

THE ANNUAL  
RUBIN REPORT  
MUSEUM  
OF  
ART



2020



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COVER: Image by Made Up  
OPPOSITE: Photograph by Filip Wolak

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# 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 cultures 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.

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## BOARD OF TRUSTEES

AS OF DECEMBER 31, 2020

Shelley Rubin (Chair and Co-Founder)  
Noah P. Dorsky (Board President)  
Jorrit Britschgi, *Executive Director* (Secretary; trustee ex-officio)  
Ravi Akhoury  
Robert M. Baylis  
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Michael McCormick  
Matthew Nimetz  
Rasika Reddy  
Basha Frost Rubin  
Namita Saraf  
Eric Schoenberg  
Eileen Caulfield Schwab  
Jesse Smith  
Tong-Tong Zhu

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## ADVISORY COUNCIL

Laurie Anderson  
Deepak Chopra  
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Richie Davidson  
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Emi Eu  
Andrew Gelfand  
Nawang Tsering Gurung  
Donald Lopez  
Sharon Salzberg  
Ang Tsherin Sherpa

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# LETTER FROM THE DIRECTOR

Dear Supporters and Friends,



2020 was an unprecedented year. A global pandemic, economic downturn, political divides, and racial inequities tested us across our nation and globe. Like other organizations, we faced tremendous challenges and financial uncertainties. On March 13, 2020, we closed our doors to the public, and the Rubin remained shut for twenty-five weeks, until September 10, 2020. During our closure, and in the months after the reopening, our earned revenue decreased by 84% compared to 2019. Despite that, we came together as an organization to creatively inspire our communities during a time of need.

Looking back, it feels particularly apt that we launched 2020 with offerings centered on the theme of impermanence, the notion that nothing stays the same. Through our exhibitions, programs, and *Spiral* magazine, we explored how to open ourselves up to change, broadened our perspectives on loss, and found healing and hope in the power of transformation. We took inspiration from Himalayan art and called upon artists, community organizers, scientists, and spiritual leaders to help guide us through the uncertainty.

We saw clearly how the art and ideas in our collection can empower us, teach us about compassion, and provide helpful tools for navigating challenging moments in our lives. While in-person activities came to a pause for six months and we collectively navigated a new reality, digital connection became more important than ever. During our closure, our multifaceted approach to

engaging our communities—from a Digital Care Package, online meditation offerings, video stream of the *Tibetan Buddhist Shrine Room*, and more—advanced our mission of being a space for transformational moments and well-being through Himalayan art. We even broadcast our gala virtually for free, telling the story of our future education center, attracting thousands of viewers, and inspiring generosity near and wide.

All our endeavors in 2020, including our reopening in September 2020, 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, even with closed doors. As we continue to navigate the pandemic and the reopening of our cities and economy, 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

# IMPERMANENCE: ENGAGE WITH CHANGE

Since 2004 the Rubin has aimed to spark connections between Himalayan art and contemporary life. In 2020 our exhibitions and programs, in person and online, centered on a unifying theme, as we explored how to navigate a shifting world and open ourselves up to change during a tremendous year full of unexpected challenges. Drawing on a diverse range of sources and perspectives—from contemporary art to scientific theories and Buddhist philosophies—the Rubin aimed to highlight the freedom and ease that comes from letting go of expectations and consciously living in the present.



"The Rubin Museum of Art is here to help you stay centered (even while it's closed) with a recently launched series titled The Daily Offering. With soothing intro music and calming rhythmic voices, the videos are just what we didn't know we needed, with all variety of chilling out, from musical performances to guided meditation."

— KATIE WHITE, *ARTNET NEWS*

"The Rubin Museum of Art's *Tibetan Buddhist Shrine Room*, an oasis of calm in a typically bustling New York City, is now accessible online. The immersive installation, a visitor favorite that reimagines an exceptional Tibetan household shrine with artifacts from the museum's collection, is available as a two-hour stream complete with flickering dharma lamps and ruminative chanting by Buddhist monks and nuns."

— GABRIELLA ANGELETI, *THE ART NEWSPAPER*

"It's no accident, perhaps, that [*Shahidul Alam: Truth to Power*] appears at a museum dedicated not only to the art of the Himalayas in general but to Buddhist art in particular. Implicit in Alam's documentation of natural disasters, civil unrest, and the dispossession of migrant workers, indigenous people, and refugees, is the Buddhist teaching of interdependence, in which such problems—especially in our increasingly interconnected world—are never just problems for others, but problems for us all."

— ANNE DORAN, *COLLECTOR DAILY*

# 1,867

ATTENDEES TO THE *MEASURE YOUR EXISTENCE* OPENING ON FEBRUARY 7



TOP RIGHT  
Photograph by Asya Gorovits

MIDDLE RIGHT  
Installation view of *Shahidul Alam: Truth to Power*; photograph by David de Armas

BOTTOM RIGHT  
Video still from the online stream of the *Tibetan Buddhist Shrine Room*

# 52,259

VIEWS OF THE TIBETAN BUDDHIST SHRINE ROOM STREAM



MORE THAN

# 104,000

VIEWS OF OUR VIDEO SERIES THE DAILY OFFERING



# EXHIBITIONS & PUBLICATIONS

The Rubin closed temporarily on March 13, 2020, due to COVID-19, and reopened on September 12, 2020. As a result, several exhibition dates were extended.





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# SPECIAL EXHIBITIONS

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## CHARGED WITH BUDDHA'S BLESSINGS: RELICS FROM AN ANCIENT STUPA

May 31, 2019–May 30, 2021

*Charged with Buddha's Blessings* tells the story of the remarkable discovery of an ancient stupa that contained five intact reliquaries—one of which had an inscription claiming it contained the remains of the Buddha. The installation featured the offerings of gems and gold-foil ornaments that were enshrined together with the reliquaries.

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## SHRINE ROOM PROJECTS: SHIVA AHMADI / GENESIS BREYER P-ORRIDGE / TSHERIN SHERPA

October 11, 2019–October 10, 2021

In dialogue with the *Tibetan Buddhist Shrine Room* at the center of the gallery, artworks by Shiva Ahmadi, Genesis Breyer P-Orridge, and Tsherin Sherpa reinterpreted traditional and religious iconography and practices. Shiva Ahmadi's video references the miniature painting and iconography of various religious traditions and contemporary cultural events to reflect on universal human conditions. Artist, musician, and cultural provocateur Genesis Breyer P-Orridge engages with philosophical and spiritual aspects of Himalayan cultures in her life-size bronze casting *Touching of Hands*. Tsherin Sherpa worked with local craftsmen to create a seven-layer bronze mandala as a memorial to the destruction wrought by the 2015 earthquake in Nepal and a wish for the region's future.

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## SHAHIDUL ALAM: TRUTH TO POWER

November 8, 2019–January 3, 2021

*Truth to Power* presented the first comprehensive U.S. museum survey of Shahidul Alam, the renowned Bangladeshi photographer, writer, activist, and institution-builder. Over forty images and ephemera were on view, including portraits, landscapes, and scenes of daily life, strife, and resistance in South Asia, illuminating the breadth of his practice and impact throughout his four-decade career. The exhibition aimed to provide visitors with a nuanced view of Bangladesh and underscored the importance of self-representation, empowerment, and truth as embodied in Alam's life and work.



Installation view of *Shahidul Alam: Truth to Power*; photograph by David de Armas

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## MEASURE YOUR EXISTENCE

February 7, 2020–January 24, 2021

This group exhibition curated by guest curator Christine Starkman questioned and expanded on the Buddhist concept of impermanence through artworks by contemporary artists Tehching Hsieh, Felix Gonzalez-Torres, Lee Mingwei, Shilpa Gupta, Meiro Koizumi, and Taryn Simon. Visitors were called upon to participate in and intimately experience time-based artworks and installations about duration, survival, memory, fate, history, loss, disappearance, and reappearance, creating ephemeral moments of reflection and meaning, and inspiring personal recollection and reminiscence. When the exhibition reopened in the fall of 2020 after a five-month temporary closure, onsite participation was suspended, although visitors could contribute to Lee Mingwei's *The Letter Writing Project* from home.

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## THE LOTUS EFFECT

Online June 18, 2020–January 10, 2021

Onsite September 12, 2020–January 10, 2021

*The Lotus Effect* was a participatory, digital-to-physical installation that invited the public to engage with the Rubin and each other during an uncertain time. The project asked people to create a folded lotus, a Tibetan Buddhist symbol of transformation, and share it digitally or contribute it to the installation at the Rubin. Located in the Museum lobby, *The Lotus Effect* served as a community-built reminder that moments of beauty can emerge from the toughest conditions, as well as a symbol of gratitude for the people and things that help us get through difficult moments.



Installation view of Lee Mingwei's *The Letter Writing Project* in *Measure Your Existence*; photograph by Asya Gorovits



Photograph by Asya Gorovits

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# PERMANENT COLLECTION EXHIBITIONS

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## MASTERWORKS OF HIMALAYAN ART

*Masterworks* 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. This iteration of the exhibition drew primarily from the Rubin collection and was augmented by a few select long-term loans.

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## GATEWAY TO HIMALAYAN ART

*Gateway to Himalayan Art* introduces visitors to the main forms, concepts, and meanings of Himalayan art represented in the Rubin Museum's collection. A large multimedia map orients the visitor and highlights Himalayan cultural regions that include parts of present-day India, China, Nepal, Bhutan, and Mongolia. Visitors explore exemplary objects from the Museum's collection, organized and presented in thematic sections: Figures and Symbols, Materials and Techniques, and Purpose and Function.



Photograph by Filip Wolak

# PUBLICATIONS

## SPIRAL MAGAZINE: THE IMPERMANENCE ISSUE

The fourth issue of *Spiral*, a free annual magazine that explores connection, consciousness, and the cosmos, available in print and online, focused on the theme of impermanence. Readers were invited to engage with change, as artists, writers, scientists, playwrights, and more offered their perspectives on impermanence. Highlights from the Impermanence Issue include interviews with theater and opera director Peter Sellars and artist Lee Mingwei; an original play by Stefani Kuo; DIY rituals to embrace the momentary from the nonprofit Reimagine End of Life; and an investigation of the nature of change on a cosmic scale from astrobiologist Caleb Scharf.



Photograph by Asya Gorovits



THE  
RUBIN

DIY rituals  
for the  
momentary  
p. 14

Peter Sellars  
on staging  
Buddhism  
p. 18

Why preserve  
art when nothing  
lasts forever?  
p. 22

Picturing the past:  
Lee Mingwei and  
Taryn Simon  
p. 25 and p. 28



Photograph by Asya Gorovits

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# 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 2020, two objects were accessioned, and five collection objects were on loan to two institutions.

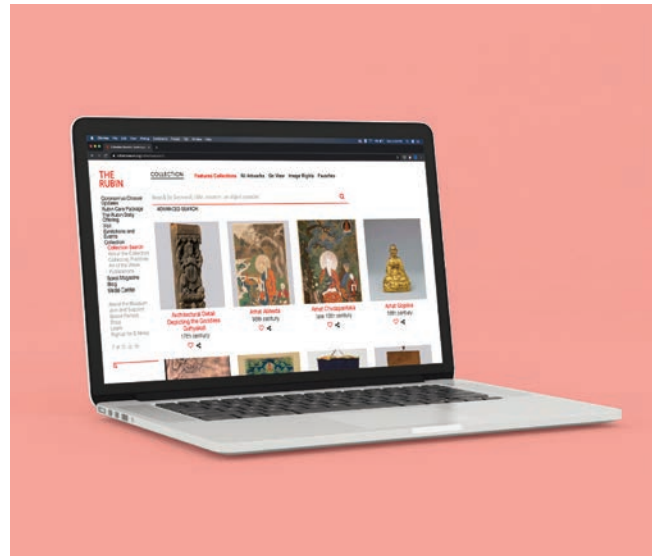


Shezad Dawood (b. 1974, London)  
*Wrathful Activity, Fierce Energy*; 2018  
Neon on black painted board  
Rubin Museum of Art  
SC2020.1.1

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## LAUNCH OF NEW ONLINE COLLECTION DATABASE

On July 17, 2020, the Rubin launched a new and improved public online collection database at [RubinMuseum.org/collection](https://RubinMuseum.org/collection). This initiative 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 with visitors, students, teachers, and scholars alike around the world. In 2020, 648 objects from the Rubin Museum's permanent collection were added to the database, with more objects being added monthly.



Mahasiddha Jalandhara  
Tibet; 16th century  
Copper alloy  
Rubin Museum of Art  
C2003.13.4 (HAR 65218)



Green Tara Protectress from Eight Fears  
Tibet; 19th century  
Pigments on cloth  
Rubin Museum of Art  
Gift of Shelley and Donald Rubin  
C2012.4.7 (HAR 53406)

# PROGRAMS

The Rubin closed temporarily on March 13, 2020, due to COVID-19, and reopened on September 12, 2020. As a result, in-person programs were paused, and many programs returned in new virtual formats in the fall.





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# ADULT AND FAMILY PROGRAMMING

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## BRAINWAVE

January–March

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 2020 the program centered on the theme of impermanence and neuroplasticity, with conversations between neuroscientists and notable personalities, as well as films and immersive visitor experiences. The program was paused on March 13 due to COVID-19.

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## THE DAILY OFFERING

April 2–May 25 on Instagram TV

This six-week video series, launched during the Museum’s closure, provided art, ideas, and practices inspired by the Rubin Museum’s collection to help achieve greater balance at a moment of considerable upheaval. Thursday through Monday, practitioners, artists, teachers, and experts alike shared ten minutes of insights and tools to help open a window into our inner world so we can better navigate the outer one. The series featured Rubin staff members alongside meditation teacher Sharon Salzberg, Tibetan doctor Tawni Tidwell, meditation teacher Kate Johnson, thinker and philosopher Venerable Tenzin Priyadarshi, musicians from the Brooklyn Raga Massive collective, artists Youdhi Maharja, Manose, Tsherin Sherpa, Palden Weinreb, and members of the Yakpo Collective.

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## MINDFULNESS MEDITATION

This forty-five-minute weekly program and podcast led by expert teachers offers meditation sessions inspired by a work of art from the Rubin Museum’s collection. The program was temporarily paused in March and then returned online in August. The podcast continued for free during the Museum’s closure with rebroadcasts of earlier sessions.

### TEACHERS

Tracy Cochran  
Lama Aria Drolma  
Rebecca Li  
Sharon Salzberg

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## LOSAR FAMILY DAY

February 16

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

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## FAMILY SUNDAYS

Families with children ages three and older were invited to participate in family-friendly activities every Sunday. Visitors enjoyed art making in the Education Center and family tours and themed searches in the galleries. The program was paused in March and returned in September in a new monthly online format.

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# COMMUNITY

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## VIRTUAL BLOCK PARTY

September 20–26

The Rubin's largest annual event was translated to the digital realm, with twenty community partners and cross-departmental collaborations delivering content that included performances, art-making workshops, dance classes, meditations, and more. Partners included Uttam Grandhi, Siddhartha School, BioBus, Tsherin Sherpa, Yakpo Collective, Tenzin Phuntsog, IMAGINE, Day Schildkret, Reimagine, Alua Arthur, David Figueroa, NY YOGA + LIFE, the Venerable Tenzin Priyadarshi, Kate Johnson, Brooklyn Raga Massive, Swaminathan Selvaganesh, Roopa Mahadevan, Neel Murgai, Amir ElSaffar, Raga Maqam project, Asian American Writers' Workshop, Samir's Sadeque, Bangladesh Academy of Fine Arts, Ajna Dance Company, Sonam Lhamo, and YindaYin Coaching.

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## HIMALAYAN HERITAGE PROGRAMS

Open to all, Himalayan Heritage programs invite attendees to discover aspects of Himalayan cultures through discussions, gallery tours, films, and meetings with guest speakers. Presenting partners in 2020 included Heather Beth Henson, The Latse Project, and InnerAsia Rugs. Program topics included Precious Guru, Stories of the Tea-Horse Caravan Road, and Diwali: Festival of Lights. The program was paused in March and returned in September in a new online format.



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# ACCESS

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## SENIOR THURSDAYS

On the first Thursday of the month, seniors (65 and older) receive free admission to the galleries. Senior programs were suspended during the Museum's closure.

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## MINDFUL CONNECTIONS

Mindful Connections is a free program for people with dementia and their caregivers, which moved to a virtual format in the fall of 2020. Every month trained guides facilitate an experience designed to promote engagement with works of art and other participants. Special guests this year included artist Magda Kaczmarek and art therapist Ikuko Acosta.

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## EMPOWERING CAREGIVERS

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. Participants explore concepts of interdependence and fluidity through stories and teachings of historical Buddhist figures, as well as meditation practices by leading teachers.



After reopening in September, the Rubin started offering free admission to healthcare workers and hosted virtual programs aimed at rejuvenation and support.

# STAYING CONNECTED WITH OUR VIBRANT COMMUNITY

Your support makes it possible.



# 2,500+

attendees from eight countries to the Museum's first online fundraiser, Inside the Mandala: A Virtual Gala



**TEXT TO GIVE NOW:  
MANDALA TO 44-321**

**And your forward-thinking  
support will provide**

# 223

sponsors and donors contributed over \$197,000 at the virtual gala

# 1,700

lotus submissions to *The Lotus Effect*



Photograph by Filip Wolak

# 180,000+

Mindfulness Meditation podcast listens during the temporary Museum closure



Photograph by Filip Wolak

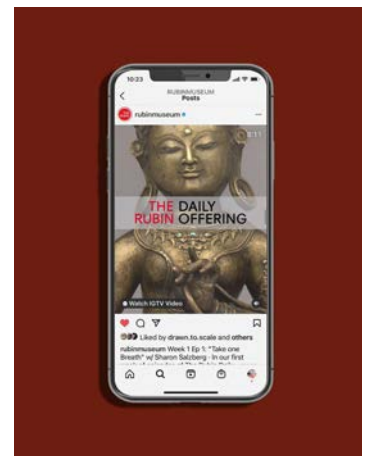
# 3,600

attendees to the Virtual Block Party



# 25,398

social media engagements during The Daily Offering series



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# INSIDE THE MANDALA: A VIRTUAL GALA

We hosted our first virtual fundraiser, Inside the Mandala: A Virtual Gala, which was wide-reaching and free. The initial broadcast took place on October 21 and was available through October 25. We received over 2,500 views from eight countries and inspired 223 gifts from sponsors and donors.

We told the story of a Rubin yet to come, as viewers witnessed how the third floor of the Museum — with a mandala-inspired design — will become a center for emotional and social learning, art, and exploration for children and adults alike.

Conceived and produced by the Rubin Museum, our virtual gala featured staff and fifteen performers, practitioners, and scientists who offered performances, rituals, and insights on the mandala journey and wisdom of the Himalayan region.

Inside the Mandala: A Virtual Gala kicked-off our fundraising for our new third floor. The Mandala Lab is scheduled to open in September 2021.



A screenshot of the choreographed dance by Preeti Vasudevan and Rubin staff from the virtual gala

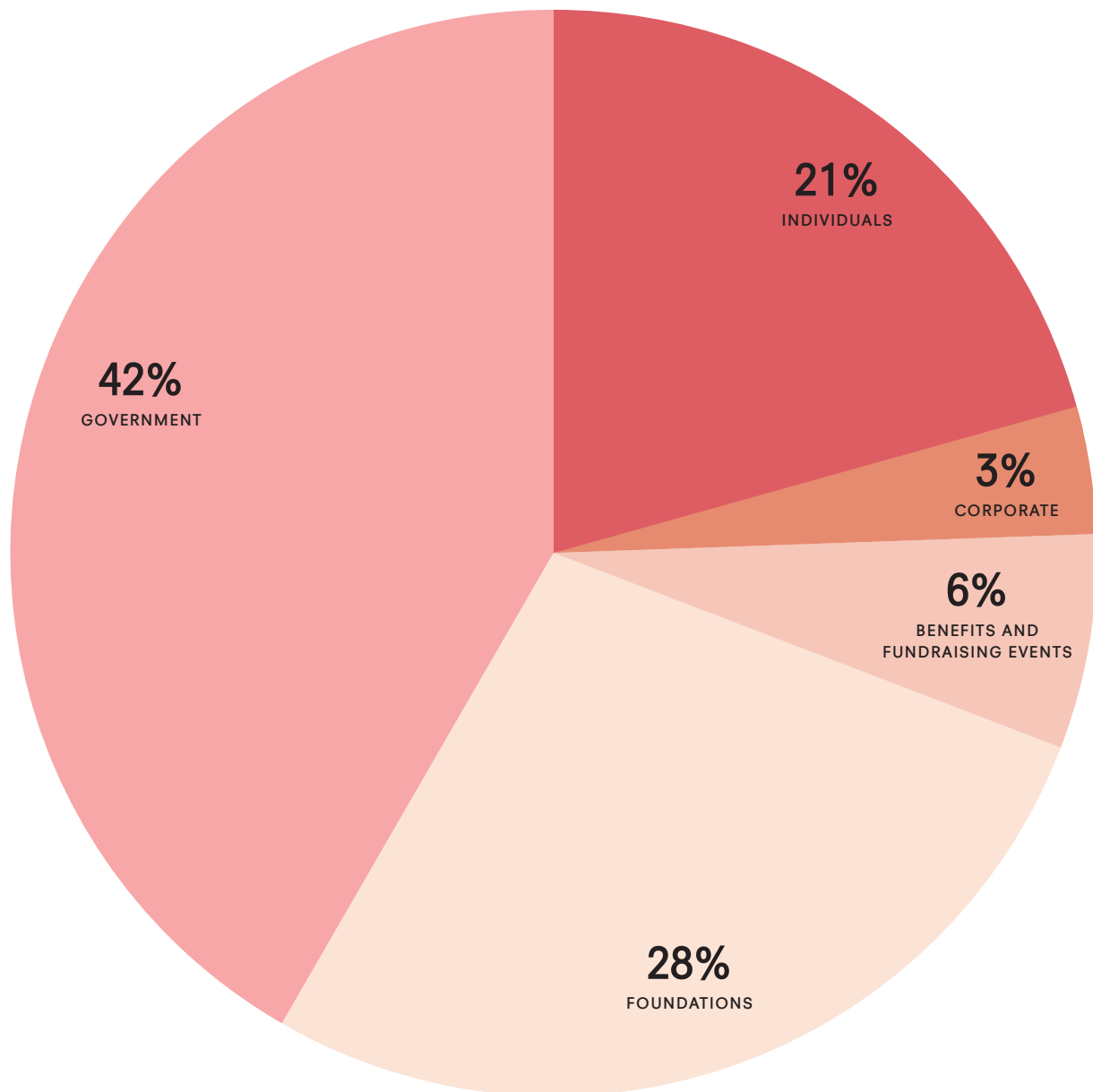
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## PERFORMERS, PRACTITIONERS, AND SCIENTISTS

Deepak Chopra, MD  
Dr. Daniel Goleman  
Mingyur Rinpoche  
Ponlop Rinpoche  
Erin Reid  
Professor Stuart Firestein  
Laurie Anderson  
Ana Lucia Valencia  
Preeti Vasudevan  
Shivamani  
Dr. Tracy Dennis-Tiwary  
Vivek Tiwary, Kavi Tiwary, and Nandini Tiwary

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# THANK YOU TO OUR 2020 DONORS



# MEMBERS MATTER

A photograph of a woman with curly hair, wearing a black top and a necklace, dancing at a social event. She is smiling and looking to the side. Her right arm is raised, and she is holding hands with other people. The background is a warm, orange-toned indoor space with other people dancing.

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!





Photograph by Filip Wolak

**“Thank you putting so much of your collection and programs online! This has been a difficult time and knowing that I can have access to the Rubin in my home has been a blessing.”**

**— MEMBER, FEBRUARY 2021**



Photograph by Asya Gorovits

**“I’m happy to see the Museum is keeping up with a quickly changing world. I look forward to the Rubin’s future innovations.”**

**— MEMBER, JANUARY 2021**



Photograph by Jason Wyche

**“Finally, my personal oasis has returned!”**

**— MEMBER, OCTOBER 2020**



Photograph by Asya Gorovits



Photograph by Filip Wolak

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# INDIVIDUAL AND INSTITUTIONAL SUPPORT

A huge Rubin thank you to all of the generous supporters who made gifts of cash and pledges in 2020! 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+

Fred Eychaner  
Christopher J. Fussner  
The New York Community Trust  
The Robert H.N. Ho Family Foundation  
Shelley and Donald Rubin

## \$50,000 – \$99,000

Bob and Lois Baylis  
Noah P. Dorsky  
Agnes Gund  
National Endowment for the Humanities  
New York Life  
Matt and Ann Nimetz  
NYC Department of Cultural Affairs  
Rasika and Girish Reddy  
Science Sandbox, an initiative  
of the Simons Foundation

## \$25,000 – \$49,000

Bank of America  
Dalio Philanthropies  
Ellen Bayard Weedon Foundation  
The Lisina M. Hoch Estate  
New York State Council on the Arts  
Gerry Ohrstrom  
The Pierre and Tana Matisse Foundation  
The Prospect Hill Foundation  
Basha Frost Rubin and Scott Grinsell  
Eric and Alexandra Schoenberg  
Eileen Caulfield Schwab

## \$10,000 – \$24,999

Akhoury Foundation  
The Andrew W. Mellon Foundation  
Anne and Albert Chao and The Memorial  
Fund of Sampson C. and Faye Shen  
Anonymous  
Con Edison  
Anne E. Delaney  
Dan Gimbel of NEPC, LLC  
Hongwei Li  
Monimos Foundation  
Robert Lehman Foundation  
Saatchi & Saatchi Wellness  
Linda Schejola  
Taipei Cultural Center in New York  
Tiger Baron Foundation  
Zhiguan Museum of Art

## \$5,000 – \$9,999

Anonymous  
Bank of New York Mellon  
Bloomberg Philanthropies  
Lisa Cavallari  
The Dana Foundation  
Daphne Hoch Cunningham and John  
Cunningham  
Douglas Durst  
The Edward and Elizabeth Gardner  
Foundation  
The Frederick P. Lenz Foundation for  
American Buddhism  
Janet Gardner

Patricia M. Gruber  
Eva and Yoel Haller  
Cheryl Henson  
Heather Beth Henson  
William P. Jones  
Preethi Krishna and Ram Sundaram  
Jack Lampl  
Max Meehan  
Gita Mehta  
MetLife  
Deepak and Neera Raj  
Mark A. Norell and Vivian Pan  
Barbara and Harvey Sigelbaum  
Sundaram Tagore  
Woo Wee Tang  
Tong-Tong Zhu



Photograph by Asya Gorovits

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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, auction items, and wise counsel. We are grateful to you!

Alice Kandell  
Annet Gelink Gallery,  
Amsterdam, and Mujin-to  
Production, Tokyo  
Collection of Michael Monhart  
Collection of the  
Newark Museum  
Eugene "Luke" Pollock  
Collection  
Gagosian  
Haines Gallery, San Francisco  
Jacques Marchais Museum of  
Tibetan Art  
Jaroslav Poncar  
Lee Mingwei  
Meiro Koizumi  
Nyingjei Lam Collection  
Peppe (Chris, Luke and Daniel)  
Family Collection  
Pritzker Collection  
Rossi & Rossi  
Sean Kelly Gallery  
Shahidul Alam/Drik/  
Majority World  
Shiva Ahmadi  
Solomon R. Guggenheim  
Museum, New York  
Sylvie Sauvenière  
Taryn Simon  
Tehching Hsieh  
The Museum of Modern  
Art, New York  
Tsherin Sherpa  
Ven. Aye Tulku & Jane  
Werner-Aye  
Whitney Museum of American  
Art, New York  
Zhiguan Museum of Fine Art



Photograph by Filip Wolak

# MOST GENEROUS LIFETIME SUPPORTERS

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



Photograph by Filip Wolak

AB – Bernstein Private Wealth Management  
Akhoury Foundation  
Anonymous  
Bank of America  
Bob and Lois Baylis  
Stanley and Marion Bergman  
The Booth Ferris Foundation  
Samuel Botero and Emery von Sztankoczy  
Barbara Bowman  
Dalio Philanthropies  
Noah P. Dorsky  
E. Rhodes and Leona B. Carpenter Foundation  
Ellen Bayard Weedon Foundation  
Fred Eychaner  
Christopher J. Fussner  
General Atlantic LLC  
Agnes Gund  
Eva and Yoel Haller  
Hamlin Capital Management LLC  
Henry Luce Foundation  
Peter Hutchings and Martha Wolfgang  
Robert and Carola Jain  
Vinish Jain  
JPMorgan Chase  
Jaishri and Vikas Kapoor  
Navin Kumar  
The Lisina M. Hoch Estate  
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  
Matt and Ann Nimetz  
NGN Capital  
Beatrice and David Pritzker  
Rasika and Girish Reddy  
The Robert H.N. Ho Family Foundation  
Rockefeller Philanthropy Advisors  
Basha Frost Rubin and Scott Grinsell  
Shelley and Donald Rubin  
Linda Schejola  
Eric and Alexandra Schoenberg  
Eileen Caulfield Schwab  
Science Sandbox, an initiative of the Simons Foundation  
The Shelley and 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

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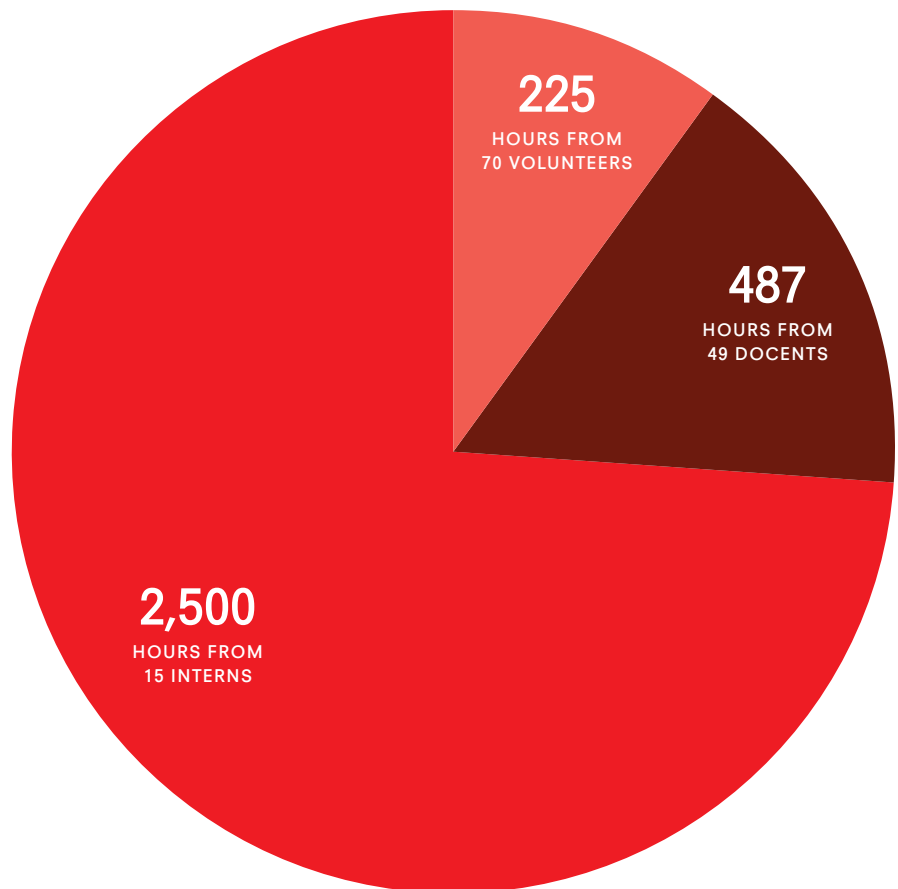
# VOLUNTEERS AND DOCENT SUPPORT

Volunteers contribute to many areas of the Museum, providing docent tours, assisting with education programs and big events, and helping with other important services. Thank you to the volunteers who gave their time and expertise in 2020!

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

- School and Family Programs
- Marketing and Communications
- Curatorial
- Tibetan Language Support
- The Shop
- Programming
- Himalayan Heritage
- Programs Development
- Collections Management
- Evaluation
- Community Outreach
- And More



\*Volunteers were only able to provide services from January to March.

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## STAFF CONFERENCES

Capacity Interactive Panel, “Clients in Conversation: Ethics in Digital Advertising,” July 2, 2020 —  
Elke Dehner

National Museum Publishing Seminar (NMPS), “Why the Rubin Launched a Magazine to Explore Connection, Consciousness, and the Cosmos,” July 9, 2020 —  
Sarah Zabrodski

National Museum Publishing Seminar (NMPS) “What Do Visitors Want?” and “State of the Field: What Does Museum Publishing Look Like Today?,” July 10, 2020 —  
Jamie Lawyer

SOAS, London, “Introduction and History of the Rubin Museum of Art” and “Himalayan Sculpture,” November 3, 2020 — Michelle Bennett-Simorella and Elena Pakhoutova

University of Pennsylvania, Center for East Asian Studies, “Lama, Emperor, Icon: Art, Tantra, and the Right to Rule,” November 16, 2020 —  
Karl Debreczeny

Dunhuang Foundation Lecture Series, “Icons in Silk, Images of Power: Art, Politics, and Tibetan Buddhism on the Silk Road and Beyond,” December 10, 2020 —  
Karl Debreczeny

Photograph by Asya Gorovits

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# STATEMENT OF FINANCIAL POSITION

at December 31, 2020

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## ASSETS

### Current Assets

Cash and cash equivalents	\$557,187
Unconditional promises to give	114,138
Restricted for future periods and programs	1,203,700
Accounts receivable	64,478
Museum publication and shop inventory	623,070
Prepaid expenses and other current assets	184,550
Investments in marketable securities	167,292,754
<b>Total Current Assets</b>	<b>\$170,039,877</b>

**Property and Equipment** **\$33,363,669**

**Total Assets** **\$203,403,546**

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## LIABILITIES AND NET ASSETS

### Current Assets

Accounts payable and accrued expenses	\$738,114
Tenant security deposits	65,422
Deferred membership and other income	7,175
<b>Total Current Liabilities</b>	<b>\$810,711</b>

### Net Assets

Unrestricted	
Board-designated funds	\$130,883,864
Other unrestricted	34,758,460
Temporarily restricted	11,950,509
Permanent restricted	25,000,002
<b>Total Net Assets</b>	<b>\$202,592,835</b>

**Total Liabilities and Net Assets** **\$203,403,546**



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# STATEMENT OF ACTIVITIES

for the year ending December 31, 2020

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## REVENUE AND OTHER SUPPORT

### Public Support

Contributions and donations	\$446,332
Grants and sponsorships	1,064,216
Special event revenue	197,252
Loan forgiveness – PPP	1,238,350
Membership dues	268,085
<b>Total Public Support</b>	<b>\$3,214,235</b>

### Revenue from Programs and Activities

Museum admission fees	\$105,534
Program fees	29,898
Facility rental income (loss)	(35,207)
Merchandise and catalog sales	146,584
Other revenue	71,121
<b>Total Revenue from Programs and Activities</b>	<b>\$317,930</b>

Rental Income	\$1,063,107
Net Investment Income (Loss)	\$24,619,857

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**Total Revenue, Gains, and Other Support** **\$29,215,129**

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## EXPENSES

### Program Services

Collections and exhibitions	\$3,284,624
Publications	281,871
Programs & engagement	1,922,853
Shop	509,509
Public relations and marketing	1,016,824
<b>Total Program Services</b>	<b>\$7,015,681</b>

### Supporting Services

Management and general	\$3,749,811
Development	914,331
<b>Total Supporting Services</b>	<b>\$4,664,142</b>

Real Estate Operations	\$811,629
Collections Items Purchased Not Capitalized	\$74,516

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**TOTAL EXPENSES** **\$12,565,968**

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**Change in Net Assets** **\$16,649,161**

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# WAYS TO SUPPORT

The art and practices from the Himalayas have so much to offer us during difficult times. As we feel a renewed sense of hope in our communities, we look to the future. With the dedicated support of our members, donors, and other generous partners, the Rubin is able to create a space 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.

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## BECOME A MEMBER

Rubin members receive benefits that include invitations to exclusive previews and tours, free admission to Mindfulness Meditation, 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.

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## 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.

Learn more at [RubinMuseum.org/membership](https://RubinMuseum.org/membership). After selecting a membership category, you will have the option to make it a gift. We will send your recipient a new member welcome packet and a letter stating the membership is a gift from you.

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## 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, onstage 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  
Head of Membership and Development Operations  
212.620.5000 x315  
adavenport@rubinmuseum.org

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## 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

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## BECOME A DOCENT

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

### CONTACT

visitorexperience@rubinmuseum.org

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# 2020 STAFF DIRECTORY

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## 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*  
Jamie Lawyer, *Director of Visitor Experience & Interpretation/Chief Experience Officer*  
Dona Lee Kelly, *Director of Development*  
Tim McHenry, *Deputy Executive Director/ Chief Programmatic Officer*  
Jeff Wills, *Director's Office & Board Liaison*

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## COLLECTIONS MANAGEMENT

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

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## CURATORIAL

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

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## 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*

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## EXHIBITION DESIGN AND IMPLEMENTATION

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

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## 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*

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## FINANCE AND ADMINISTRATION

Jerome Chao-Chiu, *Assistant Manager, Finance*  
Cara Jiang, *Senior Manager, Finance*  
Kyle Jiang, *Senior Accountant*  
Hazel King, *Head of Human Resources*  
Audrey Shea, *Manager of Volunteers & Interns*

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## INFORMATION TECHNOLOGY

Devon Charles, *IT Manager*

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## 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*

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## PROGRAMS AND PARTNERSHIPS

Tashi Chodron, *Assistant Manager, Himalayan Cultural Programs & Partnerships, PT*

Dawn Eshelman, *Head of Programs*

Becky Houran, *Assistant Manager, School & Family Programs*

Jamie Song, *Coordinator of School & Family Programs*

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## PUBLICATIONS AND EDITORIAL

Sarah Zabrodski, *Editor & Publications Manager*

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## SHOP

Lucy Coodley, *Sales Associate*

Maria Mawo, *Operations Coordinator*

Erika Mieles, *Senior Sales Associate*

Prisane Suwanwatana, *Senior Manager*

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## SPECIAL EVENTS AND GROUP VISITS

Olivia Cohen, *Head of Special Events*

Lynnette Sauer, *Assistant Manager, Special Events*

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## VISITOR EXPERIENCE AND INTERPRETATION

Devin Bhola, *Visitor Experience Associate, PT*

David De Zonie, *Visitor Experience Associate, PT*

Kayla Glazer, *Coordinator, Visitor Experience & Interpretation*

Benjamin Orlinsky, *Coordinator, Visitor Experience & Interpretation*

Dawnette Samuels, *Manager of Visitor Experience & Interpretation*

Margaret Woolums, *Assistant Manager for Box Office & Group Visits*

