



### We asked.

To understand what's on parents' minds, and what it is to be a parent of young children today, we sought out a group of parents who were willing to be interviewed on videotape about the challenges and rewards of parenting. We wanted the parents to represent a diversity of backgrounds and circumstances: married parents, single parents, working parents, stay-at-home parents, moms and dads, older parents and younger parents, parents from different ethnic and racial backgrounds, parents of children with special needs, and parents in non-traditional families.

We reached out to parents who were on our Museum mailing list, and we had many volunteers interested in participating in this project. In the end we interviewed the eight parents who are featured in this report. Our goal was not to conduct scientific research and reach definitive conclusions, but to capture a snapshot of a diverse group of parents and their thinking on topics including technology, play, work-life balance, personal challenges, and how parenting has changed them.

The overriding message of their experience is that there is no road map for the journey they are on, and everyone's story is different. Parenting is an adventure and everyone is working in their own way to do it well.

Excerpts from what our eight parents had to say are included in this report. The video can be found at BostonChildrensMuseum.org/ParentsTalk.

#### Liora Norwich

Married, full-time work-fromhome mom and stepmother of daughter Aurelia

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#### Chris Rogers

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Single, full-time working dad of 10-year-old daughter Imani

#### Leah Rose Garcia

Married, full-time working mom of 13-month-old daughter Rosie

#### Aliza Firestone Goren

Married, full-time working mom of 14-month-old son Alec



## D sign up and down. t a go, try the cycles!

o for another round.

appens when you crank riend?

tienes la fuerza para hacer ubir y bajar el cartel de KID. éntalo, prueba las bicicletas de mano!

Prepárate para otra vuelta.

¿Qué sucede cuando haces girar las ruedas con un amigo?

#### Huili (Lily) Zhai

Married, full-time working mom of 3-year-old son Lucas



Power these bikes with your hands. Light all the bulbs and watch what happens!

#### Alex Lopez

Married, full-time work-fromhome dad of 7- and 9-yearold sons Oliver and Elliot

#### Durjoy Bhattacharjya

Married, full-time working dad of 7-year-old daughter Sabrina

#### Amy Maranville

Married, full-time work-from-home mom of 4.5-year-old son James, and soon to be mom of a second boy



The following are excerpts from parent video interviews. The full video can be found at BostonChildrensMuseum.org/ParentsTalk

## Being a Parent

Parenting has changed everything. My life used to be very much about achievement and following some kind of predefined definition of success. and having a child really altered that for me. It's not about me anymore; it's really about him.

How has parenting changed me? I would say it's made me a more confident person. Which is a really strange thing to say, because confidence is not something that really goes hand in hand with parenting. But for me, a lot of my adult sense of confidence came after my son was born because I started to let go of a lot of things that would have consumed me before.

It's very different in my generation compared with my parents' generation. At that time there were no parenting books, and no social media judging how you raise your kids.

Being a parent is the ultimate human experience.

This feeling of being needed, and cared for, and loved, this is very rewarding.

The initial shock when you become a parent, and that child hits the air, at that point you'll never experience anything like that. It's a wake-up call that lets you know you are responsible for the life of another no matter how you see it. If it doesn't change you, then something is wrong. Because you're responsible for this little person's life, this little person's well-being, their direction. And it's on the parents to make sure that they set up the right values for their children.

I am a nanny, and being a parent is different from being a nanny.

The most rewarding thing for me as a parent has been being able to provide for my kid a lifestyle that I wasn't always able to have. And to know that I am on track to be just as good if not greater than my father was for my kid.

Life is no longer about me, or us; it's strictly about them. Everything that we do is for them, for their enrichment, to make sure that they have a normal life, a good life. Not only that, but that they grow up to be responsible and good people overall.

I have a total new respect for my parents, which I've expressed to them. It's a total act of selfless love at the end of the day, and sometimes I just want to say thank you because now I really know what a job it is to raise another human being.

I'm learning about myself and think I've found a basket of patience somewhere that I didn't think I had.

## Challenges

I work for a private equity firm, and lots of people have lots of money, and everybody's talking about, "Oh well your kid has to go to this preschool, and if you want to get him in you gotta have this interview."

We are now in this world of overflowing information, so it's really hard to make a decision, and you're also second-guessing yourself: Am I doing the right thing for my child? So you worry about understimulating your child, overstimulating your child, or am I too protective of my child so he's not facing the real world, or am I not protecting enough so he's lost his sense of security?

We are constantly aware of the diversity piece. We have a blended mixed

family, and we're really trying to talk a lot about what it means to be accepting and to bring diversity into your home, and we're struggling with it. You feel the segregation in Boston in a unique way.

It feels like we're becoming a very insulated, ourselves-first kind of world. In the parenting world it seems like we all just want the best thing for our kids at any cost. And losing community and maybe morality, and I'm guilty of it too. When you want success so much for your children, which is wonderful, it can maybe come at the cost of how we treat other people.

I think my biggest worry right now is because my son is an introverted kid, and we know the society is favoring the extroverted personality. So I started to do a lot of reading, especially in Susan Cain's book, "The Quiet Power of Introverts." I love that book.

The biggest challenge that I face being a parent is keeping my kid safe. And when I say "safe", I mean keeping my child knowledgeable about the rigors of what goes on in the world. Ever since she was 6, I haven't sugarcoated too much for her, and I've been letting her know what things are good and what things are bad, what you should look out for, and what I can personally keep you safe from. Physically and mentally safe. Physically safe, that aspect always comes in. You're constantly aware that you have to be physically safe: And mentally safe, distractions and temptations are easy when you're living in an urban environment.

When you're the noncustodial parent, planning comes into play heavily, and that's a whole job in itself.

Finances are always an issue, especially right now with our family, so we work on that.

My son has early literacy skills, but we have not been pushing on reading or even really writing, because we've been so focused on trying to get him to communicate verbally. And there are definitely kids at his age who can read, and for their parents that's very important.

There is an enormous amount of pressure. I think I grew up in an environment that had a lot of pressure for academic success, and for me it worked out very well. I did well in the competitive environment as long as I could be internally competitive as opposed to externally competitive. It makes me very uncomfortable competing with other people, but competing with myself is something that I was very comfortable with.

## Technology

I'm very worried about technology. I have a "no technology" rule right now: no screen time. I feel like I see technology used as a crutch for parenting. I'm not going to judge anybody, and maybe I'll get there, maybe at some point I'll have two more kids and maybe I'll be pulling my hair out and they'll all be in front of iPads, I don't know. But my goal is to not use it in that way.

Technology is part of the modern world, and I understand that it's probably part of the curriculum in schools now. So I don't also want to have him live in a bubble where he doesn't know how to use the tools that are part of our everyday society.

Smartphones change everybody's life, for better or for worse. So it's up for debate, but I think having my smartphone just makes my life so much easier. I can take pictures and videos of him all the time; I can send photos to my friends and my family.

With the technological advances, I'm nervous as heck. And you should be, especially as a father of a girl.

*I hate some of the YouTube things* that she'll watch, and I would much rather even let her on to kids' Netflix and do screen time that way than have some of this what I think is pretty inane YouTube stuff that she seems to be drawn to.

I think technology is always a good thing. It's just how we use the technology.

We have multiple Alexas around the house, we have an Apple TV, we have lots of games on the Apple TV, we have a bunch of tablets, we all have phones, we have laptops. But she's not allowed to use them. And so she can't wait for long car rides, because on long car rides she can get the iPad out and play some of those games.

Growing up, we had some technology, but now we have everything. It's the information age. My husband can Google how to change a diaper if he needed to.

If you're obsessed with whatever the newest thing is, that can get unhealthy very quickly.

Technology has definitely made communication between the two of us a lot easier: Facetime whenever you want to, call me, text me.

When it comes to social media, I definitely monitor her usage. She's got a couple things that are kid-friendly, but as far as a social media platform such as Facebook, Twitter, Snapchat none of that.

Social media is here to stay, that's inescapable. It's now a fact of life. What's important is letting them know that social media is a tool that can be constructive, or it can be a tool that can work against them.

Social media is not all bad, and it's also not all good. Just like everything in life, you can only do your best to teach your child that these things should be used for good and not for bad.

We don't have limits on screen time. mostly because of how hard he's working to be social and to work within a classroom environment.

I'm on a screen an enormous amount of the time, and I think that screens can be incredible tools, especially for kids in this generation. They need to know how to use them, they need to know how to manipulate them, they need to know how to communicate using a phone or a touch screen or a computer.

## Connection

Ever since I had my son I started to join some internet groups, like mommy forums and support groups. So that gives me the opportunity to get to know a whole new group of women. We speak the same language; we care about the same things. I also learn from them

I think if I had more time I would work on my support network. Everybody is struggling with something. In particular, the single working moms I think really struggle. But I haven't had the opportunity to do my moms groups. A lot of them meet during the workday; even when I meet moms at the park, they want to have playdates during the week, and that's just not me.

I get help from everywhere: the younger generation, the older generation and also people from my same generation.

We decided to do things differently now that we have a child. We want the child to be part of the community, so we have to be part of the community.

It really does take a village to raise children, and it's important to have that network. Everyone needs that network, because people are busy with their careers, their separate lives, other issues.

We all understand the importance for kids to be exposed to social time. So that's why ever since my son was a crawler I started bringing him to story times at the library, or music times. And I started to arrange playdates with similar-aged kids. So I get to meet other kids and other moms, and we get to share our tips and learnings and struggles.

I love connecting with other parents, and sharing our lives. Because when you're with a baby 24/7, sometimes you just want some adult time.

You start to realize that you have more in common than you think you do with all these other parents, because all of us are trying to find a way for our children to learn, and to be safe and to be happy. And really those things are inclusive no matter what other struggles you're dealing with.

I always have somebody that I can turn to with any question that I have, or I have someone that I can depend on to listen when I say that I'm struggling.

## Working

I'm jealous. Let's just be honest, I'm jealous, and I can't get over my own jealousy to be friends with these nonworking moms. That's probably the truth of it.

Even in the mommy forum, every month there's a debate about stayat-home mom versus working mom. Which camp are you and which one is better for raising kids. And I don't think there's a right answer for that.

I felt like it's good to have some me time, and some us time. So being a working mom gives me that.

I have a no phone around my son rule. I come home; I don't look at my phone until after I've put him to bed,

and that's really important to me. And if that doesn't work for my employer, then the job doesn't work for me.

It's important for me to create something outside the family. In addition to working for a large accounting firm, I also write children's books.

Being a working parent, whether you're a mom or a dad, is really hard. For me, it's a lack of feeling satisfied. When I'm at work, all I want to do is come home, and I think about what I'm missing. But I've worked really hard to be where I'm at, and I do think that there are things that I don't get out of being with my son in terms of intellectual stimulation.

One of the worries I have is that with a nanny it's too myopic, and too insular.

## Play

We foster the idea of having friends over and interacting with each other, more so than playing some game on the iPad.

I grew up with a lot of arts and crafts; my mom was an artist, and that was really important in my development. So that's something I've also tried to bring into my daughter's life, and she really enjoys it.

There are some things that right now we're just not doing, which I think we should. Physical exercise is, I think, a big thing. She gets some exercise when she goes places, but we want there to be something more structured, because that's not a strong point of mine.

We do a lot of books. Myself or my husband will read four, five, six, seven books in a row just to not have screen time.

He loves to be outside. We could never get through a day without going outside. The fresh air, just watching the world around him—everything is an adventure to him.

## Growing Up

Living in Boston and the surrounding suburbs is a bit of a false reality, and I think it can be a pressure cooker. The first question people ask when your kids are in high school is where are they going to college, or what's the status of their application.

In my childhood growing up, we could ride our bikes anywhere. My parents didn't know where I was, they were just like, OK, dinner's at 6, see if you can get back. And I think there was a lot more flexibility. Now, I don't think there's five minutes where we don't know where our child is.

Our parents, they didn't have the same pressures that we have today, because there's so much more stuff out there for the kids. We had so much more to do outside of the house. Kids today, the pressure for them only comes: Did you get the latest Jordans? Did you get the latest iPad?

What concerns me are my son's social capabilities, his ability to communicate with other people, his ability to understand how other people's minds work, because his mind is so different.

My daughter is an only child. This means that she's not fighting, and not learning good fighting skills from growing up. Because of that, we actually take a more active approach in making sure there are more playdates and other things.

Watching her starting to be in that stage where I know that the pressure of standardized testing is going to be coming in school is a little bit anxietyprovoking. I wish that we could take some of the competition out of there. She's a very smart little girl; I know she's going to do well, and I'm going to try to keep it out of our family environment as long as possible.

Part of my concern is about where he goes to preschool and how he's going to be surrounded by kids with other parents who have exactly the same focus, their eyes on Harvard 15 years from now, and is that really how we want to define happiness and success for our children?

I've always been one to make sure that my daughter experiences different things, that she's cultured. I want to make sure that she knows that there's more to society than just her block, than just her city.

I worry about putting my kid in an environment where he's not exposed to other people, or to people who come from different backgrounds.

Our kids are being exposed to many, many more cultures and stimulations than when we were growing up, so... I hope he'll be better off because of that.

I want the best for my children, as any parent. But I think it's important to let the children know that as long as they're doing an honest, sincere effort in whatever it is that they're doing, that's rewarding. If they fail, that's OK. We talk about it.

One of the things that's been a surprise to me is how much I've pulled from my childhood in order to educate her or tie in with whatever she's doing.

Here in Boston, my daughter will grow up with much more space than I had back home, because back home it's completely normal for different generations in your family to live in the same home.

*My dream for my daughter—this is* a very big dream-my dream for my daughter is to live in a world that is completely equal. Whether we'll see that day, who knows. But hopefully one day she'll see that.

they're good people, we've won. As long as my daughter grows up learning to put others before herself as our faith teaches, I'll be good. And that is where she'll find true happiness, true joy—when she doesn't look for it inside herself, but in how she helps other people and how she makes a difference in other people's lives.

*My* hopes for my son: happiness is number one... I hope for him that he is able to find people who understand him, and that he can learn to understand other people as well.

Socialization should not be limited to just your peers. When you go to public school, you're in a room with just your peers. I think they should also be trained to interact with different age levels.

I want my son to feel like there are so many things you can do to contribute in this world, and I want him to think that that's OK, and to do whatever he's passionate about, and to figure out what he's passionate about.

## Hopes and Dreams

Our hope is first and foremost we want our child to be healthy both physically and mentally, and we want him to be socially responsible, to be a pleasant person to be with, to be a kind person. And then we hope that he will add value to the society.

What we're aiming to do with our children is to prepare them as best as possible from an intellectual standpoint, an emotional standpoint, and a social standpoint where they have the flexibility to adapt to whatever is thrown at them. As long as they're happy in what they're doing and

# Year in Review

#### BOSTON, CHILDREN'S MUSEUM

6,099 people attend four Grown-Ups Museum nights.



Elisa H. Hamilton brings her favorite houseplants to life on paper and into the Gallery in *Lines* and Vines, an exploration of process, growing, and dayto-day beauty.

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JULY

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celebration for kindergarten in Boston.



children attend the Countdown to Kindergarten observe, identify, children entering walk, talk, and play like the animals featured in the exhibit.



Things Animals, a group exhibit featuring 40 artists from around the world, invites Museum visitors to

Silkroad Ensemble's world-renowned musician Cristina Pato leads a performance of Galician bagpipes at the Museum.



Ball gala.



supporters raised record-breaking gifts for the Museum's access programs at the annual Wonder





Sonya Kurzweil and the Counts family support the enhancement of the Museum's iconic PlaySpace exhibit.



The Museum opens its new Explore-a-Saurus exhibit highlighted by a life-size animatronic Dilophosaurus.





2,269 people and 80 maker exhibitors attend Boston's first Maker Faire event held at the Museum.



7,437 attend the Free Fun Fridays program sponsored by the Highland Street Foundation.

#### Morning*star* Access

special needs

sponsored by

Liberty Mutual.

1,055 visitors participate in the Museum's program for children with

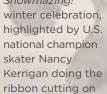
247 children attend Einstein's Workshop classes and workshops focused on STEAM learning.



Author Juliette Kayyem speaks on the topic of her book, "Security Mom: Building Resiliency One Home at a Time."



The Museum launches its new Snowmazing!



the Museum's

skating rink.

new indoor sock

15 performances of A Year with Frog and Toad are presented exclusively for the Museum by Wheelock Family Theatre.

the world.

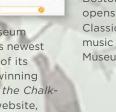


Boston Baroque opens its new Classics for Kids music series at the Museum.

the Silly Soirée, emphasizes handson engagement and learning within a fun party atmosphere that creates a unique experience for kids and their grown-up dates.

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version of its award-winning Beyond the Chalkboard website, which now includes a series of NASAinspired activities and resources for after-school teachers around









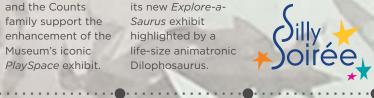
The Museum's Boston Marathon runners Hannah Bowlin, Chelsea Brophy, Chrissy Kratz, and Jackie Perkins raise over \$34,000 to support the Museum.



The Museum hosts its first-ever Star Wars weekend.



Gallery exhibit Co-Co-Collabo, by Boston artist Cyrille Conan, showcases murals that emphasize the Importance of being in nature and being creative.



The first annual children's gala,



70 members of the Boston Youth Symphony Orchestra perform a short concert for Boston Children's Museum Visitors.



Dr. Ron Ferguson discusses Boston Basics, an initiative to address skill gaps between socioeconomic, racial, and ethnic groups.



Completion of the public review, final design, and construction schedule for Martin's Park. a new Boston City park located adjacent to the Museum and in honor of Martin Richard, the youngest victim of the Boston Marathon bombings

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### 2 Birthday parties Children visiting the Museum as part of

Live music and dance performances

special needs programs

a school, camp, or community group

celebrated at the Museum

.5 Visitors taking part in the Museum's

Science Saturdays

Visitors to Free Fun Fridays celebration sponsored by Highland Street Foundation

Critter Days

Attendees to the annual Countdown to Kindergarten celebration

Attendees to Museum Music and Movement classes

Gallons of milk the Hood Milk Bottle would hold if it were a real bottle

Items in the Museum's collection

Corporate and

private events

14,

Museum members

Target \$1 Friday Night visitors

School group students visiting the Japanese House exhibit



Attendees to Boston Grown-Ups Museum nights

Visiting artist workshops

Number of people attending Boston's first Maker Faire event hosted and organized by the Museum

## Chairman & President's Message

Dear Friends,

We are pleased to report that the Museum had another very successful year in terms of visitors, new programs and exhibits, community outreach, and a number of other achievements in support of our mission to engage children and families in joyful discovery experiences.

During the year, the Museum welcomed almost 580,000 visitors and over 14,000 members, representing growth of 13 percent and 28 percent respectively, over the previous year. We introduced a new exhibit, *Explore-a-Saurus*, and successfully established a new destination events initiative spanning a wide spectrum of themes including STEAM programming (Mini Maker Faire and Einstein's Workshop), literacy (Children's Literature Week), performing arts (*A Year with Frog and Toad* musical and our *Star Wars* weekend), and health and wellness (*Snowmazing!* skating rink). We continued building out intellectual capital, and saw an increase in requests from institutions around the globe for the Museum's expertise in child-centered learning environments that nurture children's creativity and curiosity. Finally, we are honored and privileged to be associated with the development of Martin's Park, whose groundbreaking took place on a beautiful sunny summer afternoon (August 16, 2017).

The above accomplishments would not have been possible without the amazing energy and dedication of our staff and board members, the wonderful generosity of our donors, and the critical partnership of various civic, business, and government organizations. They make it possible for the Museum to continue to be a local, national, and international leader for children and families. We are humbled by their contributions, and from the bottom of our hearts, we thank you.

As we look ahead, we see exciting possibilities and opportunities as well as the need to prepare for challenges. In particular, we would like to mention three areas we are focused on. First, climate change is a longer-term challenge facing the Museum, the city of Boston, and the global community. We have established a task force to represent the Museum on the Boston Green Ribbon Commission and to develop short-term, medium-term, and long-term plans to address the same. Second, the local community is increasingly global and diverse, and we want to ensure that we serve EVERY child and EVERY family regardless of ethnicity, age, gender and orientation, and economic, physical, or mental ability. The Museum has already received a planning grant for the *Our City* exhibit, which will celebrate this diversity. Finally, technology continues to transform the way we live and interact at an accelerating pace. We have set up a technology task force to ensure that we leverage emerging technologies to broaden and deepen our relationship with even more children and parents—both within and beyond the Museum walls.

Few responsibilities are as mighty as being a good parent. This responsibility will continue to become even more complex with the three trends mentioned above. The Museum is privileged to partner with parents in their journey of developing the next generation of global citizens. Both in this report and at the annual meeting you will get a chance to see how the Museum is engaging with parents. We are grateful that you are here with us as we build on our 104-year history by reinventing ourselves to strengthen our role as a vital institution for children and families in Boston and beyond!

Carole Charnow President & CEO



Nirav Dagli Board Chair

In November of 2016 Boston Children's Museum was pleased to announce the election of Nirav Dagli to the position of board chairman. I would like to formally acknowledge this important appointment and welcome Nirav to this leadership role. Nirav has served as a Museum trustee since 2010, and he brings insight, new perspectives, and passion that will expand the Museum's appeal and relevance to young families and expand the Museum's reach. Nirav has been chairman now for almost a year, and his analytical expertise and strategic thinking have made important contributions to our strategic plan and other key Museum initiatives.

Nirav is the founder and CEO of Spinnaker Analytics, a predictive modeling company, and of Spinnaker LLC, a management consultancy specializing in merger integration and efficiency improvement. Previously, he was a partner at Oliver Wyman, and prior to that he worked in the Rapid Prototyping Group at MITRE Corporation, where he developed satellite communication algorithms for the U.S. Army. He serves on the board of the Better Business Bureau of Eastern Massachusetts, Maine, Rhode Island, and Vermont, where he was the past board chair.

Thank you, Nirav, for your support and commitment to the Museum!

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Carole Charnow President & CEO



INCOME	FY 2017*	FY 2016	
Gifts, contributions & grants	\$ 3,780,011	\$ 4,045,965	
Admissions	3,311,551	3,016,682	6% 8%
Property revenue	2,401,725	2,148,457	070
Memberships	1,552,628	1,406,167	
Other income	1,075,591	780,553	12%
Support from endowment	720,299	722,623	
TOTAL OPERATING REVENUE & SUPPORT	\$ 12,841,805	\$ 12,120,447	
			19%
EXPENSES	FY 2017*	FY 2016	26%
	FT 2017	FT 2016	
Program services:			
Visitor services	\$ 2,433,898	\$ 2,263,218	and a second second
Museum programs	1,928,099	1,802,397	FISCAL 2017 INCOM
Exhibits	1,091,959	1,112,693	Gifts, contributions & gr
Member services	255,977	229,615	Admissions
TOTAL PROGRAM SERVICES	\$ 5,709,933	\$ 5,407,923	Property revenue
Support services:			Memberships
Building operating costs	\$ 1,428,387	\$ 1,263,456	Other income
General & administrative	1,022,481	906,081	Support from endowme
Fundraising	706,357	628,496	
Marketing	639,928	580,976	
TOTAL SUPPORT SERVICES	\$ 3,797,153	\$ 3,379,009	States All
TOTAL EXPENSES	\$ 9,507,086	\$ 8,786,932	2 Martin
NET SURPLUS BEFORE			7%
DEPRECIATION & INTEREST	\$ 3,334,719	\$ 3,333,515	
Depreciation	\$ 2,510,896	\$ 2,526,611	11%
Interest	424,868	452,339	1170
TOTAL DEPRECIATION & INTEREST	\$ 2,935,764	\$ 2,978,950	
			15%

\$ 14,788,889

\$ 15,891,565

Program services
Building operating costs
General & administrative
Fundraising

Marketing

\* Preliminary, unaudited results.

TOTAL INVESTMENTS



## FY17 Financial Summary

Boston Children's Museum is pleased to report another fiscal year with strong financial results. For the period ending June 30, 2017, the Museum continued to demonstrate its ability to provide increasing program return by leveraging our available financial resources along with our highly talented and committed staff. With shared objectives of expanding targeted programming and increasing visitorship, the Museum's board, management, and staff can celebrate all that we have accomplished while operating in the black.

This year, management and the program staff introduced a new strategic initiative called "Destination Events." These events were designed to introduce the Museum to first-time families as well as to provide exciting new reasons for our regular visitors to come more often. A winter indoor sock-skating rink, partnering with the Wheelock Family theatre for a holiday season production, and a Star Wars weekend were just a few of the new events and related programs that kicked off the year. Coupled with the opening of a new exhibit, Explore-a-Saurus, and exciting exhibit-related programs, attendance at the Museum increased 13.4 percent year-over-year, resulting in growth in admissions income (9.8 percent) and membership income (10.4 percent).

Directly because of these improved metrics, along with an increase in certain earned income categories, the Museum was able to implement the first phase of a multi-year compensation plan, and at the same time, reduce our long-term debt in accordance with an aggressive payment schedule. In addition, our new point-of-sale software system went live in June, a project involving significant cross-department collaboration. This new system will better serve our visitors through on-line ticketing and will allow the Museum to manage critical visitor data.

New and additional revenue sources allow the Museum to grow and increase its capacity. The Museum has benefited from partnering with both domestic and international organizations on a consulting basis. We hope to expand this type of work, and we are seeking and analyzing other new business lines. This effort is part of a long-term strategy to provide additional resources for the programs in which we already invest and to ensure greater financial flexibility for now and in the future. Increasing contributed income through new friends and gifts and grants also has the capability to greatly increase long-term financial stability.

Finally, global financial markets were strong this fiscal year, growing the investment portfolio by 7.5 percent, a figure derived after considering the 4.5 percent draw through our spending policy. These results compare very favorably with those of last year.

The mission-driven work of the Museum has few boundaries. And thanks to our exemplary staff, management, and board members, we never run out of energy. Fiscal 2017 was a successful year, and we have all of them to thank.

Amy Auerbach, Senior Vice President & CFO



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