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Dear friends and supporters,

I am pleased to share the highlights of our activities in 2017, a year that brought exciting changes to the Rubin.

One of those changes was a major transition in my role at the Rubin. Patrick Sears embarked on his retirement, and I was humbled to step into the role of Executive Director. I look forward to guiding the Rubin into the future with our wonderful community. If we haven’t yet had the chance to meet, I look forward to seeing you soon.

The Rubin has always been a place to contemplate art, and in 2017 we also questioned HOW we contemplate art—and everything else—with programming that delved into the subjective nature of perception and the fleeting essence of sound.

The centerpiece of the year’s programming was the immersive exhibition *The World Is Sound*, which explored different dimensions of sound and listening. Encompassing a variety of exhibits and experiences—from the electronic sound installation *Le Corps Sonore* (Sound Body), created for our spiral staircase, to a bed where visitors could lie down and listen to verses from the Tibetan Book of the Dead—we invited visitors to listen with their whole body.

This multifaceted exploration—through art, live programs, writing, and experiences—positions the Rubin on the leading edge of contemporary museum programming, with new ways of exploring timeless ideas. Perhaps more importantly, it has advanced our mission to be not only an oasis for art and mindfulness but also a breeding ground for fearless thinking and compassionate action.

As we continue this quest, the Rubin relies on supporters who share our vision. We invite you to deepen your participation by giving generously and sharing your ideas.

We are grateful for your support and excited about what we can accomplish together. Thank you for being part of the Rubin Museum family!

Jorrit Britschgi
Executive Director

---

Visitors used all their senses in the interactive exhibition *The World Is Sound.*
A YEAR OF SOUND

The Rubin has always aimed to spark curiosity about the ideas behind our Himalayan artworks, and in 2017 we dedicated much of the year to an exploration of sound.
Inspired by Buddhist rituals—where chants, gongs, and singing bowls are used to instill calm and shift consciousness—the centerpiece was the immersive exhibition *The World Is Sound*, complemented by talks and workshops that questioned how we hear, listen, and communicate. The exhibition included contemporary sound art, a room for deep listening, instruments from our Tibetan Buddhist art collection, and more than ten thousand voices of visitors, who stepped into our OM Lab to create a beautiful collective chant.

To dive even deeper, we launched *Spiral* magazine, filled with essays that ask us to consider what it means to truly listen to one another and to the world around us.

Together, we listened with our whole bodies, heard new points of view, and experienced the power of sound at a time when it was much needed.

In the fall, *Wavelength* featured talks and experiences like sound meditation workshops and guest speakers including Meredith Monk, Andrew Weil, and Swami Sarvapriyananda.

While the Rubin has always sought innovative ways to unpack the ideas behind the Himalayan art in our permanent collection, this is the first year we centered so much of our programming on a single theme. The response—from visitors, art critics, and supporting donors—has been overwhelmingly positive, setting the stage for new yearlong thematic journeys in 2018 and beyond.
OM LAB
FEBRUARY 3–MAY 8, 2017

More than ten thousand visitors entered the OM Lab recording booth, tuned in to the sacred sound of the universe, and contributed their voices to the largest recorded chant of OM ever generated. OM is central to many Asian religious traditions and has endured for more than three thousand years. The sound has been called “elemental” and “universal,” serving as a preface to prayers and chants. Visitors became part of the long history of this sacred syllable by learning about its importance and offering their OMs to be included in the exhibition The World Is Sound.

THE WORLD IS SOUND
JUNE 16, 2017–JANUARY 8, 2018

By “listening with their whole body,” visitors to this groundbreaking exhibition explored how sound and the sense of hearing shape our daily lives, our traditions, our history, and all of existence. Organized cyclically—from creation to death to rebirth—The World Is Sound explored different dimensions of sound and listening and its many functions in Tibetan Buddhism. Featuring work by more than twenty artists, The World Is Sound juxtaposed new site-specific commissions, works by prominent contemporary sound artists, and historical Tibetan Buddhist art to encourage reflection on how we listen and challenge entrenched ways of thinking. The exhibition featured works by Éliane Radigue, Laetitia Sonami, Bob Bielecki, C. Spencer Yeh, Christine Sun Kim, Ernst Karel, Hildergard Westerkamp, John Giorno, Jules Gimbrone, MSHR, Nate Wooley, Pauline Oliveros, Robert Aiki Aubrey Lowe, and Samita Sinha, as well as Tibetan Buddhist ritual music from several monasteries in Nepal and India and the voices of Rubin visitors recorded in the OM Lab.

HENRI CARTIER-BRESSON: INDIA IN FULL FRAME
APRIL 21, 2017–JANUARY 29, 2018

This exhibition featured the pioneering photographer Henri Cartier-Bresson’s perspective on transformative moments in Indian history. In the mid-twentieth century, India’s independence from England brought political liberation along with new nationalisms, tension between urban and rural areas, and the displacement of millions of people. Cartier-Bresson (1908–2004) vividly captured this upheaval, as well as quieter moments of everyday life. The sixty-nine photos in the exhibition helped catapult Cartier-Bresson to international fame and reflect his enduring fascination with the people and places of India. Key images included photographs of Mahatma Gandhi just hours before he was assassinated as well as his funeral and the national mourning, in addition to works that showcased Cartier-Bresson’s “street photography” style, which has influenced generations of photographers.

Henri Cartier-Bresson: India in Full-Frame was organized by the Rubin Museum of Art in collaboration with Magnum Photos and the Henri Cartier-Bresson Foundation.

SACRED SPACES: THE ROAD TO... AND THE TIBETAN BUDDHIST SHRINE ROOM
NOVEMBER 17, 2017–OCTOBER 15, 2018

Sacred Spaces, an ongoing rotating exhibition, invites visitors to reflect on devotional activities in awe-inspiring places. The Road To... focused on the act and action of pilgrimage for the benefit of one’s future self, with works by contemporary artists Ghiora Aharoni (American, b. 1969 in Israel) and Arthur Liou (American, b. 1968 in Taiwan) complementing the newly refreshed installation of the Tibetan Buddhist Shrine Room. Aharoni’s The Road to Sanchi (2016) featured obsolete rickshaw meters embedded with video screens displaying travels to sacred sites throughout India for Hindus, Jews, Muslims, and Buddhists. Viewers never see the actual sacred sites; instead the journeys become a vehicle for examining the prism of time and the act of pilgrimage. Liou’s videos Kora and Saga Dawa (both 2011–12), explored the vernacular and sacred aspects of Tibetan Buddhist ritual and celebration, featuring the breathtaking environment around Tibet’s holiest mountain, Mount Kailash. In Sacred Spaces, visitors could contemplate the significance of place in spiritual practice and how pilgrimage cultivates intimacy with literal place, self-discovery, and the divine.
SPIRAL MAGAZINE

In 2017 the Rubin Museum of Art launched Spiral, a free annual publication. The first issue, available in print and online, accompanied the exhibition The World Is Sound, amplifying its themes and going a bit further afield. Scholars, scientists, writers, artists, and practitioners shared their expertise on sound and how it envelops us and impacts our lives. Highlights from the Sound Issue included an interview with the musician Moby, a reflection on listening from the award-winning broadcaster Krista Tippett, and a profile of the electroacoustic pioneer Éliane Radigue.

NEPALESE SEASONS: RAIN AND RITUAL

BY GAUTAMA V. VAJRACHARYA
RUBIN MUSEUM OF ART, 2016

Nepalese Seasons: Rain and Ritual, which accompanied the exhibition of the same name, explores the relationships of the well-known deities and their festivals and rituals that are believed to affect nature and ensure the arrival of a timely monsoon. The festivals and rituals also celebrate a successful harvest, preserve the continuity of their life-sustaining cycles, and support the worship of the deities to guarantee the well-being and personal development of the worshipers.
| **207,000** | Our record-breaking 2017 number of annual visitors |
| **2,000+**  | Participants in our Listening Challenge |
| “I felt goosebumps hearing the collective OM! I could swear that I heard my own voice singing it!” |

| **10,000+** | OMs recorded in the OM Lab |
| **5,000**   | Kids and adults who made noise with us at the Block Party |
| “I added my OM yesterday. It was my last day in NYC and a perfect ending to a wonderful week.” |

| **20+**   | Contemporary artists featured in *The World Is Sound* |
| **1,200** | Visitors who attended our OM-In evening |
| “Sound is powerful and can evoke so many feelings, thoughts, and deep-rooted emotions. It can touch our very soul. This was indeed one of my favorite experiences at the Rubin Museum!” |

| **360,000** | Views of sound-related videos on social media |

*Photograph by Asya Gorovits*
BRAINWAVE: PERCEPTION

Do we see reality? Our perception of the world is colored by and filtered through our past experiences. The tenth season of Brainwave helped us understand the limits of our perception, allowing us to change our brains, unshackle ourselves from the past, and unleash creativity, growth, and inspiration.

WAVELENGTH: TALKS, FILMS, AND EXPERIENCES

Sound permeates our daily lives and shapes our existence. From “ear yoga” to Buddhist-inspired opera, talks and programs this fall built on themes in our exhibition The World Is Sound. Can sounds heal? Can we navigate life better with song? Experts delved into these questions and more.

KARMA

In Buddhism, karma is interpreted as a way of overcoming suffering in which we play a part, particularly the idea that our actions affect our conditions. These conversations examined the repercussions of our actions.
PROGRAMS AND ENGAGEMENT, CONTINUED

FILM

CABARET CINEMA
Friday night screenings of classic films from around the world explore themes from the Museum’s galleries and theater programs. Featured themes this year included perception, films that inspired Henri Cartier-Bresson, and movies with amazing or notable soundtracks. A notable personality or expert introduced each film to provide context.

OTHER SCREENINGS
Other special film screenings included:
- Koyaanisqatsi (1 screening)
- Kushuthara: Patterns of Love (1 screening)
- InnSaei (1 screening)
- Migration (1 screening)
- One Track Heart (1 screening)
- Sacred (6 screenings)
- Gandhi (1 screening)
- One Mind (3 screenings)
- Dusk Chorus (1 screening)
- The Princess Bride (1 screening)
- One October (1 screening)
- Ram Dass, Going Home (2 screenings)
- Shepherdess of the Glaciers (1 screening)

FILM PREMIERES
One film made its New York debut at the Rubin in 2017:
- Walk With Me (14 screenings)
MUSIC

NAKED SOUL
Naked Soul presents performances from top singer/songwriters without microphones or amplifiers, as if the music were, acoustically speaking, naked. The musicians in the series draw on universal themes inherent in Himalayan art—spirituality, peace, tolerance, wisdom, compassion.

MUSICAL PERFORMANCES FROM THE HIMALAYAS AND BEYOND
From Indian Classical concerts to spoken word performances, the Museum presents concerts that celebrate the rhythms of the many cultures represented in the galleries to diverse audiences.

Indian classical musicians played sets at the Rubin overnight for the twenty-four-hour Ragas Live Festival.
DREAM-OVER

December 2–3
The Dream-Over is a museum sleepover for adults. Dreamers sleep in the Rubin Museum’s galleries under a work of art selected especially for them. A Tibetan lama guides the group in Tibetan dream yoga, and a psychologist explores the meaning of dreams. In the morning a team of dream-gatherers gently nudge dreamers awake and write down their dreams as they recall them. The dreamers are then debriefed in the morning over a traditional Tibetan breakfast of tsampa and yak butter tea.
**BREATHE**

In these ongoing events, visitors learn how the teachings of the masters of old relate to contemporary life with some of the leading teachers of yoga and mindfulness meditation.

**MINDFULNESS MEDITATION**

This weekly program offers mindfulness sessions inspired by a work of art led by Sharon Salzberg and other teachers. The series is also a weekly podcast available for free online.

**AWAKENING PRACTICE**

Contemplative practice has its roots in the living traditions of the Himalayas. This morning mindfulness series explores the connections between Himalayan culture, art, and practice. Each forty-five-minute session includes twenty minutes of guided meditation that explores different approaches, including mantra, mudra, and mindfulness.

**Teachers**

Sharon Salzberg  
Dolpo Tulku Rinpoche  
Kimberly Brown  
Tracy Cochran  
Kate Johnson  
Dan Siegel  
Shante Smalls  
Lama Aria Drolma
In Yoga Connections gallery talks a yoga teacher and a Rubin Museum docent select a work of art and lead a conversation about yoga, its philosophies, and its visual representations. Additional yoga programming this year included talks, book launches, and a yoga retreat.
OM-IN

February 24–25
Presented in conjunction with the installation OM Lab, the OM-In offered two days of performances and experiences that expanded on the exploration of OM. Painter Sonam Rinzin created a live artwork and OM coloring sheets for visitors with musical accompaniment by Aya & Tyler. Brooklyn Raga Massive presented an interactive concert inspired by the Vedic concept of *Anahata Nada*, the primordial sound that emanates from the universe, and experts expanded on the historical knowledge of OM in various traditions.
**THE WORLD IS SOUND**

These programs were presented in conjunction with the exhibition *The World Is Sound*.

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<td>Apr 22</td>
<td>Sacred Syllables and Their Sounds: Tashi Mannox</td>
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<td>May 3</td>
<td>The Painted Mantra: Tashi Mannox</td>
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<tr>
<td>May 12</td>
<td>Sound Meditation: Acoustic Mandala Project</td>
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<td>Jun 14</td>
<td>Tibetan Book of the Dead Book Club: Teenage Suicide: Terry Williams + Ramon Prats</td>
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<td>Jun 17</td>
<td>Shamanic Sound Healing Workshop: ChokBar</td>
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<td>Jun 21</td>
<td>Tibetan Book of the Dead Book Club: Need Dying Be Traumatic? Mark Epstein + Ramon Prats</td>
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<td>Jun 23</td>
<td>Sinha, Lowe &amp; Yeh Samita Sinha, Robert Aiki Aubrey Lowe, C. Spencer Yeh</td>
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<td>Jun 23</td>
<td>Sound is Divine: Orakel, Muyassar Kurdi, Evan Ziporyn, Christine Southworth</td>
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<td>Deep Listening Workshop: Tomie Hahn</td>
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<td>Jun 28</td>
<td>The Death-Defying Power of Reading: William Schwalbe + Ramon Prats</td>
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<td>Jun 29</td>
<td>How Love Resonates: Rosanne Cash + Sharon Salzberg</td>
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<td>Jul 5</td>
<td>Tibetan Book of the Dead Book Club: Mystical Hallucinations: Anthony Bossis + Ramon Prats</td>
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<td>Jul 10</td>
<td>Voice as Matter: Vocal Workshop: Samita Sinha</td>
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<td>Jul 12</td>
<td>Tibetan Book of the Dead Book Club: The Prospect of Dying Badly: Jessica Zitter + Ramon Prats</td>
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<td>Jul 15</td>
<td>Soundtrack of Consciousness: Alejandro Jodorowsky + Francesco Clemente</td>
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<td>Jul 16</td>
<td>Sounds of the Street: Rubin Block Party</td>
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<td>Jul 19</td>
<td>Tibetan Book of the Dead Book Club: Addiction: Scott Kellogg + Ramon Prats</td>
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<td>Jul 26</td>
<td>Tibetan Book of the Dead Book Club: The Last Thing You Hear: Karen Waconda-Lewis + Ramon Prats</td>
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<td>Aug 4</td>
<td>10,000 to One: Adam Tendler</td>
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<td>Aug 7</td>
<td>A Line of Thought: Vocal Workshop: Samita Sinha</td>
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<td>Aug 9</td>
<td>Sound Meditation, Mantra, and Mudra: Sara Auster + Susanna Harwood Rubin</td>
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<td>Aug 12</td>
<td>Drawing Sound: Morgan O’Hara</td>
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<td>Aug 16</td>
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<td>Sep 14</td>
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<td>Sep 15</td>
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<td>Oct 18 + 20</td>
<td>MARA: A Chamber Opera</td>
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<td>Oct 23</td>
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<td>Buddhist Rock-Cut Monasteries of the Western Ghats: George Michell</td>
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<td>The Runaway Species: David Eagleman + Anthony Brandt</td>
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<td>The Sound of the Vedas: Thom Knoles + Swami Sarvapriyananda</td>
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<td>Nov 8</td>
<td>One October</td>
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<td>Nov 29 + Dec 1</td>
<td>Ram Dass, Going Home with Derek Peck</td>
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<td>Dec 8</td>
<td>Artists on Art Nate Wooley</td>
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<td>Dec 8</td>
<td>The Sound of M Butterfly: David Henry Hwang + Emily Balcetis</td>
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<td>Dec 8</td>
<td>Artists on Art: Nate Wooley</td>
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<td>Dec 15</td>
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<td>Music, Meditation and Emotional Intelligence: Daniel Goleman + David Nichtern</td>
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LOSAR FAMILY DAY: YEAR OF THE FIRE BIRD

February 19
Families joined us to celebrate the Lunar New Year with an afternoon of art, crafts, and music kicking off the year of the Fire Bird. Activities included traditional celebrations, family tours of the galleries, Himalayan music, and Fire Bird–themed art activities.

BLOCK PARTY: SOUNDS OF THE STREET

July 16
For the fourth year, the Museum closed off West 17th Street for a community Block Party designed for families. Thousands of New Yorkers came to “make some noise” with art and activities inspired by the exhibition The World is Sound. Activities included a noisy nook, drawing sound, and a silent disco, as well as performances, activities led by Himalayan community organizations, and interactive artist projects. The Block Party was made possible by New York Life.

MUSEUM COLLEGE CAREER WORKSHOP

April 7
The Museum College Career Workshop featured panel discussions and breakout sessions with guests from a diverse spectrum of museum professions.

FAMILY SUNDAYS

Families with children ages three and older were invited to participate in afternoons full of family-friendly activities every Sunday throughout the year. Family Sundays guests enjoyed art making in the Education Center and family tours and themed searches in the galleries.

MATH AND MANDALAS

Math and Mandalas, our free, three-session residency program for low-income students from K–12 Title 1 and public schools, served over 1,500 students and educators in 2017. The program provides integrated arts and math learning opportunities using the Rubin’s collection of mandala paintings (geometric diagrams of celestial palaces that play an important role in Himalayan art and culture), which are well suited to teaching geometry and visualizing complex mathematical concepts. Math and Mandalas makes cross-curricular connections to Common Core State Standards in math and English language arts through classroom instruction, a Museum tour, and a printmaking workshop. In addition, two professional development workshops trained K–12 educators on facets of the program applicable to their classroom practice.

P.S. 11 CULTURAL AFTER-SCHOOL ADVENTURES PROGRAM

In the spring the Rubin Museum of Art teamed up with P.S. 11 for their off-site residency program. Known as the Cultural After-School Adventures program (CASA), this special initiative is funded by the New York City Department of Cultural Affairs in partnership with the City Council. Every Wednesday and Thursday during the spring semester, we worked with two age groups ranging from kindergarten to fifth grade. Each lesson plan focused on the overarching themes of community, identity, and belonging. Some of the art activities included making prayer flags, self-portraits, community zines, and one very special collaborative collage activity with students in Mumbai.

HIMALAYAN HERITAGE MEETUP

Himalayan Heritage Meetup is an informal group that meets on the first Wednesday of the month for programs exploring the culture, arts, history, and sacred traditions of Himalayan art.
YOUR SUPPORT MAKES POSSIBLE...
3,762 Attendees to Free Family Sundays

1,094 Attendees to Free Senior Mondays

330 Free Losar Family Day celebration for 330 families

1,500 Free Math and Mandalas residency program for 1,500 low-income students from K–12 Title 1 and public schools

262 Free access programs for 262 visitors with varied abilities, Alzheimer’s, and dementia
The Rubin Museum gratefully acknowledges those individuals and institutions who loaned works of art to the Museum’s 2017 exhibitions.

Alice S. Kandell
Arnold H. Lieberman
Beata and Michael McCormick
Bob Bielecki
Bob Bielecki, Eliane Radigue, and Laetitia Sonami
C. V. Starr East Asian Library, Columbia University
Carrol / Fletcher Gallery
Charlotte Feng Ford Collection courtesy of Elizabeth Dee, New York
Chazen Museum of Art, University of Wisconsin–Madison (Gift of Mr. and Mrs. Earnest C. Watson)
Christine Sun Kim
Collection of Anthony and Marie-Laure Aris
Collection of Lorraine Bondarenko, Jenny Bundy, and Frances Cutler
Collection of Michael Monhart
Collection of Robert and Lois Baylis
Collection of the MAS, Antwerp (Belgium)
Collection of the Newark Museum
Collection of Van der Wee
Daniel Neumann
David R. Nalin, MD
Deidi von Schaewen
Deki Laden La Rhodes
Diana and Jonathan F. P. Rose
Elizabeth Dee, New York
Ernst Karel
Eugene “Luke” Pollock Collection
Ghiora Aharoni
Henri Cartier-Bresson Foundation
Henri Cartier-Bresson/Magnum Photos
Hildegard Westerkamp
Jacques Marchais Museum of Tibetan Art
Jawshing Arthur Liou
John Giorno
Kimbell Art Museum, Fort Worth, Texas
Knud Larsen
Lieberman Family Collection, courtesy of Fine Art Advising Services
Newark Museum
Nyingjie Lam Collection
Private Collection
Private Collection, New York
Private Collection, Switzerland
Pritzker Collection
Robert Aiki Aubry Lowe
Royal Museums of Art and History, Brussels
Saint Louis Art Museum, William K. Bixby Trust for Asian Art
Shelley and Donald Rubin
Soundwalk Collective
Sylvie Sauvieniere
The British Library
The Metropolitan Museum of Art (Gift of Richard and Peggy Danziger)
The Metropolitan Museum of Art, New York, Thomas J. Watson Library (Gift of Sir Caspar Purdon Clarke, 1917)
Ven. Aye Tulku & Jane Werner-Aye
Walter Arader
Wellcome Library, London
Thank you to our 2017 donors.

- Individual: 36%
- Foundations: 17%
- Corporate: 6%
- Benefits & Fundraising Events: 32%
- Government: 9%
MEMBERS MATTER!

Our members are the life of the Rubin! Your support is what makes the Rubin such a warm and special place. You help us grow and evolve. You bring your insights and love of learning. We are so grateful!
In 2017 our four thousand loyal members came together for many events and special moments.

Contributions to *OM Lab*

“My favorite event has been the reopening of the Shrine Room, a quiet place for contemplation and reflection.”

Members Preview of *The World Is Sound*

“Those who appreciate Himalayan art and the rich pantheon of Buddhist deities should join the Rubin because it is a place of learning and continuous education in art and Buddhism.”

“The energy of the Rubin transports me back to the Himalayas in whose lap I have spent a fair bit of my time growing up in various parts of Northern India.”

“What initially drew me to the Rubin was a concert that my wife brought me to. I became a member after that performance, and have become a devotee of your lunchtime meditation classes and attend the workshops with different teachers. The Rubin is an oasis.”

Exclusive member tours and events included a new members welcome tour.
A huge Rubin thank you to all of the generous supporters who made gifts of cash and pledges in 2017! It is because of you that the Rubin Museum makes the art and ideas from the Himalayas come alive, helping to make sense of the light and dark of humanity and foster the kind of world in which we all want to live—one that is compassionate, inspired, and meaningful.

$100,000+
Mr. Fred Eychaner
New York City Department of Cultural Affairs
New York State Council on the Arts
The Pierre and Tana Matisse Foundation
Shelley and Donald Rubin

$50,000–$99,999
Bob and Lois Baylis
New York Life
Ila and Dinesh Paliwal
Eric and Alexandra Schoenberg

$25,000–$49,999
Akhoury Foundation
Barbara Bowman
The Dalio Family
Bristol-Myers Squibb Foundation
Noah P. Dorsky
E. Rhodes & Leona B. Carpenter Foundation
Agnes Gund
Tommy Yang Guo
William E. Mayer
Ann and Matthew Nimetz
Gerry Ohrstrom

$10,000–$24,999
Anonymous
Bank of New York Mellon
Gavin R. Berger
Betaworks
Bonhams
Amita and Purnendu Chatterjee
Con Edison
Anne E. Delaney
Digiday Media
Aashish and Dinyar Devitre

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Lisina M. Hoch
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Morgan Stanley
National Endowment for the Arts MultiPlan, Inc.
Peter Riggs
Eileen Caulfield Schwab
Sikh Art & Film Foundation
Simpson Thacher & Bartlett LLP
Manoj and Rita Singh
Studio in a School
TED Conferences, LLC
Tiffany & Co.
Uovo
VOS Selections

$5,000–$9,999
747 Capital, LLC
AB - Bernstein Private Wealth Management
Anonymous
Barneys New York
Bloomberg Philanthropies
BNP Media
Jane Casey and Bruce Miller
The Dana Alliance for Brain Initiatives
William C. Dowling Jr. Foundation
Anuradha Duggal
Gertler & Wente Architects
Patricia M. Gruber
Xiaoqian Gu
Hemera Foundation
Peter L. Hutchings and Martha Wolfgang
Preethi Krishna and Ram Sundaram
Peter Louis
Erin McGill and Juan Aruego
MetLife
Mark A. Norell and Vivian Pan
Tulku Tserling Pelgyi
Margot and Thomas Pritzker Family Foundation
Deepak and Neera Raj
Chandru Ramchandani
Basha Frost Rubin and Scott Grinsell
Barbara and Harvey Sigelbaum
Simpson Gumpertz & Heger
STARR Catering Group
Jon Stryker
Robert Sumanis
Veris Wealth Partners

$1,000–$4,999
Andrew Sabin Family Foundation
Anonymous
Kenneth and Nira Abramowitz Foundation
Loreen Arbus
Helen-Jean Arthur
Andrew Bast, Zubatkin Owner Representation, LLC
Martin and Mary Ann Baumann
The Estate of Isabel T. Bedrosian
Edward and Sharon Bergman
Deborah Bernstein
Borough of Manhattan Community College
Jorrit Britschgi
Lisa Cavallari
Jay and Elizabeth Chandler
Christie’s
Emy Cohenca and Nevine Michaan
Joyce Dubensky
Esuna Dugarova
Tony and Swati Elavia
Lily M. Fan and Anthony P. Arnold
John and Berthe Ford
Elise D. Frick and John A. Garraty
Cheryl Henson and Ed Finn
Howard Kaplan and John Blee
Darcy Katris
Gene Kaufman
Yury Khokhlov
Susan Kotcher and Steven Carbo
Jeffrey and Leah Kronthal
Richard and Mary Lanier
Lynn Levenberg Ltd.
Stuart Leyton and Linda Wambaugh
Edward Lin
Margot and Thomas Pritzker Family Foundation
Jim and Mary Ellen McCarthy
Michael J. and Beata McCormick
Sonny and Gita Mehta
Richard and Ronay Menschel
Friedrike Merck
Anne Meyer
Milton and Sally Avery Arts Foundation, Inc.
Peter Miscovich
Michelle E. Montemayor, MD, PhD
David R. Nalin
NOK Foundation
NYU
Nicholas Pavlik
Diana and Eugene Pinover
Zachary Pollinger
Amy and Robert Poster
Beatrice and David Pritzker
Purpose
Carlton Rochell and Kathleen Kalista
Diana and Jonathan F. P. Rose
Rona and Cy Ross
Alfred and Ann Ruesch
The Ruth and Vernon Taylor Foundation
Parag and Usha Saxena
Christine Schiff
Patrick Sears
Howard and Sarah Solomon
Sotheby’s
St. Francis College
Christopher Stewart
The New School
Ilse G. Traulsen
Diane and Thomas Tuft
UBS
Jalsa Urubshurow
John and Susy Wadsworth
Tatyana Waldman
Robert S. and Ann Walzer
Sandra and George Weiksner
The William and Karen Tell Foundation
Beverley Zabriskie

$450–$999
Janet Abraham
Anonymous
Bruce Baber
Abby Boxer
Lisa Bradley and Michael Popkin
Eleanor Briggs
Robin Carathanasis
Karen Caruso
Comerica Charitable Foundation
Stephen and Sharon Davies
Errol Dawkins
Vidy and Jay Dehejia
Karen and Greg Dimit
Judith Ellis
John and Fausta Eskenazi
Fidelity Charitable Gift Fund
Rachel Field
Andrew and Tracy Foster
Janet Gardner
Guido and Maya Gerg
Joanne Gimbel
Zachary and Jacqueline Goldstein
Prasanna Govindankutty
John Hart and Ruth Lande
Heather Henson
Susan Hertzberg
John Hopkins
William Hoskins
Shirley Jackewicz

$450–$999
Jo Jagoda
Dominik and Madeleine Keller
Jerry Kolber
Anthony Korner
Christine Kuhnke
Alison and Robert Leeds
Sandra S. Leitner
Ruth Lekan
Eric LeSueur
Sigi Li
Douglas Lind
Maria Lyros
Brian and Florence Mahony
James and Marjorie Marker
Kevin McEvoy
Eugene Meyer
Paul C. Opperman
Grace Parr
Carol Patterson and Tom Campbell
Helene Podziba
Nori Pratt
Jesse Y. Ramos
Rasika and Girish Reddy
Ariadne Reiman
Beth Rudin DeWoody
Jillian Sackler
Wiltraud Salm
Dennis and Regina Santella
Laurence and Carol Seigel
Bernadette and Steven Seneca
Oleg Shorokhov
Kathy Sloane
David Solo
Bjorn Sorensen
David Spon
Elissa Suslow
Susan Whitehead
Lynne Wildenboer
Elizabeth Wolpent
Our 2017 Gala Celebration, an immersive sound experience, took place at Cipriani 25 Broadway and honored internationally acclaimed Indian singer Ila Paliwal and President and CEO of HARMAN Dinesh Paliwal.
Attendees were the first to hear the news of our new Executive Director Jorrit Britschgi’s appointment.

Neuroscientist Beau Lotto entertained guests with an interactive experiment.

Cellist Maya Beiser performed a classic Bach piece synaesthesia-style.
Volunteers contribute to many areas across the Museum, including providing docent tours, assisting with education programs and big events like the Block Party, and helping with other important services. Thank you to the volunteers who gave their time and expertise in 2017!

**Volunteers**
- Alana Dapena Fraiz
- Alexandria Woodside
- Annie Pichard
- Anthony Verga
- Anu Sieunarine
- Arlene Curinga
- Arlene Dabreo
- Barb Ehlers
- Barbara and Marty Schachter
- Beverly Weiss Ruiz
- Bliss Green-Morehead
- Brianne Simon
- Bridget Bartolini
- Carol Novak
- Daniel Rosemarin
- Danielle Mcfall
- Demetrios Siatos
- Diane Lee
- Dionel Then
- Dorothy Cancellieri
- Elaine Gelstein
- Elena Dubas
- Elsa Ross-Greifinger
- Erin van Schendel
- Flora Greenberg
- Gabriel Sevigny
- Gala Narezo
- Harriet Feldman
- Helen Tepper
- Irwin Drangel
- Iuliia Iatsenko
- Jamie Shum
- Jean Rafaelian
- Jiahui He
- Joan Sunden
- Joanna Gangemi
- Joyce Goldzman
- Judy Garza
- Karen Gorstyn
- Karen McMillian
- Karen Shaw
- Lara Khazhakyan
- Laurie Moody
- Laurie Tomasinno
- Leah Molaiepour
- Linda Corby
- Linda Koralek
- Linda Schain
- Maria Rivas
- Maria-Lisa Farmakidis
- Nancy Jackson
- Nicole Fisher
- Nikki Smith
- Nina Goss
- Olivera Zangas
- Paola Quintero
- Patricia Bouley
- Renoka Singh
- Rhoda Cosme
- Sarah I. Jimenez
- Savannah Holcomb
- Sherry Harris
- Shirley Adams
- Suzannah Kellner
- Suzanne Inhaber
- Sylvie Lee
- Taylor Vecchio
- Tenzi Zhoga
- Tierney Brown
- Vanessa Moore
- Vickie Karkazis
- Yoon Chung
- Yuria Celidwen
- Jiawen Li
- Diane Maas
- Antoinette Maclachlan
- Rita Marx
- Wendy Maurice
- Audrey Mazur
- Lisa McDonald
- Laurie Moody
- Denise Murphy
- Nancy Quin
- Kristen Robinson
- Nitin Ron
- Robert Schaecher
- Brigitte Seidel
- Alexandra Seneca
- Sandra Shahinian Leitner
- Tess Sholom
- Arlene Spiller
- Linda Sweet
- Annette Wallach Cohen
- Ruth Waddington
- Robert Allen
- Kara Canal
- Reggie Gibbs
- Lisa Liu
- Harry Miller
- Barkha Patel
- Peter Perrone
- Elizabeth Saperstein
13,000 TOTAL VOLUNTEER HOURS

3,800 hours from 43 active docents

4,000 hours from 75 active volunteers

9,000 hours from 46 interns

VOLUNTEERS, DOCENTS, AND INTERNS SUPPORT MANY AREAS OF THE MUSEUM:

SCHOOL AND FAMILY PROGRAMS
MEMBERSHIP
COMMUNICATION AND MARKETING
CURATORIAL
TIBETAN LANGUAGE SUPPORT
THE SHOP
PROGRAMMING

HIMALAYAN HERITAGE PROGRAMS
DEVELOPMENT
COLLECTIONS MANAGEMENT
EVALUATION
ACCESS AND COMMUNITY OUTREACH
SCHOOL
Thank you to the many individuals and companies that gave gifts in-kind, including gifts of technology, auction items, and your wise counsel. We are grateful to you!

AKA
Audio-Technica
Miya Ando
The Band’s Visit Broadway, LLC
Barneys New York
Conservation Framing Services
John Giorno
HARMAN
Krishna Das
Bibhu Mohapatra
David R. Nalin
Bill Taylor/NBC
Sharon Salzberg
Sundaram Tagore Gallery
Taj Hotels Resorts & Palaces
MOST GENEROUS LIFETIME SUPPORTERS

Enormous thanks to the generous individuals and companies that gave gifts of $100,000 or more during the life of the Rubin Museum since 2004!

AB – Bernstein Private Wealth Management
Akhoury Foundation
Anonymous
Bob and Lois Baylis
Stanley and Marion Bergman
The Booth Ferris Foundation
Samuel Botero and Emery von Sztankoczy
Barbara Bowman
Noah P. Dorsky
E. Rhodes & Leona B. Carpenter Foundation
Ellen Bayard Weedon Foundation
Fred Eychaner
General Atlantic LLC
Agnes Gund
Eva and Yoel Haller
Hamlin Capital Management LLC
Henry Luce Foundation
Lisina M. Hoch
Peter L. Hutchings and Martha Wolfgang
Vinish Jain
Robert and Carola Jain
JPMorgan Chase
Jaishri and Vikas Kapoor
Navin Kumar
Margot and Thomas Pritzker Family Foundation
William E. Mayer
MetLife

MultiPlan, Inc.
National Endowment for the Arts
National Endowment for the Humanities
The New York Community Trust
New York Life
New York State Council on the Arts
NGN Capital
Ann and Matthew Nimetz
NYC Department of Cultural Affairs
The Pierre and Tana Matisse Foundation
Rasika and Girish Reddy
Rockefeller Philanthropy Advisors
Basha Frost Rubin and Scott Grinsell
Shelley and Donald Rubin
Carlo and Micól Schejola Foundation
Eric and Alexandra Schoenberg
Eileen Caulfield Schwab
The Shelley & Donald Rubin Foundation
The Sikh Art and Film Foundation
Manoj and Rita Singh
Christopher Stamos
John J. Studzinski
U.S. Trust
Jeffrey and Suzanne Walker
“The Rubin Museum is one of its kind in the city. It treats its collection as wisdom and readily shares with whomever comes through the door. My relationship with the Rubin has been intimate ever since my first Dream-Over. But my experience with Visionary Circle has made the Museum my spiritual home.”

Tongtong Zhu
Visionary Circle Member

Photograph by Filip Wolak
The Visionary Circle is a membership group for culturally active individuals, ages twenty-one to forty-five, who are interested in deepening their engagement with the Rubin and connecting with fellow art and culture enthusiasts. Throughout the year members attend exclusive social, educational, and fundraising events such as private curator-led exhibition tours, film screenings, art fairs, tastings, and happy hour meet and greets. A Visionary Circle membership is a passport to discovering the art and culture of the Himalayas, India, and neighboring regions right here in New York City. In 2017 we continued to develop and grow this important segment of membership support. Thank you to our Visionary Circle Members!

Anjali Bhojani
Grigoriy Borovykh
Madeleine Bowman
Abby Boxer
Shivani Chopra
Melanie Chow
Paul Cossu
Chad DeChant and David Butler
Amy Distler
Deepa Dubey
Michael Dupler and Junko Ichikawa
Sarah FitzGerald
Marc B. Goldberg
Prasanna Govindankutty
Kevin Hanratty
Shane Hoffman and Michael Goddard
Pam Huling
Elizabeth Hussey
Ray Javdan
Heather Johnston
Phyllis Kao
Margaret Katz
Jennifer Kraker
Timothy Kubarych
Nadia Kunan
Jane Lee
Eric LeSueur
Edward Lin
Randy Lott
Edward Mafoud
Indira Maini
Tun Myaing
Meredith Naidorf
Noi Noimany
Bryon Panaia and Patty Wong
Sarika and Nilay Patadia
Elisaveta Petkova
Zachary Pollinger
Ramya Ravindran
Lindsay Richman
Marc Ringel
Clara Rivollet
Carissa Sahli
Daniele Sahr
Sheila Sarma
Oleg Shorokhov
Joseph Soriero
Jacqueline Spar
Elissa Suslow
Rahul Tripathi
Mahendra Uttamchand
Sylvia Ventiko
Lindsay Weisberg
Hang Kei Simon Wong
Cooper Wright
and Michael Marino
Tongtong Zhu
### STATEMENT OF FINANCIAL POSITION

at December 31, 2017

#### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$604,399</td>
</tr>
<tr>
<td>Unconditional promises to give</td>
<td>89,000</td>
</tr>
<tr>
<td>Restricted for future periods and programs</td>
<td>325,280</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>83,926</td>
</tr>
<tr>
<td>Inventory</td>
<td>750,224</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>322,324</td>
</tr>
<tr>
<td>Investments in marketable securities</td>
<td>149,309,536</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$151,484,689</td>
</tr>
<tr>
<td><strong>Property and Equipment</strong></td>
<td>$37,757,569</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$189,242,258</td>
</tr>
</tbody>
</table>

#### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$1,125,271</td>
</tr>
<tr>
<td>Tenant security deposits</td>
<td>111,753</td>
</tr>
<tr>
<td>Deferred membership and other income</td>
<td>39,775</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$1,276,799</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td></td>
</tr>
<tr>
<td>Board-designated funds</td>
<td>$120,003,159</td>
</tr>
<tr>
<td>Other unrestricted</td>
<td>38,198,479</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>4,763,819</td>
</tr>
<tr>
<td>Permanent restricted</td>
<td>25,000,002</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$187,965,459</td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**                              $189,242,258
# STATEMENT OF ACTIVITIES

For the year ended December 31, 2017

## REVENUES AND OTHER SUPPORT

<table>
<thead>
<tr>
<th>Public Support</th>
<th></th>
<th>EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and donations</td>
<td>$433,168</td>
<td>Program Services</td>
<td></td>
</tr>
<tr>
<td>Grants and sponsorships</td>
<td>524,895</td>
<td>Collections and exhibitions</td>
<td>$4,864,296</td>
</tr>
<tr>
<td>Special event revenue</td>
<td>619,527</td>
<td>Publications</td>
<td>219,904</td>
</tr>
<tr>
<td>Less: direct expenses</td>
<td>(239,952)</td>
<td>Programs &amp; Engagement</td>
<td>2,617,509</td>
</tr>
<tr>
<td>Membership dues</td>
<td>659,708</td>
<td>Shop</td>
<td>908,847</td>
</tr>
<tr>
<td>Total Public Support</td>
<td>1,997,346</td>
<td>Public relations and marketing</td>
<td>1,814,323</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Program Services</td>
<td>$10,424,879</td>
</tr>
</tbody>
</table>

## Revenues from Programs and Activities

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum admission fees</td>
<td>$573,531</td>
</tr>
<tr>
<td>Program fees</td>
<td>483,353</td>
</tr>
<tr>
<td>Facility rental income</td>
<td>433,103</td>
</tr>
<tr>
<td>Merchandise and catalog sales</td>
<td>779,204</td>
</tr>
<tr>
<td>Other revenue</td>
<td>46,948</td>
</tr>
<tr>
<td>Total Revenue from Programs and Activities</td>
<td>$2,316,139</td>
</tr>
</tbody>
</table>

## Rental Income                          | $1,213,275             |

## Net Investment Income                  | $22,686,388            |

## Total Revenues, Gains, and Other Support| $28,213,148             |

## EXPENSES

<table>
<thead>
<tr>
<th>Program Services</th>
<th></th>
<th>TOTAL EXPENSES</th>
<th>$16,753,135</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collections and exhibitions</td>
<td>$4,864,296</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications</td>
<td>219,904</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs &amp; Engagement</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Shop</td>
<td>908,847</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public relations and marketing</td>
<td>1,814,323</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Program Services</td>
<td>$10,424,879</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Supporting Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>$4,358,900</td>
</tr>
<tr>
<td>Development and special events</td>
<td>1,298,611</td>
</tr>
<tr>
<td>Total Supporting Services</td>
<td>$5,657,511</td>
</tr>
</tbody>
</table>

## Real Estate Operations                 | $670,745                |

## TOTAL EXPENSES                          | $16,753,135             |

## Change in Net Assets                    | $11,460,013             |
The Rubin Museum of Art is an arts and cultural hub in New York City’s vibrant Chelsea neighborhood that inspires visitors to make connections between contemporary life and the art and ideas of the Himalayas and neighboring regions. With a diverse array of thought-provoking exhibitions and programs—including films, concerts, and on-stage conversations—the Rubin provides immersive experiences that encourage personal discoveries and spark new ways of seeing the world. With the dedicated support of numerous members, donors, and other generous partners, the Rubin is able to create a space for fostering cross-cultural connections and exploring ideas that have extended across history to the present day.

**WAYS TO SUPPORT**

The Rubin Museum of Art is an arts and cultural hub in New York City’s vibrant Chelsea neighborhood that inspires visitors to make connections between contemporary life and the art and ideas of the Himalayas and neighboring regions. With a diverse array of thought-provoking exhibitions and programs—including films, concerts, and on-stage conversations—the Rubin provides immersive experiences that encourage personal discoveries and spark new ways of seeing the world. With the dedicated support of numerous members, donors, and other generous partners, the Rubin is able to create a space for fostering cross-cultural connections and exploring ideas that have extended across history to the present day.

**BECOME A MEMBER OR GIVE A GIFT MEMBERSHIP**

Rubin members receive benefits that include invitations to exclusive previews and tours, free admission to Mindfulness Meditation and Cabaret Cinema, unlimited entry to the galleries, and much more. Membership to the Rubin Museum of Art is also a special gift that friends and family of all ages can enjoy throughout the year.

**JOIN, RENEW, OR UPGRADE:**

**ONLINE**
RubinMuseum.org/support

**BY PHONE**
212.620.5000 x313

**BY MAIL**
The Rubin Museum of Art
ATTN: Membership
140 West 17th Street
New York, NY 10011

**ON SITE**
Speak with the admissions staff at the Museum

**BECOME A CORPORATE MEMBER**

Offer your clients, employees, and guests an experience unlike any other in one of the most dynamic venues in New York City. Corporate members gain access to exhibitions and select programs, receive special rates on event rentals, and more.

**CONTACT**
institutionalgiving@rubinmuseum.org
MAKE A DONATION

Support the Rubin Museum of Art and you’ll be helping to fund six gallery floors of exquisite art from the Himalayan region and hundreds of talks, on-stage conversations, films, performances, educational initiatives, workshops, and access programs for all audiences.

ANNUAL FUND
Tax-deductible contributions to the annual fund provide important support that allows the Museum to present exciting exhibitions and programs year-round. Supporters that give $5,000 or more per year are recognized on a panel in the Museum.

PLANNED GIVING
A growing number of generous supporters are helping secure the future of the Rubin by making a planned gift. There are many creative and flexible gift planning options that can benefit you, your loved ones, and the Museum.

MATCHING GIFTS
Many companies match employees’ tax-deductible contributions. Please submit the matching gift form provided by your employer with your membership dues or donation.

GIFTS IN HONOR AND MEMORY
Honor and remember someone important in your life by giving a donation on his or her behalf.

CONTACT
Ansley Davenport
Senior Manager, Membership and Development Operations
212.620.5000 x315
membership@rubinmuseum.org

VOLUNTEER

The Rubin Museum offers volunteers the opportunity to gain exposure to the workings of an art museum and to contribute valuable services to various departments within the Museum. Candidates must be willing to make a long-term commitment to serve as a volunteer and should have an interest in the Museum’s exhibitions and programs. In appreciation of their dedication, all active volunteers receive special benefits, including free admission, discounts at the Museum’s shop and café, and an invitation to an annual appreciation event.

CONTACT
Audrey Shea
212.620.5000 x328
volunteersandinterns@rubinmuseum.org

BECOME A DOCENT

The volunteer docent program at the Rubin Museum of Art facilitates a connection between Museum visitors and Asian art through research and intensive training. Our docents organize and present thematic gallery tours, gallery talks, and other educational initiatives.

CONTACT
Laura Sloan
Manager of Docent and Access Programs
access@rubinmuseum.org