we reduced what had been projected as an operating loss saving measures to mitigate the potential deficit. By taking these steps, revenues. recognizing this early on, we undertook a number of cost-ss management structure, which reduced staff by 10% in June.

financial strength. We needed new ways to create exhibits, especially by this is no longer the case. recognizing this—and forecasting a likely loss large, traveling "blockbuster exhibits" to drive visitors and produce revenue; experiences that draw visitors in the context of a world exploding with "discovery" in any scientific field.

Like most museums, we are challenged to develop exhibits and build discovery of—the uSS Bruce, presented a captivating lecture about their search for—and eventual change by comparing aerial photographs taken by museum founding investigators. CSI: The Experience

Fiscal Year 2008 was an exciting and innovative period in which visitors experienced a wide variety of interactive, one-of-a-kind exhibits that ignited imaginations, challenged minds, and fulfilled childhood fantasies. In fall 2007, CSI: The Experience turned Museum visitors into crime scene investigators. Double Exposure displayed the startling effects of climate change by comparing aerial photographs taken by Museum founding director Brad Washburn with identical photos taken 50 years later by environmental photographer David Arnold. In spring 2008, Baseball as America gave visitors a chance to delve deeply into our national pastime, learning not only about the sport’s rich history, but also about the science and technology behind the game’s magic.

Annual Report 2008
2008 Fast Facts

- $49.6 million operating budget
- $77.5 million endowment
- $18 million philanthropic contributions
- 300 full-time employees
- 51 part-time employees
- 196 temporary employees
- 600 volunteers contributed more than 47,720 hours last year, the equivalent in volunteer hours of 23 full-time staff
- 1.5 million visitors: the most visited cultural attraction in Boston
- 42,000 member households
- 237 corporate members
- 226,000 children took school field trips to the Museum
- 81,000 students served by traveling programs
- 21,000 children attended an overnight program
- 500,000 students nationwide used the Museum’s Engineering is Elementary (EiE) curriculum
- Rated #2 of the ten best science centers in 2008 by Parents Magazine

MUSEUM OF SCIENCE
SENior Management Team
President and Director
Director, National Center for Technological Literacy
Ioannis N. Miaoulis
Chief Operating Officer
Wayne M. Bouchard
Senior Vice President, Strategic Initiatives
Associate Director, National Center for Technological Literacy
Lawrence Bell
Senior Vice President, Advancement
John Stephans Hall
Vice President, Marketing and External Affairs
Cynthia G. Mackey
Vice President, Visitor Services and Operations
Jonathan H. Burke
Vice President, Education
Paul M. Fontaine
Vice President, Human Resources
British S. O’Brien
Vice President, Finance and System Services
John Slakey
Manager, Office of the President and Trustee and Overseer Relations
Amelia Brock

OPERATING INCOME AND EXPENSES FOR THE YEAR ENDED JUNE 30, 2008
($ in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
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<tbody>
<tr>
<td>Operating Income:</td>
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<tr>
<td>Support</td>
<td>110,875</td>
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<tr>
<td>Revenue</td>
<td>58,654</td>
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<tr>
<td>Total Operating Income</td>
<td>$49,529</td>
<td>$54,987</td>
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<td>Operating Expenses</td>
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<td>Program Services</td>
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<tr>
<td>Supporting Services</td>
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<td>122,953</td>
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<tr>
<td>Total Operating Expenses</td>
<td>$48,633</td>
<td>$54,938</td>
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<tr>
<td>Net Operating Income</td>
<td>($104)</td>
<td>$49</td>
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MUSEUM OF SCIENCE
FINANCIAL SUMMARY
FISCAL YEAR 2008 SOURCES OF OPERATING FUNDS $49,529,000

- RESTRICTED ENDOWMENT AND OTHER FUNDS 23%
- UNRESTRICTED AND RESTRICTED CONTRIBUTIONS 27%
- PROGRAM SERVICES 54%
- FACILITY OPERATIONS 12%
- ADMINISTRATIVE AND GENERAL SERVICES 13%
- INVESTMENT INCOME 2%
- OTHER INCOME 2%

FISCAL YEAR 2008 USES OF OPERATING FUNDS $48,633,000

- RESTRICTED ENDOWMENT AND OTHER FUNDS 23%
- UNRESTRICTED AND RESTRICTED CONTRIBUTIONS 27%
- PROGRAM SERVICES 54%
- FACILITY OPERATIONS 12%
- ADMINISTRATIVE AND GENERAL SERVICES 13%
- INVESTMENT INCOME 2%
- OTHER INCOME 2%

ENDOWMENT PERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th>FY 2006</th>
<th>FY 2007</th>
<th>FY 2008</th>
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<tr>
<td>Endowment Performance</td>
<td>$89,656,000</td>
<td>$103,634,000</td>
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As we look forward, we are grateful for the efforts of our staff, volunteers, board, overseers, and supporters who pulled together during this demanding time to better position the Museum to carry out its strategic vision.

PHILANTHROPIC CONTRIBUTIONS

Three-Year Rolling Averages

<table>
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<tr>
<td>$31.1</td>
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<tr>
<td>$10.8</td>
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<tr>
<td>$11.8</td>
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