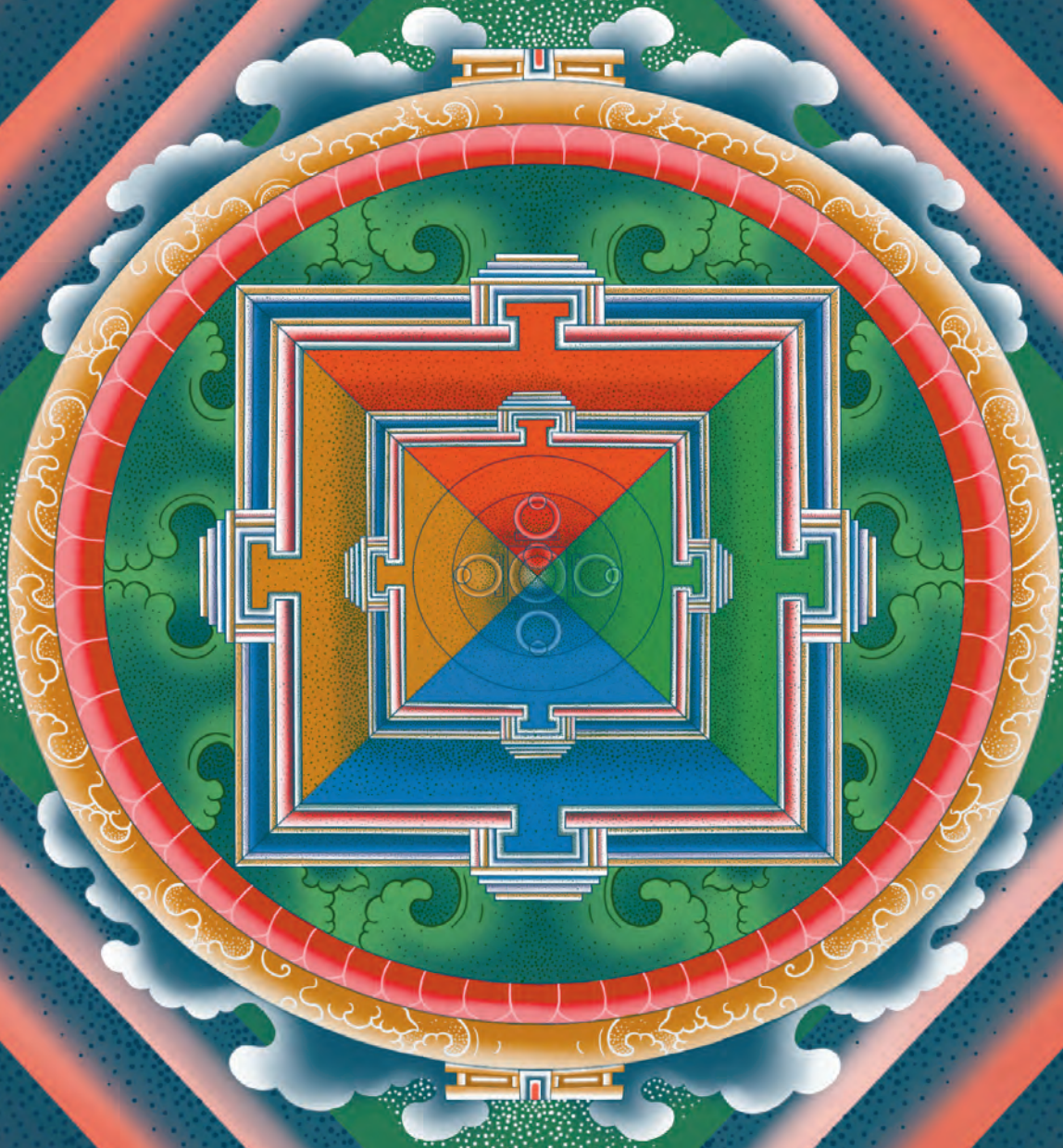


THE ANNUAL
RUBIN REPORT
MUSEUM
OF
ART



2021

ABOUT THE RUBIN

The Rubin Museum of Art in Chelsea, New York City, explores and celebrates the diversity and uniqueness of Himalayan art, ideas, and culture across history and into the present. With its globally renowned collection, largely centered around the Tibetan Plateau, the Rubin fosters understanding and appreciation of this region by relating its art and ideas to our shared human experience today. Inspired by the philosophical traditions of Buddhism and Hinduism and aligned with ongoing research into learning, behavior, and the brain, the Rubin offers innovative exhibitions and programs that examine provocative ideas across the arts and explore the mind. Through this work, the Museum serves as a space for reflection and personal transformation, opening windows to inner worlds so visitors can better navigate outer ones.

BOARD OF TRUSTEES

AS OF DECEMBER 31, 2021

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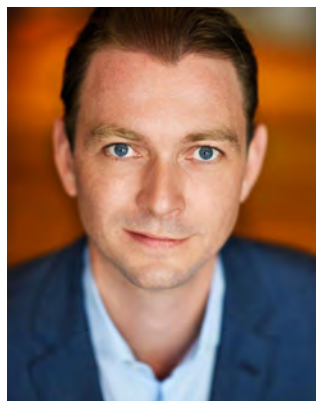
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Exhibition photo of Mandala Lab featuring artwork by Palden Weinrab. Photograph by Liz Ligon.

LETTER FROM THE DIRECTOR

Dear Supporters and Friends,



2021 was a tumultuous year of change, full of new challenges and successes. A year later, the coronavirus continued its impact on communities and the culture sector as a whole, with both steps forward and back in terms of safety, health, and engagement. Vaccines were made widely available and gave us hope, but new variants also posed new hurdles. During this time we asked ourselves, what can art do? More specifically, how can Himalayan art provide solace amidst our struggles today?

We turned to the ideas reflected in our collection and found inspiration in the teachings of the Saravid Vairochana mandala, which helps tantric Buddhist practitioners in meditation and visualization practices achieve enlightenment. As a result, we centered a year full of offerings on the unifying idea of awakening. Through our exhibitions, programs, and *Spiral* magazine, we explored how to broaden our perspective, understand our emotions, and cultivate empathy. We took inspiration from Himalayan art and called upon artists, scientists, authors, practitioners, and teachers who shared their perspectives on the power of waking up.

Virtual programs continued to be a vital source of connection for us in 2021, through videos, social engagement, and a new ten-episode podcast that inspired visitors near and far. However, with the ease of restrictions and the desire to experience with all the senses came an increase of in-person Museum experiences too. Gallery visits

nearly doubled from 2020, and the opening of the Mandala Lab, which transformed the third floor galleries into an interactive space to engage our emotions, saw over 2,000 visitors in its first weekend. Drawing on the tools of social and emotional learning, the Mandala Lab brings personal transformation and curiosity to the heart of the Rubin, empowering and guiding visitors toward positive action and a balanced, compassionate world.

With new exhibitions, the return of live performance since 2020, and new experiences at the Rubin, we felt energized more than ever by the powerful art that guides us in these tremendous moments of change. All our endeavors in 2021 would not have been possible without the many generous, dedicated, and creative individuals who collaborated, supported, and interacted with us to create the Rubin Museum community that we love. As we continue to navigate the ups and downs of the pandemic, 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!

A handwritten signature in black ink, appearing to read 'Jorrit Britschgi'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Jorrit Britschgi
Executive Director

ART OF AWAKENING



Since 2004 the Rubin has aimed to spark connections between Himalayan art and contemporary life. In 2021 our exhibitions and programs, in person and online, centered on a unifying theme: the concept of awakening and its many forms.

Drawing on a diverse range of sources and perspectives—from contemporary art to scientific theories and Buddhist philosophies—the Rubin aimed to widen our imaginations and inspire self-discovery and connection to one another.



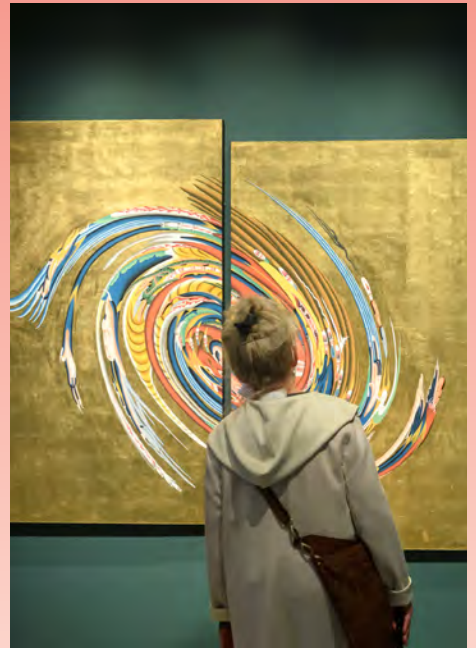
“While many people venture to museums in order to escape reality or to be transported to another time and place, the Rubin Museum in New York City has a different agenda. Two exhibits at the museum . . . are pushing boundaries about how we interact with the concept of enlightenment on a day-to-day basis.”

— *THE OBSERVER*



“Creating a dedicated space for emotional well-being feels like a natural evolution for the Rubin, which has lately prioritized mindfulness with year-long programming around the Buddhist theme of ‘the art of awakening.’”

— *SURFACE MAGAZINE*



TOP RIGHT
Photograph by Liz Ligon

TOP LEFT
Photograph by Filip Wolak

BOTTOM RIGHT
Photograph by Filip Wolak

BOTTOM LEFT
Photograph by Liz Ligon

“The Rubin Museum is hosting a meditative exhibition that invites visitors to temporarily disconnect from the grid and ‘awaken’ from the spiritual lull of our lives. The show . . . is aptly timed as New York marks one year since state-wide lockdowns due to the coronavirus pandemic went into effect, exacerbating a combination of increased screen time and social isolation that has further blurred our sense of reality.”

— *THE ART NEWSPAPER*



“The [Mandala] Lab demonstrates how institutions can serve people in ways beyond the traditional art-viewing experience.”

— *THE SLOWDOWN*

EXHIBITIONS AND PUBLICATIONS



Photograph by Filip Wolak

SPECIAL EXHIBITIONS

AWAKEN: A TIBETAN BUDDHIST JOURNEY TOWARD ENLIGHTENMENT

March 12, 2021 – January 3, 2022

Originally organized by the Virginia Museum of Fine Arts, the exhibition presented the power of Tibetan Buddhist artworks to help practitioners focus awareness, inviting visitors to find inspiration in the Buddhist perspective on reality and to “journey” from the chaos of ordinary life to the awakened states. The exhibition was re-imagined and adapted for the Rubin Museum’s galleries and featured thirty-five traditional objects from the seventh to twenty-first centuries including stone, wood, and metal sculptures, traditional Tibetan hanging scroll paintings, and illuminated manuscript pages drawn largely from the collections of the Rubin Museum of Art, Virginia Museum of Fine Arts, and Asian Art Museum of San Francisco. Select loans from the Newark Museum, Shelley and Donald Rubin Private Collection, Beata and Michael McCormick Collection, and contemporary works by Nepali artist Tsherin Sherpa complemented the exhibition.

SHRINE ROOM PROJECTS: ROHINI DEVASHER / PALDEN WEINREB

November 12, 2021 – October 30, 2023

In dialogue with the *Tibetan Buddhist Shrine Room* at the center of the fourth-floor gallery, *Shrine Room Projects* is an exhibition series that features contemporary artists who reinterpret traditional and religious iconography. In this iteration, Rohini Devasher (born 1978, New Delhi, India) presents a new two-channel video, *300 Km or the Apparent Movement of the Sun* (2020), a powerful visual meditation on the observation of the sun moving across the sky. Palden Weinreb (born, 1982, New York, NY) presents two mixed-media artworks from 2013 and 2014 in wax and illuminated by LED lights that are an invitation to look beyond the surface. Both artists invite contemplation on the boundaries of human perception and our place in this earthly realm.



Photograph by Filip Wolak

MANDALA LAB

Opened October 1, 2021

Located on the Museum's remodeled third floor, the Mandala Lab transforms the galleries into an interactive space for social, emotional, and ethical learning. Inspired by powerful Buddhist principles, the Mandala Lab features five thought-provoking, playful experiences, featuring videos accompanied by scents, a site-specific commissioned sculpture that invites collective breathing, and curated percussion instruments dipped in water. Each activity aims to harness the power of difficult emotions and offer pathways to develop resilience, calmness, and connection. The new space also functions as the home for School and Family Programs, connecting younger generations to the teachings expressed on the floor.

The Mandala Lab includes artist contributions from:

Laurie Anderson
Sanford Biggers
Tenzin Tsetan Choklay
Billy Cobham
Amit Dutta
Sheila E.
Peter Gabriel
Dame Evelyn Glennie
Sarah Hennies
Christophe Laudamiel
Huang Ruo
Shivamani
Wang Yahui
Palden Weinreb
Apichatpong Weerasethakul
Bora Yoon



Photograph by Filip Wolak



Photograph by Rafael Gamo



Photograph by Rafael Gamo

PERMANENT COLLECTION EXHIBITIONS

MASTERWORKS OF HIMALAYAN ART

Masterworks of Himalayan Art explores major strands in the development of Himalayan art, covering a period of over one thousand years, and presents regional artistic traditions in their broad cultural, geographic, historical, and stylistic contexts. *Masterworks* is organized geographically, showcasing the diverse regional traditions of western Tibet, central Tibet, eastern Tibet, and Bhutan in relation to the neighboring areas of Eastern India, Kashmir, Nepal, China, and Mongolia. In 2021 the exhibition moved to the fifth-floor galleries and was redesigned to accommodate its new location. This iteration of the exhibition drew primarily from the Rubin collection and was augmented by a few long-term loans from the Zhiguan Museum of Fine Art, Beijing, and the Nyingjei Lam Collection.

GATEWAY TO HIMALAYAN ART

Gateway to Himalayan Art introduces visitors to the main forms, concepts, and meanings, as well as artistic practices, of Himalayan art. A large multimedia map orients visitors and highlights Himalayan cultural regions represented in the Rubin Museum's collection, including Nepal, Bhutan, and parts of present-day India, China, and Mongolia. Visitors explore exemplary objects organized in thematic sections: Figures and Symbols, Materials and Techniques, and Purpose and Function. Extensive didactic graphics and in-gallery digital materials aid visitors' engagement with the fundamentals of Himalayan art.

TIBETAN BUDDHIST SHRINE ROOM

Since its opening, the *Tibetan Buddhist Shrine Room* installation has been visitors' favorite immersive art experience, an oasis for peaceful reflection. This space represents an affluent Tibetan Buddhist household shrine and demonstrates how Buddhist sculptures, paintings, and ritual items would be traditionally displayed. This installation of the shrine room represents the Kagyu tradition and comprises objects from the Rubin Museum's collection and select long-term loans. Traditionally practitioners would use such places for contemplation and worship, performing daily rituals and meaningful offerings to deities that embody enlightened qualities.



Photograph by Filip Wolak

PUBLICATIONS

SPIRAL MAGAZINE: THE ART OF AWAKENING ISSUE

Spiral is a free annual publication from the Rubin Museum of Art. Our 2021 issue, “The Art of Awakening,” offers provocative perspectives on the concept of awakening in relation to Buddhism, pop culture, social justice activism, science, daily rituals around the world, and more. Readers can learn about some of the works featured in the *Awaken: A Tibetan Buddhist Journey Toward Enlightenment* exhibition and read an interview with a 3D mandala maker. In addition to articles by a dharma teacher, cultural anthropologist, and professor of psychology and neuroscience, the magazine features DIY activities to do at home, including a morning ritual, breathing meditation, art project, poetry prompt, and recipe.



Photograph by Filip Wolak

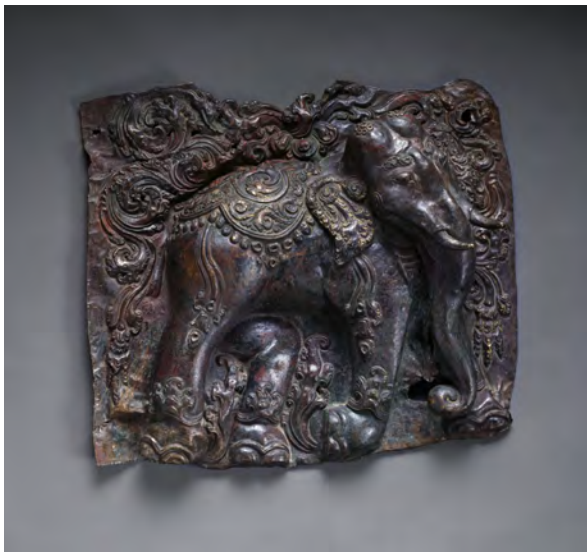


Photograph by Liz Ligon

COLLECTION AND SCHOLARSHIP

The Rubin is a collecting institution of nearly 4,000 objects spanning 1,500 years from the Himalayan region, including Nepal, Bhutan, India, China, and Mongolia. Our collection research places traditional Himalayan art at the center of global scholarship and societal conversations. We actively seek works of art that will enhance and strengthen the collection, help us present meaningful exhibitions that resonate with our visitors, provide additional learning and research opportunities for scholars, and represent the rich and varied traditions of Himalayan art.

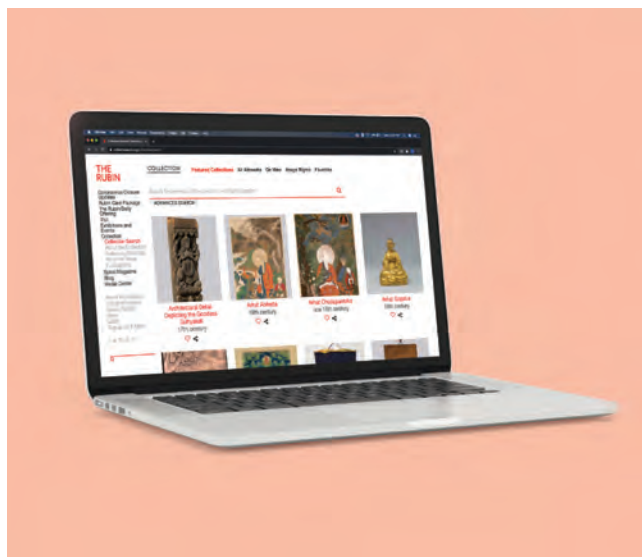
In 2021, there were two collection objects on loan to one institution and eleven accessioned objects, including a repoussé elephant sculpture. The repoussé has been part of *Gateway to Himalayan Art* since 2010, and it continues to be on view on the second floor.



Elephant
Nepal or Tibet; 18th century
Metalwork; repoussé
Rubin Museum of Art
Gift of Shelley and Donald Rubin
C2021.3.1 (HAR 700055)

NEW ONLINE COLLECTION DATABASE

The Rubin's new and improved public online collection database—located at collection.rubinmuseum.org—is part of the Museum's concerted efforts to make Himalayan art accessible to a wider audience, sharing the breadth and beauty of the artworks to visitors, students, teachers, and scholars around the world. As of December 31, 2021, there are 759 objects from the Rubin Museum's permanent collection available on the online database, with more objects being added monthly.



Shrine Cabinet (Chosham)
Tibet; second half of 20th century
Wood, mineral pigments
Rubin Museum of Art
Gift of Kingdoms Unlimited
SC2021.2.1a-cc



Four Mandalas of the Vajravali Cycle
Ewam Choden Monastery, Tsang Province,
Central Tibet; 1429–1456
Pigments on cloth
Rubin Museum of Art
C2007.6.1(HAR 81826)

PROGRAMS



ADULT AND FAMILY PROGRAMMING

BRAINWAVE ONLINE

January–April

Brainwave, the Rubin’s longest-running series of onstage conversations, investigates how our minds shape our everyday experiences, incorporating Eastern and Western philosophies, science, art, and other disciplines. In 2021 the program moved to a virtual format and explored the theme of awareness as the first step towards awakening. The series included the premiere of the film *Looking for a Lady with Fangs and a Moustache*, followed by a discussion with the celebrated director Khyentse Norbu and renowned neuroscientist Dr. Richard Davidson. Other highlights included the interactive *Game of Life* with psychologist Miles Neale, and a conversation on cultivating self-awareness between Dr. Deepak Chopra and Dr. Tara Swart.

MINDFULNESS MEDITATION ONLINE AND PODCAST

This forty-five-minute weekly online program led by expert teachers offers meditation sessions inspired by a work of art from the Rubin Museum’s collection. Themes of Renewal, Love, and Facing Chaos were explored. Mindfulness Meditation is recorded weekly and available as a free podcast online.

TEACHERS

Tracy Cochran
Lama Aria Drolma
Rebecca Li
Sharon Salzberg

AWAKEN PODCAST

This ten-episode podcast hosted by Laurie Anderson explores the dynamic path to enlightenment and what it means to wake up. Each episode dives into the personal stories of guests who share how they’ve experienced a shift in their awareness, and, as a result, their perspective on life. From deep introspection to curious life-changing movements, awakening can take many forms, from the mundane to the sacred. Taking inspiration from the exhibition *Awaken: A Tibetan Buddhist Journey Toward Enlightenment*, each story uses artworks as a jumping-off point as we hear from authors, artists, wisdom bearers, and Buddhist teachers, because every journey is different.

GUESTS (IN ORDER OF APPEARANCE)

Aparna Nancherla	Tsherin Sherpa
Alok Vaid-Menon	Lama Rod Owens
Tara Brach	BJ Miller
Latham Thomas	Patricia James
Amanda Palmer	Yongey Mingyur Rinpoche

“I love the unique format of this podcast. The flow transcends the normal podcast; I often feel as if I am listening to a wise friend. The broad range of speakers have introduced me to new insights and perspectives. Thank you for bringing art and inspiration to the podcast platform.”—Apple Podcast listener review

“I feel heaps of gratitude for this show. The tone and vibe are perfect. The music, Laurie Anderson’s posture, the premise, and open-endedness.”—Apple Podcast listener review

HIMALAYAN HERITAGE ONLINE

Open to all, Himalayan Heritage programs invite attendees to discover aspects of Himalayan cultures through discussions, gallery tours, films, and meetings with guest speakers. Program topics in 2021 included Mandala Making; Ugadi: Spring Festival of the Telugus; and Dismantling AAPI Racism and Violence. In November, Himalayan Heritage returned as the Rubin Museum's first in-person theater program since March 2020.

FAMILY SUNDAYS ONLINE

Families with children ages three and older were invited to participate in family-friendly, live, online activities every month. Heading into the summer months, Family Sundays shifted from live programming to pre-recorded videos filmed outdoors in New York City parks to encourage families to venture outside, since the pandemic had kept everyone indoors for more than a year. In November 2021, Family Sundays returned in person in the Mandala Lab on a weekly basis.

MATH & MANDALAS ONLINE

This three-session program meant for teachers and their students was converted into a virtual format and remained rooted in mathematical concepts and the art-making process inspired by the Rubin's collection, but shifted to using everyday materials (like plastic bags and string) that all students have ready access to during distance learning. Throughout the second quarter, ten residencies with Title 1–status schools were accomplished using simple materials and student-friendly software on Zoom and Google Meet. In the fall the schools served included the James Baldwin School, P.S./IS 178 Holliswood, P.S. 18 Park Terrace, M312 Lab Middle School for Collaborative Studies, and Pathways to Graduation.



Photograph by Filip Wolak

SENIOR THURSDAYS

On the first Thursday of the month, seniors (65 and older) receive free admission to the galleries.

SENIOR TOURS

Beginning in April, free, virtual exhibition-focused senior tours were hosted monthly and accompanied by videos and high-resolution images of the art. In October, in-person self-guided “Discovery Tours” were made available for seniors as a way to interact with the art alone or in very small groups. The “tours” led museum-goers to collection highlights and prompted close looking and reflection.

EMPOWERING CAREGIVERS ONLINE

Empowering Caregivers is a free program of art and connection for caregivers. Guided by art in the collection, Rubin docents and staff lead close-looking and creative exercises and lively discussion.

In 2021 we stayed closely connected with our partners at CaringKind, a leading nonprofit organization supporting the needs of people with Alzheimer’s Disease and their caregivers, through staff and educator trainings and regular virtual meet-ups.

MINDFUL CONNECTIONS ONLINE

Mindful Connections is a free program for people with dementia and their caregivers. Every month trained guides facilitate an experience designed to promote engagement with works of art and other participants. In 2021 the Rubin hosted twelve virtual Mindful Connections sessions and featured special guests including Tibetan singer-songwriter Yungchen Lhamo and Dementia Letters Project creator Kathryne Fassbender, who helped seniors living with memory loss and their care partners engage with art in the collection. Mindful Connections also expanded to include private sessions with partner organizations like Culture Pass and the NYU Langone Alzheimer’s Disease & Related Dementias Family Support Program.



Photograph by Filip Wolak

STAYING CONNECTED WITH OUR VIBRANT COMMUNITY



Photograph of *Shrine Room Projects* opening event in the theater by Filip Wolak

2,122

visitors during the Mandala Lab opening weekend



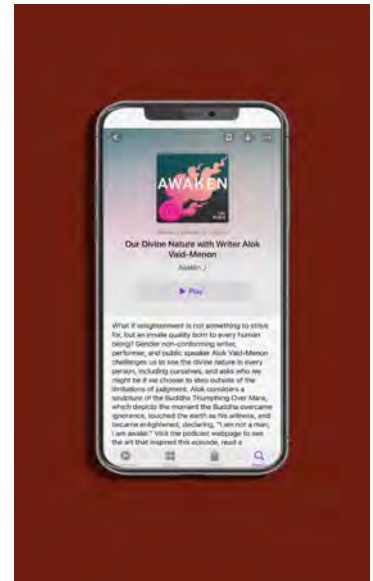
Photograph by Liz Ligon

"If you're tired of podcasts that shout at you, this one wraps itself around you like a familiar friend. There is a grace and humanity to each guest as they unfold their stories, which I found connect to my own."

—APPLE PODCAST LISTENER REVIEW

70,000+

AWAKEN podcast listens



Photograph by Liz Ligon

137

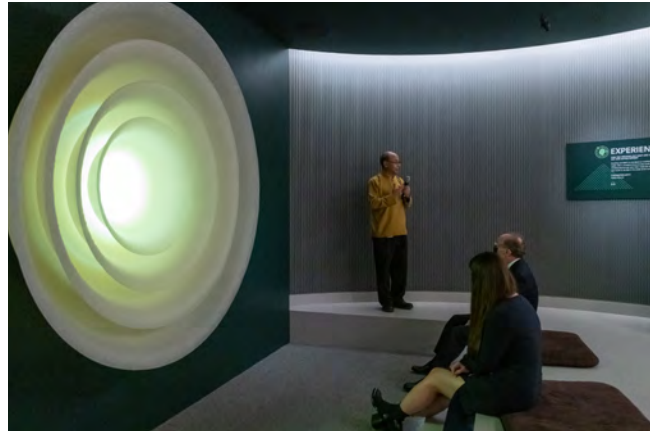
AWAKEN podcast ratings in Apple Podcasts for an overall 4.8 out of 5 rating

MANDALA LAB OPENING EVENT

On October 1, trustees, donors, curators, artists, and friends of the Rubin celebrated the opening of the Mandala Lab with an intimate tour and performance, culminating in the public opening at 6:00 PM and a toast at the base of the spiral staircase.

Executive Director Jorrit Britschgi and Deputy Executive Director/Chief Programmatic Officer Tim McHenry hosted the event. A beautiful performance-ritual on the Gong Orchestra was offered by Korean American composer, vocalist, and multi-instrumentalist Bora Yoon, and Tenzin Gelek, Senior Specialist, Himalayan Arts & Culture at the Rubin, guided the group in a breathing exercise in the Breathing Alcove.

Donations have been vital in transforming the third floor into the interactive Mandala Lab, which also serves as our education center for School and Family Programs. This is a multiyear initiative as we continue to raise funds for current and future Mandala Lab programs.



ABOVE: Tenzin Gelek leads guests in a breathing exercise in the Breathing Alcove; photograph by Filip Wolak.

RIGHT: Bora Yoon performs on the Gong Orchestra at the Mandala Lab opening event; photograph by Filip Wolak.



STAFF PANELS AND CONFERENCES

Christie's, New York: "Guler Painting," February 26, 2021—Jorrit Britschgi

Association for Asia Studies panel presentation: "New Views on the 'Conquest Dynasties,'" March 24, 2021—Karl Debreczeny

ASIANetwork Annual Conference: "Project Himalayan Art: Facilitating Interdisciplinary Teaching within Asia Context," April 17, 2021—Jorrit Britschgi, Karl Debreczeny, and Elena Pakhoutova.

Co-organized by the Rubin Museum of Art and Columbia University's Modern Tibet Studies Program: "Presenting Tibet: A Roundtable Discussion with Four Curators," May 4, 2021—Karl Debreczeny and Elena Pakhoutova

SOAS, London: "The Rubin Museum of Art and Buddhist Thangka Painting," May 17, 2021—Elena Pakhoutova and Michelle Bennett Simorella

Ho Centre for Buddhist Studies at the University of Toronto: "Tibetan Buddhist Art and Political Legitimation in the Ming Dynasty (1368–1644)," June 2, 2021—Karl Debreczeny

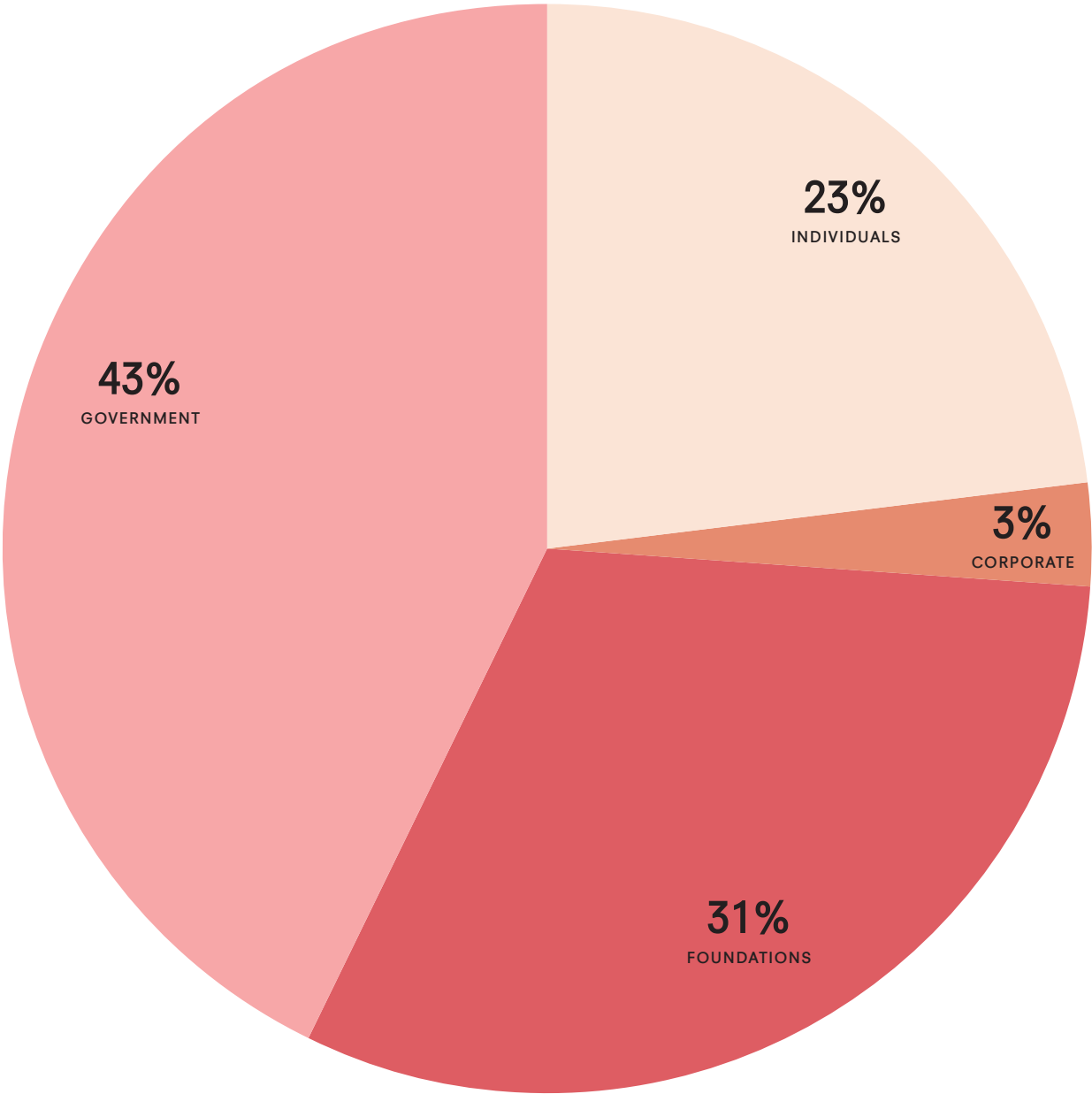
Société Française d'Etudes du Monde Tibétain, Paris: "From Iron-wheel Cakravartin to Unabashed Super-fan: Ming Engagement with Tibetan Buddhism 1375–1521," June 14, 2021—Karl Debreczeny

Museum of Art and Photography (MAP), Bangalore: "Jorrit Britschgi in Conversation with Kamini Sawhney," November 17, 2021—Jorrit Britschgi

Indiana University: "Tibet and the Ming Dynasty," October 14, 2021—Karl Debreczeny

Aicon Gallery: Livestream conversation with artist Youdhi Maharjan organized for *Youdhisthir Maharjan I Tender Is the Night*, December 5, 2021—Elena Pakhoutova

INDIVIDUAL AND INSTITUTIONAL SUPPORT



MEMBERS MATTER

Our members are the life of the Rubin! Their support is what makes the Rubin such a warm and memorable place. Members help us grow and evolve. They bring their insights and love of learning. See what membership at the Rubin has to offer at RubinMuseum.org/membership.



Photograph by Filip Wolak

WHAT MEMBERS SAY:

"Thank you for posting the video of the directions for the origami lotus flower in the *Lotus Effect*. Uttam Grandhi's explanations and remarks are clear and inspiring. I have since joyfully made many of them. I give them away with the hope and intention that they will bring smiles to the faces of those who receive them."

— MEMBER, MAY 2021



Photograph by Filip Wolak

"Since everyone (near and far) was remote during much of the pandemic, the Museum's amplified online presence has really enhanced the membership for people like me. You've all done well under trying circumstances."

— MEMBER, DECEMBER 2021



Photograph by Liz Ligon

"I love my membership!"

— MEMBER, MARCH 2022



Photograph by David de Armas

"We really, really want to come back to the Rubin in person as it is a very special place to us!"

— MEMBER, APRIL 2022

NUMBER OF MEMBERS:

1,309

THANK YOU TO OUR 2021 DONORS

We celebrate all the supporters who made gifts of cash and pledges in 2021! Because of their generosity, the Rubin Museum can continue to illuminate the art and ideas from the Himalayan region and foster the kind of world in which we all want to live—one that is compassionate, inspired, and meaningful.

\$100,000+

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Roopa Unnikrishnan
Sandy Song Yan
Zhiguan Museum of Art

MOST GENEROUS SUPPORTERS: GIVING \$100,000+ DURING THE LIFE OF THE RUBIN

Enormous thanks to the generous individuals, foundations, and corporations that have given gifts of \$100,000 or more during the life of the Rubin Museum!



Photograph by Filip Wolak

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LENDING PARTNERS AND IN-KIND SUPPORTERS

Thank you to the many individuals and companies that lent artworks and gave gifts in-kind, including gifts of technology, works of art, and wise counsel. We are grateful to you!

Shiva Ahmadi
Shahidul Alam/Drik/Majority World
Barbara Bowman
Rohini Devasher
Eugene "Luke" Pollock Collection
Gagosian
Haines Gallery, San Francisco
Tehching Hsieh
Jacques Marchais Museum of Tibetan Art
Meiro Koizumi
Lee Mingwei
The Museum of Modern Art, New York
The Newark Museum of Art
Nyingjei Lam Collection
Peppe (Chris, Luke, and Daniel) Family Collection
Jaroslav Poncar
Pritzker Collection
Project 88
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Taryn Simon
Tsherin Sherpa
Solomon R. Guggenheim Museum, New York
Ven. Aye Tulku &; Jane Werner-Aye
Virginia Museum of Fine Arts
Palden Weinreb
Zhiguan Museum of Fine Art



Photograph by Filip Wolak

INTERN AND DOCENT SUPPORT

Interns and docents contribute to many areas of the Museum, providing tours, assisting with education programs and big events, and helping with other important services. Thank you to the interns and docents who gave their time and expertise in 2021!

INTERNS AND DOCENTS SUPPORT MANY AREAS OF THE MUSEUM:

Access Programs

Curatorial

Collections Management

Community Outreach

Development

Himalayan Heritage Programs

Marketing and Communications

Programming

School and Family Programs

The Shop

Tibetan Language Support

Virtual Bookclub



STATEMENT OF FINANCIAL POSITION

at December 31, 2021

ASSETS

Current Assets

Cash and cash equivalents	\$877,333
Unconditional promises to give	119,500
Restricted for future periods and programs	1,118,491
Accounts receivable	78,257
Museum publication and shop inventory	593,585
Prepaid expenses and other current assets	152,817
Investments in marketable securities	183,966,355
Total Current Assets	\$186,936,338

Property and Equipment **\$32,405,627**

Total Assets **\$219,341,965**

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts payable and accrued expenses	\$925,133
Tenant security deposits	82,397
Deferred membership and other income	11,000
Total Current Liabilities	\$1,018,530

Net Assets

Unrestricted	
Board-designated funds	\$146,296,532
Other unrestricted	64,051
Temporarily restricted	14,286,570
Permanent restricted	25,000,002
Total Net Assets	\$218,323,435

Total Liabilities and Net Assets **\$219,341,965**

STATEMENT OF ACTIVITIES

for the year ending December 31, 2021

REVENUE AND OTHER SUPPORT

Public Support

Contributions and donations	\$547,455
Grants and sponsorships	1,324,550
Special event revenue	-
Loan forgiveness – PPP	1,272,295
Membership dues	254,575
Total Public Support	\$3,398,875

Revenue from Programs and Activities

Museum admission fees	\$242,347
Program fees	25,232
Facility rental income	52,133
Merchandise and catalog sales	304,336
Other revenue	57,003
Total Revenue from Programs and Activities	\$681,051

Rental Income	\$939,353
Net Investment Income (Loss)	\$23,231,625

Total Revenue, Gains, and Other Support **\$28,250,904**

EXPENSES

Program Services

Collections and exhibitions	\$3,423,896
Publications	275,571
Programs & engagement	1,993,400
Shop	599,305
Public relations and marketing	1,038,285
Total Program Services	\$7,330,457

Supporting Services

Management and general	\$3,306,349
Development	990,591
Total Supporting Services	\$4,296,940

Real Estate Operations	\$840,242
Collections Items Purchased Not Capitalized	\$52,665

TOTAL EXPENSES **\$12,414,974**

Change in Net Assets **\$15,730,600**

WAYS TO SUPPORT

The art and practices from the Himalayas have so much to offer. As we emerge from the challenges of the pandemic, we grow stronger and more resilient as a global—local, national, and international—community. With the dedicated support of our members, donors, and other generous partners, the Rubin innovates to create in-person and virtual spaces for fostering cross-cultural connections and exploring ideas that resonate across time and into the present day. It is only with donors like you that we can continue this important work.

BECOME A MEMBER

Gain exclusive access to the Rubin when you join our membership program. Rubin members receive benefits that include invitations to member-only previews and tours, free admission to Mindfulness Meditation, unlimited entry to the galleries, and much more.

GIVE A GIFT MEMBERSHIP

If you love the Rubin and visit whenever you have the chance, consider the gift of membership. A Rubin membership makes a thoughtful gift and allows you to share a place that is special to you and support your favorite cultural space.

CONTACT

Gillian Mendez
Manager, Membership & Development Operations
212.620.5000 x220
gmendez@rubinmuseum.org

MAJOR GIFTS

With gifts of \$5,000 and above, you can align your philanthropy and passion with generous support for our annual programs and multiyear initiatives. The Mandala Lab programs include a traveling version that will tour internationally, promoting emotional literacy and well-being globally. Project Himalayan Art, a major three-part initiative launching in 2023, also includes a travelling exhibition with an accompanying survey publication and digital learning platform free to college museums in North America.

CONTACT

Jillian Flexner
Senior Manager, Major Gifts
212.620.6500 x203
jflexner@rubinmuseum.org

FOUNDATION GIVING

Support for our exhibitions, public programs, diversity and access programs, K-12 social and emotional learning, general operations, and global and digital initiatives is essential. Introduce us to your connected philanthropies.

CORPORATE SPONSORSHIP

Beginning at the \$10,000 level, enhance your company's local and global visibility by aligning with the Rubin and sponsoring one or more programs, while receiving generous benefits for your employees and your company.

CORPORATE MEMBERSHIP

Beginning at the \$5,000 level, offer your employees free admission, receive a special group tour, and hold an event in the Museum's unique spaces.

CONTACT

Dana Boll
Senior Manager, Institutional Philanthropy
212.620.6550 x207
dboll@rubinmuseum.org

MAKE A DONATION

By supporting the Rubin Museum of Art, you will be helping to fund not only six gallery floors of exquisite art from the Himalayan region but also a global platform of digital offerings, meditations, podcasts, onstage conversations, performances, family and school programs, workshops, and access programs for our audiences.

ANNUAL FUND

Tax-deductible contributions to the annual fund at all levels 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 the Museum lobby donor wall, and in printed and digital publications.

PLANNED GIVING

A growing number of generous supporters are helping ensure that the Rubin Museum will be here for future generations by making a legacy gift. There are many creative and flexible gift planning options that can benefit you, your loved ones, and the Museum. Learn more at RubinMuseum.org/support/plannedgiving.

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 their behalf.

CONTACT

Gillian Mendez
Membership & Development Operations
212.620.5000 x220
gmendez@rubinmuseum.org

2021 STAFF DIRECTORY

EXECUTIVE STAFF

Jorrit Britschgi, *Executive Director*
Michelle Bennett Simorella, *Director of Curatorial Administration & Collections*
Marilena Christodoulou, *Deputy Executive Director/Chief Financial & Operating Officer*
Elke Dehner, *Director of Marketing & Communications*
Dona Lee Kelly, *Director of Development*
Jamie Lawyer, *Director of Visitor Experience & Interpretation/Chief Experience Officer*
Tim McHenry, *Deputy Executive Director/Chief Programmatic Officer*
Jeff Wills, *Director's Office & Board Liaison*

COLLECTIONS MANAGEMENT

Danielle Butterly, *Collections Manager/Head Preparator (Temporary)*
Christina Johnson, *Associate Registrar for Collections & Exhibitions*
Emily Nazarian, *Assistant Manager of Collections Information*
Kirstin Clouser, *Coordinator, Collections & Exhibitions*

CURATORIAL

Karl Debreczeny, *Senior Curator, Collections & Research*
Elena Pakhoutova, *Curator, Himalayan Art*

DEVELOPMENT

Amy Babcock, *Senior Manager of Development*
Ansley Davenport, *Head of Membership & Development Operations*
Jillian Flexner, *Manager of Major Gifts*
Betty Leigh Hutcheson, *Senior Grant Writer*
Gillian Mendez, *Assistant Manager, Membership & Development Operations*

VISITOR EXPERIENCE AND INTERPRETATION

Tenzin Gelek, *Senior Specialist, Himalayan Arts & Culture*
Kayla Glazer, *Coordinator, Visitor Experience & Interpretation*
Melissa Lino, *Visitor Experience Associate, PT*
Benjamin Orlinsky, *Coordinator, Visitor Experience & Interpretation*
Dawnette Samuels, *Manager of Visitor Experience & Interpretation*
Carrise Silva, *Visitor Experience Associate, PT*
Margaret Woolums, *Assistant Manager for Box Office & Group Visits*
David De Zonie, *Visitor Experience Associate, PT*

EXHIBITION DESIGN AND IMPLEMENTATION

Brianne Muscente-Solga, *Senior Manager of Exhibition Design*

FACILITIES OPERATIONS

Michael Bricker, *Assistant Chief of Engineering*
Tim Delaney, *Assistant Manager of Operations*
Sharif Hassan, *Audio Visual Manager*
Atul Khedekar, *Security & Safety Administrator*
Kevin Ryan, *Manager of Operations*
Albert Siebenaler, *Head of Facilities Operations*

FINANCE AND ADMINISTRATION

Devin Bhola, *Administrative Coordinator*
Jerome Chao-Chiu, *Assistant Manager, Finance*
Hazel King, *Head of Human Resources*
Cara Jiang, *Senior Manager, Finance*
Kyle Jiang, *Assistant Manager, Budgets & Accounts Payable*
Audrey Shea, *Manager of Volunteers & Interns*

INFORMATION TECHNOLOGY

Devon Charles, *IT Manager*

MARKETING AND COMMUNICATIONS

Vincent Baker, *Manager of Web Engineering*
KJ Bowen, *Senior Creative Manager*
Sandrine Milet, *Communications & Marketing Manager*
Aidan Young, *Assistant Manager, Digital Engagement*

PROGRAMS

Tashi Chodron, *Assistant Manager, Himalayan Cultural Programs & Partnerships, PT*
Dawn Eshelman, *Head of Programs*
Becky Houran, *Assistant Manager, School & Family Programs*
Jamie Song, *Coordinator, School & Family Programs*

PUBLICATIONS AND EDITORIAL

Sarah Zabrodski, *Editor & Publications Manager*

SHOP

Prisane Suwanwatana, *Senior Manager*
Maria Mawo, *Operations Coordinator*
Erika Mieles, *Senior Sales Associate*
Lucy Coodley, *Sales Associate*

SPECIAL EVENTS

Olivia Cohen, *Head of Special Events*
Lynnette Sauer, *Assistant Manager, Special Events*

