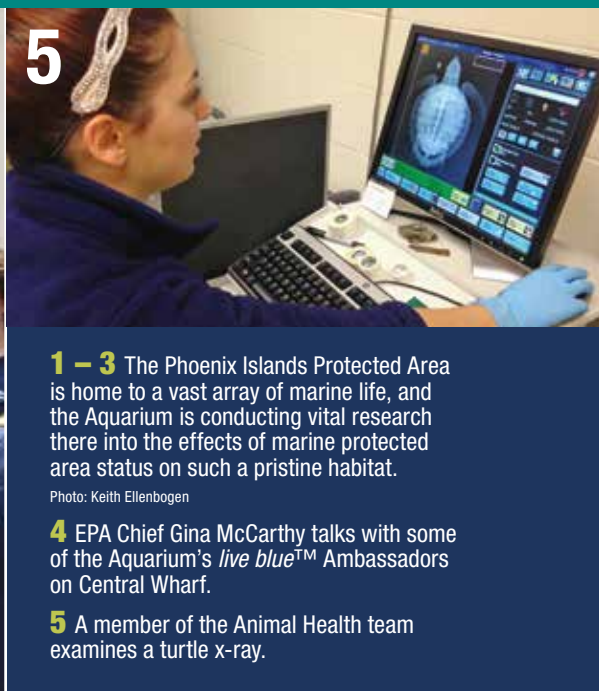
## Looking ahead in 2015!

### New Exhibit Programs Tell the Sea Turtle Rescue Story

The Aquarium will make its rescue and rehabilitation work a key part of the exhibit path with new interactive displays that invite visitors to become sea turtle rescuers. Families will have a chance to diagnose and treat replicas of rescued sea turtles. They will learn about the Aquarium's decades of success in this field as they discover how they can contribute to sea turtle conservation worldwide.

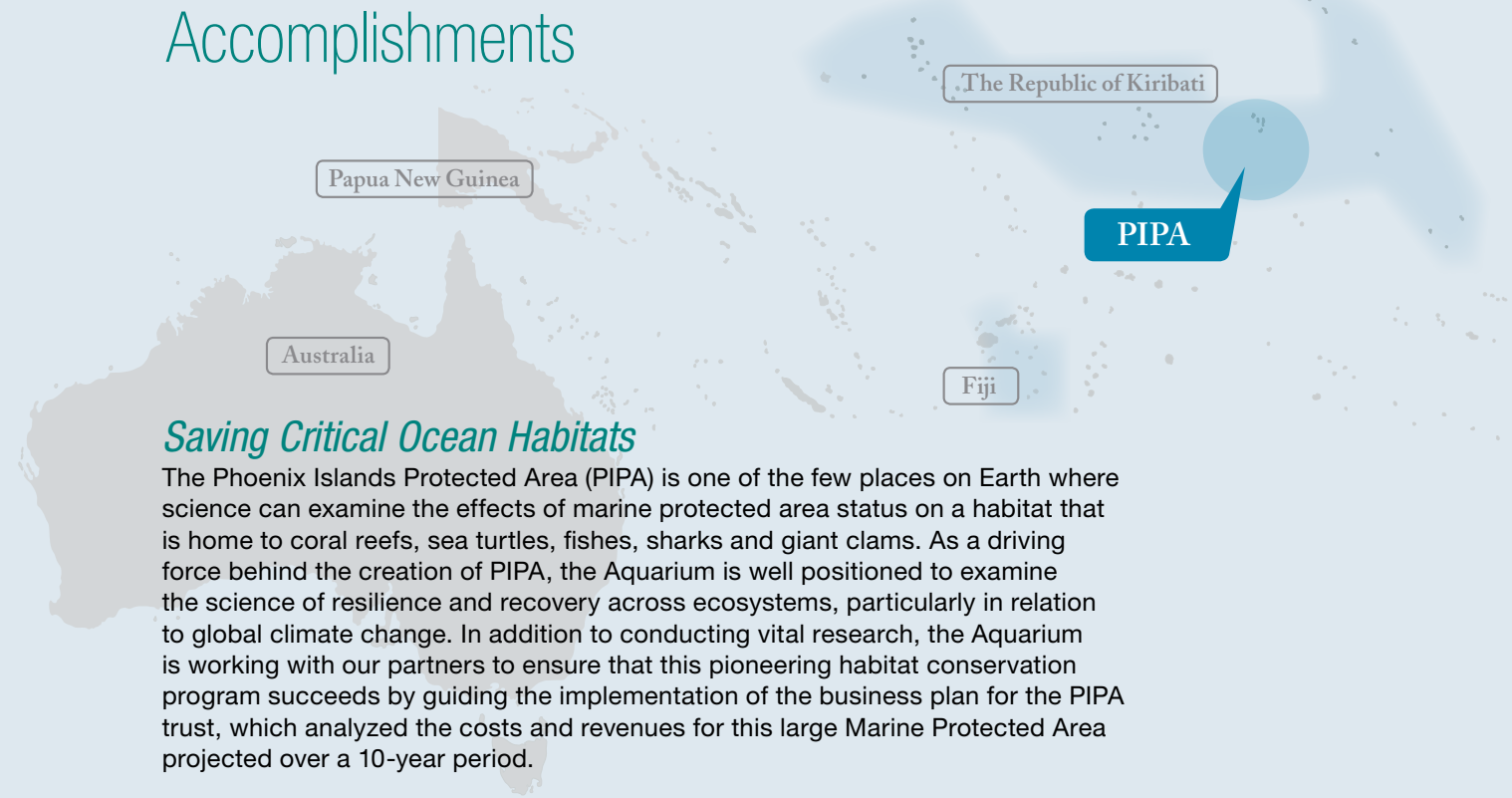


The Aquarium continues to be a leader in climate education, training interpreters and holding workshops nationwide.



**1 – 3** The Phoenix Islands Protected Area is home to a vast array of marine life, and the Aquarium is conducting vital research there into the effects of marine protected area status on such a pristine habitat.  
 Photo: Keith Ellenbogen  
**4** EPA Chief Gina McCarthy talks with some of the Aquarium's *live blue*™ Ambassadors on Central Wharf.  
**5** A member of the Animal Health team examines a turtle x-ray.

## Accomplishments



### *Saving Critical Ocean Habitats*

The Phoenix Islands Protected Area (PIPA) is one of the few places on Earth where science can examine the effects of marine protected area status on a habitat that is home to coral reefs, sea turtles, fishes, sharks and giant clams. As a driving force behind the creation of PIPA, the Aquarium is well positioned to examine the science of resilience and recovery across ecosystems, particularly in relation to global climate change. In addition to conducting vital research, the Aquarium is working with our partners to ensure that this pioneering habitat conservation program succeeds by guiding the implementation of the business plan for the PIPA trust, which analyzed the costs and revenues for this large Marine Protected Area projected over a 10-year period.

### *New Ways to Measure Marine Animal Health*

Researchers in the Aquarium's John H. Prescott Marine Laboratory are studying hormone responses to stress in cold-stunned sea turtles undergoing rehabilitation. Dr. Kathleen Hunt and her team have found that two hormones (corticosterone and thyroxine) change dramatically during recovery. Trends in both hormones correlate with important clinical measures and behaviors. In addition to this work on sea turtles, Aquarium researchers are applying endocrinology indicators like these to evaluate stressful impacts of human activities on whales, seabirds, fish and sharks.



### *Thriving Research Programs*

Aquarium scientists published 23 scientific papers in 2014. Under the direction of senior scientist Tim Werner, the Bycatch Reduction Consortium was honored as the recipient of the Katerva Award in Ecosystem Conservation, often referred to as the "Nobel Prize in sustainability."

### *Creating an Army of Environmental Volunteers*

Thanks to a two-year, \$150,000 grant from the Institute for Museum and Library Services, the Aquarium has built a service program that connects adults throughout the Greater Boston area with the Aquarium's efforts to make a difference on local environmental issues. This year the Aquarium's *live blue*™ Service and Civic Leadership Initiative mobilized more than 337 volunteers to participate in 21 local conservation projects.

### *Educating the Public on How to Help*

The Aquarium continues to be a leader in climate education, training interpreters and holding workshops nationwide. Our collaborations with education institutions nationwide grew to 70 partners. This innovative curriculum presents the challenges sea turtles and other species face in a changing climate and gives visitors information and inspiration that they can use to make a difference for these species.

## Thank you for your support!

This publication lists all donors of \$500 or more during the fiscal year (January 1, 2014 – December 31, 2014).

### GREAT BENEFACTORS

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

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The Lowell Institute  
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National Oceanic and Atmospheric Administration  
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Diane, Martin, David and Laura Trust and  
The Trust Family Foundation  
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### 2014 INDIVIDUAL ANNUAL GIFTS

The following individuals provided unrestricted operating gifts to the Aquarium in 2014, as members of the President's Circle and Navigator and Conservation Societies.

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Thomas and Michelle King  
Mr. John N. Little and Ms. Nancy Wittenberg  
Mr. and Mrs. A. Neil Pappalardo  
Gail Sullivan and Scott Page

## Thank you, Raymond Mui

Raymond Mui joined the Board of Overseers in 2012 for an opportunity to give back to the community through an institution with a mission to protect the oceans. In addition to his efforts on the Finance and Investment committees, Raymond has become an active member of the Aquarium's efforts in its next phase of strategic planning.

Raymond is an avid snorkeler, and in 2014 he joined the Aquarium on its spring collecting trip to the Bahamas. We are grateful to Raymond for a gift to the Larval Fishes Initiative as part of our Aquarium Sustainability Program, which will support the Aquarium's commitment to sustainable best practices by implementing a responsible collection plan through larval fish rearing.



## Thank you to the Taft family

Ed and Pamela Taft and family have believed in the Aquarium's mission since its inception, providing generous and essential support from the time of its establishment to the present day. Ed's mother performed the seaweed-cutting ceremony that marked the official opening of the New England Aquarium in 1969! Among other endeavors, their leadership resulted in the creation of our Marine Mammal Pavilion.

Most recently, Ed and Pamela have made possible the purchase of a new ambulance for the Aquarium's remarkable turtle rescue and release program. This gift allows us to remain a national leader in protecting cold-stunned endangered turtle species that wash up on the shores of Cape Cod each year. We are indebted to Ed and Pamela for their continued generosity.



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**\$10,000 – \$14,999**

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Linda Wisnewski and William Collatos

## Membership

2014 was a banner year for Aquarium membership sales, resulting in a record-breaking \$2,758,193; we surpassed our previous record, set in 2011 when we opened The Trust Family Foundation Shark and Ray Touch Tank, by \$80,000. We ended the year with 21,509 active member households—up nearly 21 percent since construction ended and our revitalized Giant Ocean Tank was unveiled.

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**2014 Marathon Team**

As a select member of the B.A.A. Marathon Charity program for a second year, the 2014 New England Aquarium Marathon team raised more than \$127,000 to support the Education Department's traveling outreach programs. The team was made up of 25 runners, 10 of whom returned from the 2013 team as they were unable to finish. We are grateful to this extraordinary team of runners and their dedication to the Aquarium.



2014 team members: Gary Albertson, Chris Bauernfeind, John Brown, Cheri Fraser, Ron Fraser, Keegan Garnsey, Mark Goodwin, Sarah-Anne Johnson, Kendra King, Justine Lescarbeau, Sean Marden, Vaughn O'Neal, Matt Phillips, Kay Pon-Brown, Meg Rabinowitz, Darlene Shimamoto, Alex Shopov, Amanda Stonely, Rob Trumbull, Kim Usseglio, David Volk, Rob Wilhite and Lee Winer (Not pictured: Linda Bachand-Doucet and Jocelyn Lescarbeau)

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 Mr. and Mrs. Keith A. Lockhart  
 Ms. Jane Loos

### Charter Members

As early as 1968, we were building a base of membership support for the Aquarium that would open its doors the following year. Back then, it cost as little as \$10 to join!

Today, we are very proud to have 133 of our original Charter Members still actively engaged in our member family.

Mr. and Mrs. Kent H. Lundberg  
 Ms. Susan T. Mahan  
 Mr. and Mrs. David F. Marcus  
 Mr. William Margolis  
 Eleanor Marsh  
 Mr. Craig McClain  
 Mr. and Ms. Michael J. McConnell  
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*The following donors, members and sponsors contributed cumulative gifts, grants and awards of \$500 or more to the New England Aquarium in 2014. This includes restricted gifts from individuals, corporate sponsors, partners and members and foundation and government grants and contracts.*

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**Thank you, BNY Mellon**

BNY Mellon has joined the Aquarium as a new Corporate Sponsor. We are partnering with BNY Mellon's YouthLeader's Program to provide an enhanced opportunity for five specially chosen teens; this opportunity will inspire personal and professional development, offer a meaningful work experience and provide the teens with the skills they need to attend and be successful at college. Along with the Aquarium, BNY Mellon YouthLeader's partners with only five other Boston organizations to offer teens this extraordinary learning and experiential opportunity.

This partnership has given the Aquarium the ability to grow our own Teen Programs—and offer a more rewarding experience. We look forward to having continued success with this joint program for years to come.



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**Thank you, Massachusetts Cultural Council**

Since 1982, the Massachusetts Cultural Council (MCC) has generously provided more than \$3.8 million in funding to the New England Aquarium, with annual grants toward operating costs, special programs and capital projects, including a recent award to renovate a portion of the Cold Marine Gallery.

MCC is a state agency that promotes excellence, access, education and diversity in the arts, humanities and interpretive sciences throughout the Commonwealth through grant programs and other services. This is all made possible through the annual appropriation given to the MCC by the Massachusetts Legislature, for which we are deeply grateful.

Photo: Sam Cheng



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 The Buttrick Fund for Volunteer Programs (2006)  
 Lindy Johnson Fellowship Fund (2011)

*\*Deceased*

To learn more about the Aquarium's giving programs,  
 please email the Development department at  
[giving@neaq.org](mailto:giving@neaq.org) or call 617-226-2134.

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### In Memoriam

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

Marilyn Keane  
 Anna M. Krowczynska  
 Jerry Penka  
 Daniel Pierce  
 William J. Pruyn  
 Daniel E. Rothenberg  
 John S. Strauss  
 Mary Strauss-Penka

# Year-End Financial Summary

We finished 2014 with 1.37 million visitors, which represented the highest level of attendance in the last 10 years and was 7% higher than 2013's results of 1.28 million visitors. As you may recall, 2013 was a combination of two very different periods. We experienced soft attendance and admissions revenue in the first half of 2013 while the Giant Ocean Tank was still under construction and strong performance in the second half after the launch of the New Aquarium Experience.

The Aquarium grew its operating revenues by 9% to \$44.1 million in 2014, due primarily to increases in visitors, associated retail sales and the number of hosted events. On the expense front, the Aquarium grew by 4% to \$42.7 million, yielding an operating reserve of \$1.5 million as compared to an operating deficit of (\$.7) million in 2013.

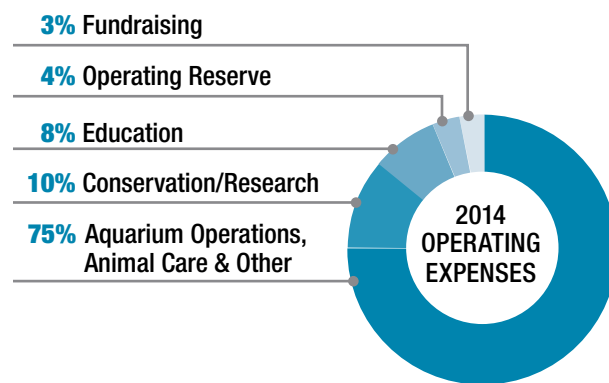
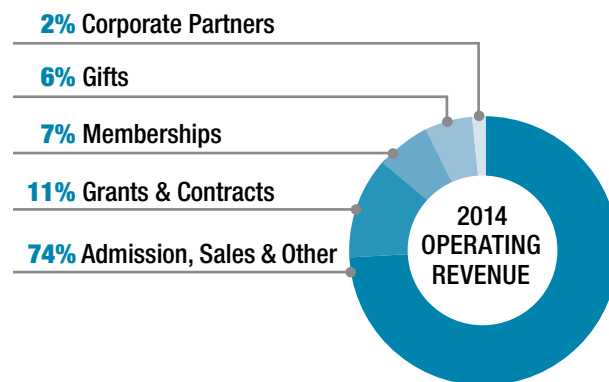
The Aquarium's overall financial position remains strong and should continue to improve in the years ahead. The Aquarium's restricted reserve and endowment grew 3% to \$17.9 million. Overall debt decreased by \$2.8 million to \$26.6 million in 2014.

We look forward to 2015 and beyond. We have prepared a thoughtful financial plan for 2015 that reflects a number of new mission-based initiatives. 2015 should be another good year operationally and financially.

Thanks to the Board, our staff, volunteers, members and donors for your continued and valued support.



**P. Eric Krauss**  
Chief Operating and Financial Officer



## TOTAL AQUARIUM ATTENDANCE (millions)

2014	1.37
2013	1.28
2012	1.37
2011	1.36
2010	1.30
2009	1.32
2008	1.34
2007	1.30

## TOTAL NET ASSETS (millions)

2014	\$49.9
2013	\$53.1
2012	\$55.5
2011	\$53.3
2010	\$44.8
2009	\$46.1
2008	\$44.1
2007	\$42.2

## New England Aquarium Corporation

Financial Results (in thousands of dollars)

Operating Revenue & Support	FY 2014	FY 2013	CHANGE \$	CHANGE %
Admissions – Individuals & Groups	\$20,095.4	\$17,603.1	\$2,492.3	14%
Retail Sales – Food, Gift Shop & Events	11,362.6	9,793.3	1,569.3	16%
Memberships – Individual & Family	3,012.5	2,418.6	593.9	25%
Corporate – Memberships & Sponsorships	999.6	968.1	31.5	3%
Gifts & Pledges	2,394	2,144.4	249.6	12%
Grants & Contracts	4,715.9	5,641.4	(925.5)	-16%
Net Assets Released From Restriction	339.9	593.2	(253.3)	-43%
Other	1,208.3	1,143.2	65.1	6%
<b>Total Operating Revenue &amp; Support</b>	<b>\$44,128.2</b>	<b>\$40,305.3</b>	<b>\$3,822.9</b>	<b>9%</b>

## Operating Expenses

Research, Conservation & Education	\$8,132.3	\$8,412.1	(279.8)	-3%
Exhibit Operation & Maintenance	6,111.6	5,897.4	214.2	4%
Plant Operations	7,338.5	6,961.0	377.5	5%
Cost of Retail Sales	8,688.5	7,828.4	860.1	11%
General Administration & Supporting Services	10,474.1	9,764.7	709.4	7%
Fundraising	1,430.5	1,620.3	(189.8)	-12%
Interest	485.7	478.1	7.6	-2%
<b>Total Operating Expenses</b>	<b>\$42,661.2</b>	<b>\$40,962.0</b>	<b>\$1,699.2</b>	<b>4%</b>
<b>Operating Reserve (deficit)*</b>	<b>\$1,467.0</b>	<b>\$(656.7)</b>	<b>\$2,123.7</b>	<b>-323%</b>

## Other Changes in Unrestricted Net Assets

Operating Reserve (deficit)	\$1,467.0	\$(656.7)	\$2,123.7	-323%
Non-Operating Revenues and Expense, Net	68.4	198	(129.6)	-65%
Net Assets Released to Fund Capital Improvements	416.8	12,442.4	(12,025.6)	NA
Realized & Unrealized Gains (losses), Net	(1.5)	(85.2)	83.7	-98%
Loss on Disposal of Fixed Assets & Debt Refinancing	(24.9)	(12.8)	(12.1)	95%
Depreciation & Amortization Expense	(4,823.7)	(4,569.4)	(254.3)	6%
Net Non-Cash Pension Related Changes	(761.3)	939.1	(1,700.4)	-181%

<b>Increase (Decrease) in Unrestricted Net Assets</b>	<b>\$(3,659.2)</b>	<b>\$8,255.4</b>	<b>\$(11,914.6)</b>	<b>-144%</b>
<b>Increase (Decrease) in Restricted Net Assets</b>	<b>\$440.2</b>	<b>\$(10,549.7)</b>	<b>\$10,989.9</b>	<b>-104%</b>

<b>Increase (Decrease) in Net Assets</b>	<b>\$(3,219.0)</b>	<b>\$(2,294.3)</b>	<b>\$924.7</b>	<b>40%</b>
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<b>Net Assets – Beginning of Year</b>	<b>\$53,193.7</b>	<b>\$55,488.0</b>	<b>\$(2,294.3)</b>	<b>-4%</b>
<b>Net Assets – End of Year</b>	<b>\$49,974.7</b>	<b>\$53,193.7</b>	<b>\$(3,219.0)</b>	<b>-6%</b>

\* 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.