



FLORIDA  
MUSEUM®

# Annual Report



## MESSAGE FROM THE DIRECTOR

Welcome to our annual report for fiscal year 2022. It's been a dynamic year at the Florida Museum. Any lingering effects from the COVID-19 pandemic substantially disappeared as museum attendance not only returned to pre-pandemic levels but exceeded it, with 213,200 visitors. Once again K-12 school groups are arriving every day of the week for museum field trips. Even UF students found their way back to the museum in record numbers (17,297). But in addition to welcoming visitors, we did a lot of planning this year.

After months of thoughtful discussion, we launched our new museum strategic plan in January. One of the themes of the plan focuses on unity. Specifically, we are interested in better integrating the activities and personnel involved in our Research and Collections Division, primarily located in Dickinson Hall, with the staff and activities associated with our Exhibits and Public Programs Division situated in Powell Hall and the McGuire Center, 2 miles across campus.



One way to accomplish this goal involves our new Science Up Close initiative, in which we design and build our own temporary exhibition around a particular collection or research topic. Then we staff the exhibit with real scientists in a "live lab" conducting their research in full public view and talking to visitors about what they're doing, how it works and why it matters. Our goal going forward is to alternate one Science Up Close exhibition each year with a leased temporary exhibition.

Our first Science Up Close installment is "Fantastic Fossils," which opened in April. It features our three paleontology collections and will remain through the end of 2022. By all measures, it's been a resounding success. Visitors report loving their interactions with our scientists, who discuss their work with fossil excavations at our Montbrook fossil site near Williston, Florida, which involves specimen preparation and identification, and high-tech imaging and computer cataloging of specimens, as well as careers in paleontology and science. The visitor impact has been phenomenal, as has the response of museum personnel, who often don't get an opportunity to work with their colleagues on such cross-division projects.

Finally, much of our year was devoted to monitoring construction of our new Special Collections Building, slated for completion in late 2022. Located just south of Powell Hall and west of the Phillips Center for the Performing Arts, this 23,500-square-foot, purpose-built facility will house the museum's wet collections: about 4 million specimens primarily from ichthyology, herpetology and invertebrate zoology preserved in alcohol. Once the building is completed, the move of specimens from Dickinson Hall to the new facility will commence but will require many months to accomplish. Staff excitement is palpable.

Naturally, many more exciting things occurred throughout the year, and I encourage you to peruse this report to learn more about what YOUR museum has been doing. From my perspective, I couldn't be prouder of the museum faculty, staff and students as they continue to perform at a very high level. Hopefully you'll agree that we punch above our weight class — a Top 5 natural history museum for a Top 5 university.

Thank you for your generous support of the Florida Museum of Natural History.

**Douglas S. Jones**

Director

Florida Museum of Natural History



## SCIENCE UP CLOSE

### "Fantastic Fossils," first installment featuring the Florida Museum's three paleontology collections

The Florida Museum of Natural History's "Rare, Beautiful & Fascinating: 100 Years @Florida Museum" exhibit was a milestone in multiple ways. In addition to commemorating 2017 as the centennial anniversary of being designated the state's official natural history museum, the exhibit also initiated the idea of including a working lab as a regular feature in Powell Hall, strengthening the partnership between researchers and public programs to benefit museum visitors. This concept bloomed into the "Science Up Close" exhibit series, which opened in April 2022 with the first iteration, "Fantastic Fossils."

The series takes a deep dive into the myriad collections that call the Florida Museum home and brings visitors face-to-face with experts to reveal different aspects of the 40 million specimens in the museum's 18 collections. The initiative kicked off by highlighting the vertebrate paleontology, invertebrate paleontology and paleobotany collections. The task of creating a working lab dedicated to fossil research from scratch was no easy feat. The result has been a unique opportunity for people across the museum to collaborate and has put museum research front and center in a new way.

"The exhibit gives our scientists an opportunity to engage with people in a way that they don't typically get to," said Jonnie Dietz, exhibit developer. "They get to change the perception of collections and specimens being dusty jars sitting on shelves and can directly show people the value of science and the relevance of their research."

Apart from the rare fossils on display, the centerpiece of the exhibit is the working lab. Recognizable by the constant bustle of collection managers, curators, students and volunteers, this functional prep lab serves as a space for scientists to do research they typically would do in their respective divisions while still engaging with visitors face-to-face.

Despite her expected initial nervousness at the prospect of being on public display instead of "underground" at Dickinson Hall, Vertebrate Paleontology Collections Manager Rachel Narducci said the partnership has proven to be an enriching experience.

"I was originally worried about how engagement with visitors would go, but after being a part of it all these months we've found it to be incredibly rewarding," she said. "Sometimes all we're doing is sitting at a computer entering data but being able to see real fossils and the daily life of a paleontologist makes a huge difference to visitors."

The lab creates a unique guest experience, as each trip presents something new, depending on what's going on in the lab. Tasks vary from sorting bones from matrix to creating digital reconstructions and cleaning and rebuilding fossils. In fact, staff members have noticed people coming back for multiple visits and staying for far longer than a regular special exhibit.

Apart from the innovative experience for visitors, the series also benefits the researchers, as they get to engage with the public on a scale that isn't possible when they're in the collections. Featured exhibits see tens of thousands of visitors over the course of their runs, offering scientists a great chance to fulfill the broader impact requirements of grants while also talking to everyday people about their research.

"That level of direct feedback and communication is new for scientists and is a good thing for us to engage in," Narducci said. "It brings back the excitement. Sometimes things can get monotonous as we're doing it every day, but showing it to someone new is a reminder that what we do is the coolest thing ever!"

An essential part of the success of this grand experiment has been the volunteer contribution. More than three dozen volunteers, both new and seasoned alike, have provided nearly 3,000 hours of service in the exhibit — preparing fossils, engaging with visitors and even recruiting guests to volunteer in the exhibit or at the Montbrook dig site.





"This whole experience would not have been possible without our volunteers," Narducci said.

One such volunteer is Ken Marks, a retired computer programmer, whose love for fossils led him and his wife, Tammy, to move to Gainesville from Boca Raton. He started volunteering at the Thomas Farm site in 2014 and began attending digs at the Montbrook site when it opened to the public in 2016, all while still living in South Florida and driving up on his days off.

Apart from fieldwork over the last eight years, Marks has also spent time in the collections, sorting through microfossils and preparing plaster jackets, among other tasks. Since April, he's been in the "Fantastic Fossils" lab as an important liaison between researchers and the public by providing visitors a first-person example of how anyone can contribute to science.

"Museums run on volunteers, but people think there's no way to break in because they don't have a background in science or work in an office," Marks said. "Just being able to let the people who come here as museum visitors know they can come back as museum volunteers is a great thing. I enjoy the heck out of doing this, and I want to share that feeling with other people."



Volunteer Ken Marks prepares a roughly 5-million-year-old rhinoceros fossil from the Late Miocene Epoch while talking to visitors during the opening of 'Fantastic Fossils.' ©Florida Museum/Kristen Grace

The Science Up Close series will continue next year with "Incredible Insects," which will involve more partnerships, including with the museum's McGuire Center for Lepidoptera and Biodiversity and other University of Florida colleges and departments, as it continues to put the unity in community.



# RESEARCH & COLLECTIONS

## Department of Natural History Highlights

The [Department of Natural History](#) had another extraordinary year. Our faculty, staff, and students had many notable publications, received high levels of external funding supporting our collections and research, and conducted fieldwork around the globe. Our faculty made significant contributions to teaching and mentoring undergraduate and graduate students. Our science reached teachers, students, and the general public through public programs, exhibits, news stories, and more. We [hired our first curator of artificial intelligence](#) as part of a broad initiative by the University of Florida to spur innovation in AI and data science. We were honored to [host a visit from National Science Foundation Director Sethuraman Panchanathan](#). We made substantial progress towards opening and planning the move into a new state-of-the-art building housing our fluid-preserved specimens. And finally, we opened the first of a new, dynamic exhibit series focused on research and collections in collaboration with Florida Museum Exhibits and Public Programs.



### Big data, big discoveries

Researchers are increasingly turning to citizen scientists to help take the pulse of a rapidly changing planet. This year, Florida Museum researchers used crowdsourced data to determine how [urban cityscapes affect the wild mammals](#) who live in them and why disappearing Joshua tree populations experienced [an early-blooming event](#) in 2019. To help scientists sidestep irregularities in these large data pools, [researchers also scrutinized differences](#) in the timing, location and the type of organism documented on the citizen scientist platform iNaturalist.



### Collections-based science

Frogs hopped into the spotlight this year with insights into [their jumping behavior — or lack thereof](#) — and the [weird relationship frogs have with teeth](#). Pottery shards revealed the [ancient trade routes used by Indigenous peoples](#) in the Caribbean. In another study, a massive dataset revealed [how and what birds see](#).



### Florida's wildlife

Researchers have had their hands full keeping tabs on newcomers to the state of Florida, those just passing through, and those in danger of disappearing. Herpetologist Coleman Sheehy is actively [tracking the first record of invasive caecilians](#), a type of amphibian, in South Florida. Elsewhere in the state, researchers are working to reduce the number of [migratory bird deaths caused by collisions with windows](#). And Florida Museum specimens were instrumental in the designation of a protected habitat in North Florida for a [freshwater mollusk that was once believed to be extinct](#).

## Collections & Research Data



**211**

Peer-reviewed publications



**55**

Grants & contracts worth \$29.5 million



**172**

Undergraduates & postdoctoral fellows working in the collections



**40+**

Million specimens & artifacts



**99,355**

New accessions to collections



**152,910**

New specimens & artifacts cataloged



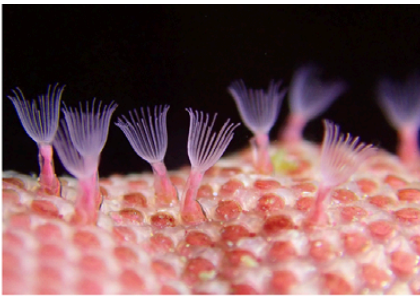
**50,214**

Specimens & artifacts loaned via 2,170 loans



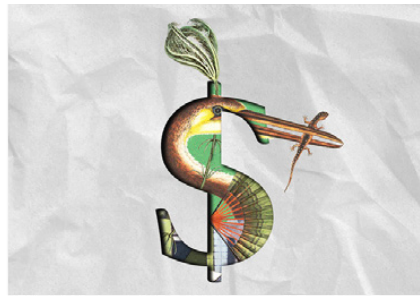
**5,030**

News articles about museum research with potential readership of 10.3 billion



## DNA and genetics

National Academy of Sciences members Doug and Pam Soltis are forging ahead with the [Earth BioGenome Project](#), an ambitious international effort to map the genomes of Earth's 1.8 million eukaryotic species. Researchers also published the largest genetic study on bryozoans to date, highlighting their relationships and [the important role parental care has played in their survival and diversity](#). DNA analysis collected nearly a century ago led museum botanists to the [discovery of a new and rare plant species in the Dominican Republic](#). And a broad analysis of seed plant genomes revealed that an accidental DNA duplication likely led to the [origin of gymnosperms](#), a diverse group that includes pines, cypresses and sequoias.



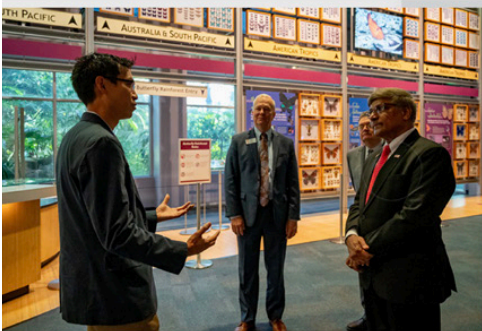
## Museum education and research

Studies revealed the [challenges of virtual learning during a pandemic](#) and the [toll of closures on museum educators](#). Museum researchers were also a part of a call to action to strengthen working relationships between [zoos and museums to advance shared research, discovery and conservation goals](#).



## Paleobiology

Several incredible fossils have led to record discoveries this year. Paleontologists have unearthed the [first mosasaur from the West Indies](#), the [oldest giant ground sloth](#) from Hispaniola, and the [first fossil evidence of a land bridge](#) between North and South America during the Cretaceous. In more explosive news, paleobotanists discovered what may be [the oldest fruit of the spurge family](#), a group of plants whose fruits often have a self-destruct method of seed dispersal. In the Adriatic Sea, [a sobering study](#) of more than 70,000 fossilized mollusks revealed that major climactic shifts had less of an effect on marine populations than the last few centuries of human activity.



## National Science Foundation Director's Visit

National Science Foundation director Sethuraman Panchanathan visited the University of Florida in May to discuss opportunities for university researchers as well as the agency's priorities and vision. He toured various NSF-funded projects beginning at the Florida Museum of Natural History. For fiscal year 2021, NSF funded approximately \$60.9 million in UF research, with more than \$25 million going to the Florida Museum.



## McGuire Center for Lepidoptera & Biodiversity

Curators, staff and students at the [McGuire Center for Lepidoptera and Biodiversity](#) pursued a broad range of projects relating to the conservation, diversity, ecology and evolution of moths, butterflies and other insects. This year saw the launch of a new Visiting Researcher program supported by the Mr. Carl Wisler and Dr. Midge Smith Visiting Researcher Endowment, bringing [experts from around the world](#) to work with McGuire Center researchers and our continually growing Lepidoptera collections.



### DeLuca Preserve survey

McGuire Center researchers initiated a project to [inventory the moths and butterflies](#) of the diverse landscapes of UF's [DeLuca Preserve](#) in south Florida.



### Taking the planet's pulse

[Park rangers in Ecuador's hyper-diverse Yasuni National Park](#), along with McGuire Center and Ecuadorian institution researchers, demonstrated the potential for a butterfly monitoring program to help detect long-term trends in tropical insect biodiversity.



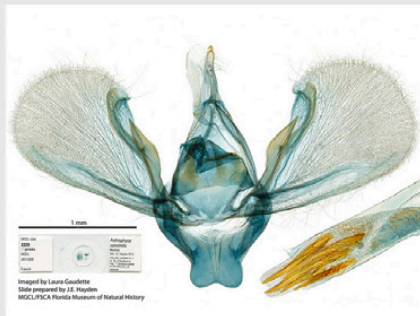
### Moth tracking device

Researchers designed and built a [portable moth tracking device](#) that will improve understanding of the behavior and activity of these often inconspicuous insects.



### Lives of Moths

A [new, beautifully illustrated book](#) that provides an overview of these remarkable, highly diverse but often overlooked insects, their extraordinary lives, and the vital roles they play in the natural world. ([Choice Editors' Picks](#))



### Secret morphology

To more broadly share the wealth of information within the museum's Lepidoptera collections, [microscope slides of the intricately sculptured genitalia of moth specimens](#), often critical in identification, are being scanned and made available online.

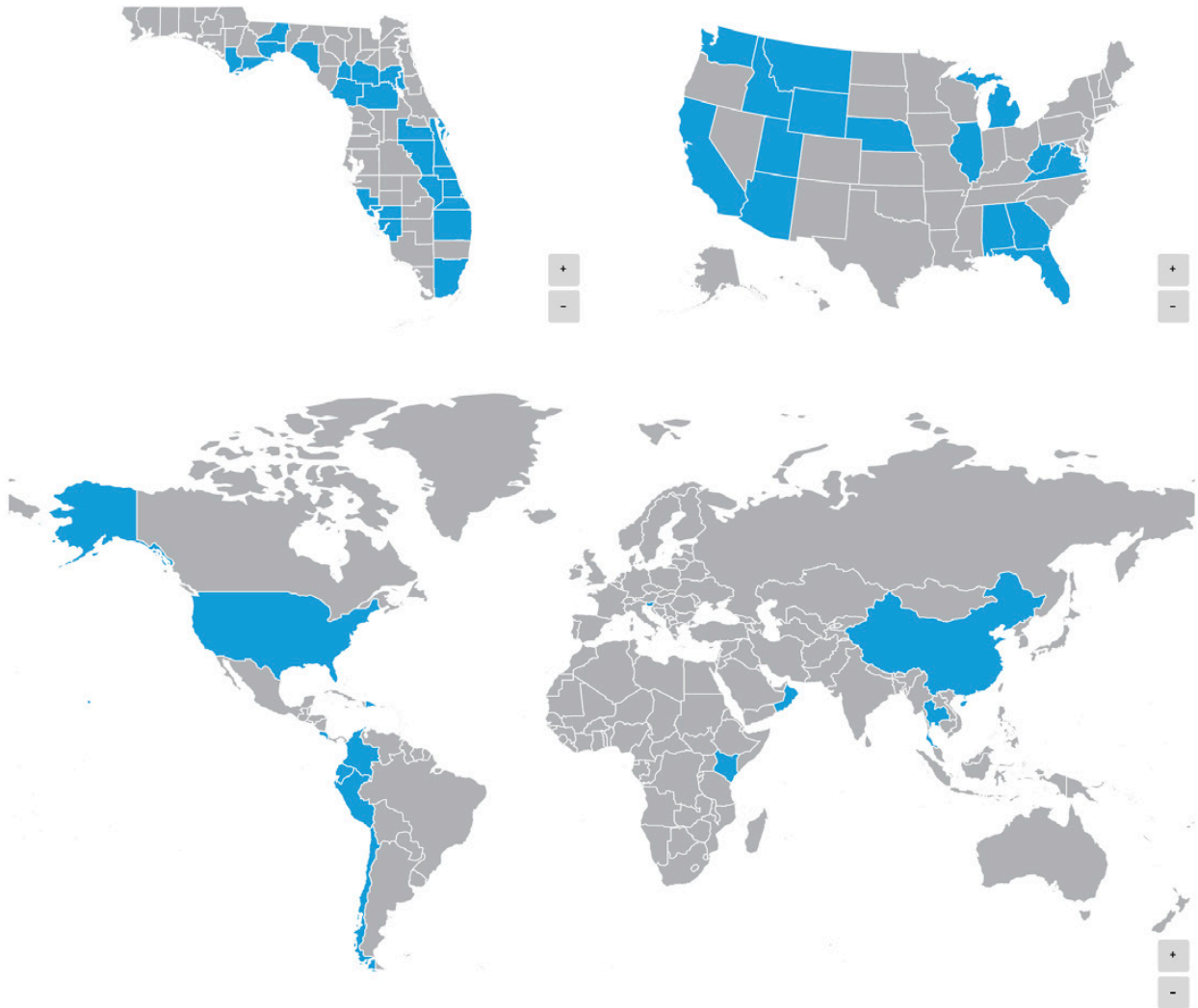


### Schaus' Swallowtail

The tireless efforts of museum researchers and volunteers were rewarded with [one of the best years in recent memory](#) for the iconic, beautiful, and threatened south Florida Schaus' Swallowtail butterfly.



## Research Locations



## Staff & Faculty Teaching

98

Graduate  
committees chaired

166

Graduate  
committees served

130

Independent  
studies supervised

35

Courses taught by  
Museum faculty

## Faculty Promotions

### Akito Kawahara

#### Curator of Lepidoptera

Hired in 2011 as an assistant curator of lepidoptera, Kawahara was tenured and promoted to associate curator in 2017. He has published over 160 peer-reviewed scientific papers and is one of the world's leading researchers on the systematics and evolutionary biology of moths and butterflies.



# OUTREACH

## Exhibits & Public Programs

The year brought much good news – as the pandemic waned, museum visitors returned in pre-pandemic numbers and programs returned in person. Welcoming visitors from each of Florida's 67 counties, all 50 states and 37 other countries, underscores the value of the museum experience to a wide range of audiences.

On the exhibition front, we proudly opened "[Science Up Close: Fantastic Fossils](#)," created by the museum. This exhibit showcases the paleontology collections and features faculty, staff, student and volunteer paleontologists in a live laboratory setting, providing real-time engagement between visitors and scientists. One of the first in a new exhibit series, "Science Up Close," intends to share current museum and university science with public audiences.

As programs resumed, we brought back some large-scale on-site events, such as the popular [Can You Dig It?](#) and the [fall](#) and [spring](#) plant sales, which drew record crowds. Focus shifted this fiscal year to strengthening impact and diversifying the audiences we serve. [Girls Do Science](#) aimed to inspire the next generation to consider science careers, Museum for Me opened the doors early to guests on the autism spectrum, [Family Discovery Time](#) hosted Head Start youth and families and [Summer Science Surprises](#) engaged hundreds of underserved youth at community partner locations. These projects continue to broaden the museum's audiences and support its strategic goals.

Further extending the institution's reach, the museum's traveling exhibits program hosted two long-term installations – "First Colony: Our Spanish Origins" at [Governor's House](#) in St. Augustine, Florida and "Dugout Canoes: Paddling through the Americas" at the [Silver River Museum](#) in Ocala, Florida. "[Megalodon: Largest Shark that Ever Lived](#)" continued its national tour, and a new [downloadable exhibits](#) portal brought some of our smaller exhibits to venues around the world, enjoyed by over a million people.



The Florida Museum's downloadable exhibit "Earth's Forecast: Hurricanes and Climate Change" was installed at the Phillip and Patricia Frost Museum of Science in Miami, Florida. ©Photo courtesy of Cory Keester-O'Mills

## Attendance & Outreach Data



**213,200**

Annual visitation



**5,853**

Public program participants



**1,447,870**

Visitors to Museum traveling exhibits at other venues



**567**

Youth onsite program participants



**2,677**

Youth outreach program participants



**9,901**

Youth field trip participants



**Butterfly Rainforest exhibit**

[READ MORE](#)



**Family Discovery Time**

[READ MORE](#)



**Tot Trots**

[READ MORE](#)



**Museum in the Parks**

[READ MORE](#)



**Fantastic Fossils 5K**

[READ MORE](#)



**Tiny Titans: Dinosaur Eggs and Babies exhibit**

[READ MORE](#)

## Thompson Earth Systems Institute

The [University of Florida Thompson Earth Systems Institute \(TESI\)](#) is advancing communication and education about Earth systems science in a way that inspires Floridians to be effective stewards of our planet.

### What is Earth systems science?

The study of the interactions among air, water, land and life on Earth, and how these systems are influenced by human activities. Only by understanding how the Earth's systems interact will we be poised to fully understand the ways human activity affects the natural environment in which we live.

**Our vision** is to lead the way to a healthier planet by cultivating a responsible and curious society that values, trusts and has access to science.

### TESI Outreach Data



**50,000**

K-12 Students  
representing 357  
schools



**1,403**

Scientist in Every  
Florida School (SEFS)  
scientist visits



**8,000**

K-12 students &  
teachers attend 137  
virtual events



**5,800**

Lifelong learners  
attend 10 public  
outreach events



**21**

Undergraduates gain  
experience through  
TESI internships and  
fellowships



**\$83K**

In private funding  
acquired for SEFS &  
outreach



### UF TESI environmental leaders fellowship

With funding from the Henry David Thoreau Foundation, TESI's [Environmental Leaders Fellowship](#) brought together 12 students from diverse majors and backgrounds and provided them with opportunities to gain the knowledge, skills, confidence, and network to advocate for the planet as they take on leadership roles in their respective careers.



### Scientist in Every Florida School

[Scientist in Every Florida School](#) engages Florida K-12 students and teachers in cutting-edge research by providing science role models and experiences that inspire the future stewards of our planet. During 2021-22, the SEFS team coordinated scientist visits to classrooms in 43 counties across the state.



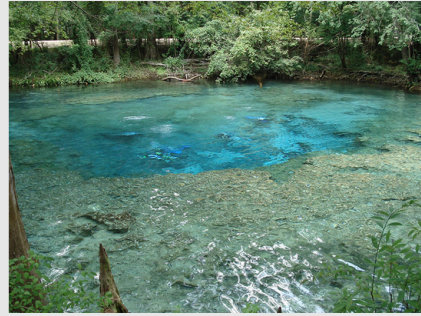
### K-12 teacher professional development

Our Scientist in Every Florida School [professional development workshops](#) allow teachers to work closely with scientists to co-develop lesson plans. After the workshops conclude, the learning continues throughout the school year as teachers invite scientists to their classrooms. Over the past year, 83 teachers representing 25 counties attended three professional development programs focusing on the hydrosphere, climate change and adaptations, and Florida paleontology.



### TESI environmental communicators internship

During 2021-22, eight undergraduate TESI [Environmental Communicators](#) developed social media content, wrote newsletter articles, created videos and more, all focused on communicating Earth systems issues to Floridians, and beyond. This year, TESI environmental communicators were named finalists in the 2021 ArcGis StoryMaps Challenge for Restoring Our Ocean for their project, "[By Saving the Sea Cows, We're Saving Ourselves](#)."



### TESI digital outreach

Through online platforms, TESI's [digital outreach](#) team curates and shares information about Florida's environment and natural resources. During 2021-22, 9,248 people followed TESI on social media and 75,000 unique users visited the Institute's website to learn more about Florida environmental topics. TESI social media channels earned 603,000 impressions and 40,000 comments, likes and shares. Educational videos on the TESI YouTube channel garnered 59,000 views.



### K-12 shark AI

With the goal of recruiting more students to STEM and computer science careers, a team from TESI, the College of Education, the Herbert Wertheim College of Engineering, and the Calvert Marine Museum in Maryland received a \$1.3 million grant from the National Science Foundation to teach Florida middle school teachers [how to use fossil shark teeth to promote learning about artificial intelligence \(AI\)](#).

## Museum-wide Digital Engagement Data



**8,781,396**

Website pageviews



**3,807,757**

Website visitors



**10,564,418**

Social reach



**244,386**

Social interactions



**18,832**

Email subscribers



**5,377**

YouTube subscribers



**40,117**

Main Facebook likes



**3,847**

Science Facebook likes



**11,810**

Instagram followers



**12,617**

Twitter followers



**1,497**

LinkedIn followers



**216,442**

Pinterest followers



## SUPPORT

### Generous endowment improves accessibility of collections for leading experts



Mr. Carl Wisler and Dr. Midge Smith

Midge Smith and her late husband Carl Wisler based their life's work on helping public, private, and governmental agencies measure performance and achieve accountability. In 1995, Dr. Smith helped codify the fledgling field of evaluation by launching an ambitious new endeavor—The Evaluators' Institute (TEI)—providing adult learners with knowledge and skills, and eventually with certified credentials, to assess any program—from U.S. foreign policy to classroom curricula to nonformal community-based programs. The first classes were located at the Johns Hopkins University (MD) and later in several large U.S. cities plus Canada. Midge was the Director while Carl, who'd recently retired from an extensive career as a physicist and government accountability leader (USGAO\*) was the "General Factotum"—a title codified by him—because he could and did assist with anything needed. Midge donated TEI to the George Washington University in 2008—by which time adult learners from more than 100 countries had participated and the influx of expertise, facilitated by TEI, evaluation had blossomed into a "profession."

"Carl had an insatiable thirst for knowledge and was one of the most widely read people I'd ever met—one of his many attributes that attracted me to him," Midge said, noting he could discourse on nearly any subject. "He was also the most decent human being on Earth. He was kind, unassuming, considerate, and very—but quietly—intelligent...and it didn't hurt any that he was quite handsome!"

This year, Smith brought her spirit of success and belief in science to the Florida Museum with the [establishment of a visiting researcher endowment](#) to honor Carl's life and achievements.

Funds from the endowment are awarded to top specialists in the field of Lepidoptera to conduct research at the McGuire Center for Lepidoptera and Biodiversity. The center houses more than 10 million moth and butterfly specimens, making it the largest collections-based research and education center of its kind in the world. As technology improves, the amount of new information that can be gleaned from these specimens becomes nearly limitless, but gathering it requires the concerted effort of researchers the world over.

In 2022 alone, the endowment has supported eight visitors from multiple countries and a diverse range of expertise, said McGuire Center director Keith Willmott. "These funds have enabled visiting students to work on dissertation research, provided opportunities for McGuire Center students and staff to interact with experts from outside our institution, and have made our collections more accessible to the global research community."



Painting of Carl Wisler by Dale Rayburn

\*U.S. General Accounting Office

### Volunteer Hours

15009

Hours donated

234

Total volunteers

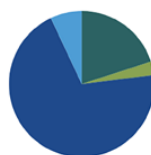
### Fundraising Data

**\$10,473,582**

Total Gifts FY 20-21

**\$34,716,379**

Total Endowment Value



Cash Gifts  
Gifts in Kind  
Bequests  
Other Pledges

Cash Gifts	\$2,140,200	20%
Gifts in Kind	\$720,882	3%
Bequests	\$7,287,500	70%
Other Pledges	\$325,000	7%



## PEOPLE

### Inclusivity, Diversity, Equity and Accessibility

The Florida Museum has centered Inclusivity, Diversity, Equity, and Accessibility (IDEA) in its new strategic plan. This year multiple initiatives were launched. Among them are [internships for university students from diverse backgrounds](#), [expanded outreach with youth traditionally underrepresented in science](#) and stronger partnerships with diverse community organizations. [Two museum committees are dedicated to advancing IDEA](#) for staff, students and visitors – a museum-wide committee advisory to the Director, and a committee specific to the Natural History department to advise departmental activities. The combined efforts have resulted in new recruitment and hiring practices, leading to more diverse candidates applying for positions, as well as climate surveys, listening sessions and internal communication strategies with a goal of creating a more welcoming space for employees and visitors.

### Faculty & Staff Changes

#### New Hires

**Nicole Caldwell**

Human Resources Generalist II

[Nicolas Gauthier](#)

Assistant Curator, AI for Biological/Cultural Diversity

**Kali Geiger**

Development Assistant

[Jennifer Green](#)

Collection Manager II, South Florida Archaeology and Ethnography

**Clint Grice**

End User Computing Specialist II, OMT

[Alan Franck](#)

Collection Manager II, Herbarium

**Janelle Peña-Jiménez**

Public Programs Coordinator II

**Jerald Pinson**

Science Writer

**David Plotkin**

Project Manager I, Kawahara Lab

**Joshua Spurgin**

IT Support Supervisor, OMT

#### Retirements

**Pamela Atwell**

Fiscal Assistant II

**Cindy Bear**

Co-Director, Randell Research Center

**Bill Keegan**

Curator, Caribbean Archaeology

**Kent Perkins**

Collection Manager, Herbarium

**David Steadman**

Curator, Ornithology

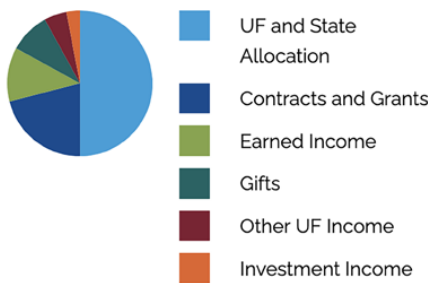
**Karen Walker**

Assistant Scientist and Collection Manager III, South Florida Archaeology and Ethnography



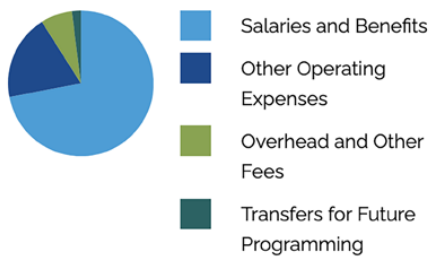
## FINANCIALS

### Revenue \$28.41M



UF/State Allocation	\$14.28M	50.27%
Contracts and Grants	\$5.79M	20.38%
Earned Income	\$3.51M	12.34%
Gifts	\$2.63M	9.26%
Other UF Income	\$1.37M	4.82%
Investment Income	\$0.83M	2.93%

### Expenses \$23.54M



Salaries & Benefits	\$17.03M	72.36%
Other Operating Expenses	\$4.40M	18.67%
Overhead/Other Fees	\$1.68M	7.14%
Transfers for Future Programming	\$0.43M	1.83%



## AWARDS & HONORS

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**Micheal Belitz**



**David Blackburn**



**Charles Cobb**



**Trevor Duke**



**Megan Ennes**



**Adania Flemming**



**Kristen Grace**



**Robert Guralnick**



**Gregory Jongsma**



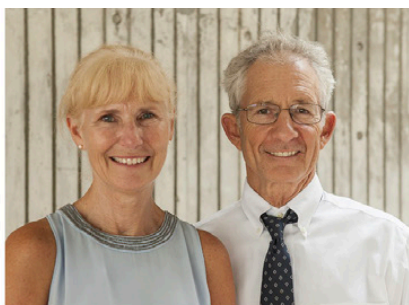
**Bruce MacFadden**



**Daniel Paluh**



**Pamela Soltis**



**Pamela & Douglas Soltis**



**Alberto López Torres**



**Jiachun Zhan**



## PUBLICATIONS

1. Abramowitz, B., M. Ennes, S. Killingsworth, P.D. Antonenko, B.J. MacFadden, and A. Ivory. 2021. Science in school: Transforming K-12 outreach through scientist teacher partnerships. *Journal of STEM Outreach*. 4(1):1-14. [DOI:10.15695/jstem/v4i1.14](https://doi.org/10.15695/jstem/v4i1.14).
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