It is my honor to welcome you, as the new Chairman of the Board of Trustees of The New York Public Library, to this review of the Library’s past year, a particularly memorable one in recent Library history due to the celebrations surrounding the 100th anniversary of the Library’s Stephen A. Schwarzman Building at Fifth Avenue and 42nd Street. The Centennial of our monumental Beaux-Arts landmark stands out as a pivotal moment in a year of notable accomplishments, as the Library paid homage to its past while looking forward to the next hundred years of service to the incredibly diverse communities that depend on us.

This has been a year of many achievements, but also of significant change. In June, the Library bid adieu to Dr. Paul LeClerc, welcoming its new President, Dr. Anthony Marx, who joined us last summer after serving as the head of Amherst College for eight years. Paul’s retirement marked the end of 17 years of distinguished leadership, during which he helped steer NYPL into the digital age while bringing important collections to the library, including the papers and archives of Arthur Schlesinger Jr., Lillian Gish, John Cage, Malcolm X, Jack Kerouac, Jerome Robbins, The New York Times Company, and the Yaddo artists colony.

The Library also gratefully acknowledges the extraordinary work of my predecessor, Catherine Marron, dedicated member of the Library’s Board since 1993 and Chairman from 2004 to 2011. During her tenure, Catie led the Library to record levels of use and accessibility, expanding hours of library service and greatly enhancing NYPL’s presence in communities throughout the Bronx, Manhattan, and Staten Island. Under her watch, five new libraries were built, including the Bronx Library Center, which opened in 2006 and is the largest library in the borough. In addition, Catie strengthened the Library’s finances. She led an $18 million post-9/11 emergency campaign, helped steer the course for the Library’s plans to transform the Stephen A. Schwarzman Building, and oversaw the “Creating the Library for the Future” $1.2 billion capital campaign. Most remarkably, during Catie’s tenure as Chairman, the Library’s endowment increased by almost 70 percent.

The unstinting efforts of Paul LeClerc and Catie Marron, and many others like them, have helped to bring the Library to a tremendously exciting moment in its history, a time of transition that nevertheless builds on the brilliant accomplishments of its past. One of the most enduring emblems of our immensely successful Centennial Year is the Schwarzman Building’s magnificent facade, returned to its original beauty and grandeur following a historic three-year restoration. Carrère & Hastings’s masterpiece sparkles as brilliantly as it did when the “People’s Palace” first opened its doors to an astonished public, on May 23, 1911. As demonstrated by the record-breaking Centennial exhibition, the Library’s collections have inspired people of all ages for more than 100 years; and our curators and librarians—deeply committed to the philosophy that all knowledge is worth preserving for future generations—never stop collecting. This year alone, notable acquisitions by the research libraries include the papers of Maya Angelou and Timothy Leary, as well as the Mikhail Baryshnikov Archive, this last a treasure trove of papers, photographs, and videotapes documenting the great dancer’s ballet career, solo and commercial projects, and White Oak Dance Project.
In his letter, Tony Marx will discuss other notable highlights of the past year and outline the Library’s goals and challenges as we look to our next century of serving New York City and beyond. For my part, two recent achievements in particular underline the vital role that The New York Public Library plays in neighborhoods across the city.

On June 28, 2011, NYPL opened a brand-new Kingsbridge Library. At a time when other library systems have been forced to cut services or shutter branches, we continue investing in New York City’s neighborhoods. The new glass-paneled, 12,635-square-foot Kingsbridge branch is nearly twice as large as its former location, and features many more computers, two vibrant community rooms, an outdoor garden, and separate children’s and teen areas. The $17.5 million state-of-the-art building also boasts NYPL’s first green roof, which catches and reuses a percentage of rainwater that would normally be lost to the city’s sewer system. Since its opening last June, the new Kingsbridge has welcomed nearly three times more patrons, particularly young families and other first-time library users, who are drawn in by the branch’s innovative services and the wealth of programs for all ages.

On a more challenging front, last year brought the largest proposed budget cuts in NYPL’s history. Fortunately, those cuts were almost completely restored thanks to unprecedented support from NYPL’s patrons and local elected officials. The proposed $40 million cut would have decimated hours, resources, and staff across NYPL’s 91 locations, prompting New Yorkers to raise their voices to help the Library maintain its crucial services. As part of NYPL’s “Keep Libraries Open” campaign, more than 166,000 loyal Library users wrote letters to their elected officials and donated $70,000 online. Thanks to this collaborative effort—and the support of Mayor Michael R. Bloomberg, City Council Speaker Christine C. Quinn, and members of the City Council—the final cuts resulted in only a few changes to Library hours and staffing levels. We thank everyone for their generosity, which has allowed NYPL to keep all of its branches open at least six days a week, enabling us to better serve our millions of patrons.

As the Library looks ahead to its next 100 years, all of our many supporters—from elected officials to private donors, foundations, and corporations—deserve the Library’s grateful thanks for their financial support and unwavering loyalty. Especially in these challenging times, our valued donors play key roles in every aspect of the life of the Library. Their munificence enables us, for example, to sustain the absolute quality of our world-class research collections, which draw scholars, writers, researchers, and artists from around the world. Still, as a member of the Library’s Board since 2001, I know first hand that perhaps no group loves The New York Public Library more than its Board of Trustees. It is therefore my special pleasure to welcome the Library’s newest Trustee, Richard L. Plepler, the co-president of Home Box Office, Inc., at the same time that I personally pay tribute to each member of the Library’s Board. I am honored to serve the Library’s mission alongside a group of such extraordinary caretakers and dedicated, tireless advocates.
Traditionally, annual reports are retrospective. But this year, my first since assuming the presidency of The New York Public Library, on July 1, 2011, I would like to begin my review of the past year with a look at some exciting first steps we have just taken to realize an inspiring future for the Library.

Libraries do and should change lives, serving not only as much-needed providers of books and services but also as dynamic, vibrant community hubs where creativity and ideas are born and then nurtured. To that end, the Library’s Board of Trustees recently approved a sweeping set of systemwide initiatives that would revitalize our branches through greatly enhanced programming efforts and major capital improvements. This includes the proposed transformation of the Stephen A. Schwarzman Building at Fifth Avenue and 42nd Street into the nation’s largest combined circulating and research library. Improvements are planned throughout the building, but one especially exciting change involves the creation of a new scholars and writers center to accommodate at least 400 writers (more than double the current number), with our Cullman Center remaining the crown jewel. Our vision for the 42nd Street library would symbolize the rebirth of libraries throughout the system as engines of democracy, portals to growth and fulfillment for all of our citizens, from students and scholars to job seekers and new immigrants.

NYPL will continue to do what it has always done, and done superbly—only bigger and better. As this year’s Annual Report demonstrates, The New York Public Library is a local community with global implications, a community whose expert and dedicated staff serve our ever-evolving communities—not only in New York City, but around the world.

As a native New Yorker, born and bred in Inwood and recently returned to the city, I know that it all begins in the neighborhoods. And at the heart of the neighborhood stands the library, that quiet—and sometimes not so quiet—place where New Yorkers of all ages and backgrounds come together to discover knowledge, find inspiration, and forge communities. The range of programs and services offered across our 53 locations is astonishing, demonstrating the essential role that NYPL plays in the intellectual and civic life in neighborhoods throughout the Bronx, Manhattan, and Staten Island.

From ESOL classes to scholarly lectures, from hands-on computer tutorials to the 2011 Anti-Prom that lit up the Stephen A. Schwarzman Building and filled it with young people from across the city, our libraries are constantly buzzing “homes away from home” for our full range of patrons, including children and their families, seniors, entrepreneurs, writers and researchers, and dreamers of all stripes. No doubt the economic downturn has played a part, but our libraries have never been livelier—or more needed. This year, more than 43,000 classes and programs were held at NYPL, and we welcomed more than 15 million visits to our neighborhood libraries alone. In addition, the four research centers saw nearly 2.5 million visits through the door.

NYPL will continue to do what it has always done, and done superbly—only bigger and better.
But acknowledging the Library’s legions of supporters, even in advance, is always a pleasure; and for me, this year, there is no greater pleasure than in paying tribute to the many achievements of my illustrious predecessor, Dr. Paul LeClerc, who stepped down as President of The New York Public Library, on June 30, 2011, after 17 years of distinguished stewardship of this, the best of all possible libraries. Because of his years of dedicated service, this “unassuming yet brilliant administrator and Voltaire scholar” (in David Remnick’s apt words) has left me—lucky me—in the best of all possible jobs. And as you will see from this Annual Report, we are already well on our way to reimagining—and then creating—the libraries for the future, thanks in no small part to the marvelous and far-sighted accomplishments of our past.

Anthony W. Marx

May 2012
The Year in Review

JULY
One of The New York Public Library’s greatest treasures, a full-text version of the DECLARATION OF INDEPENDENCE, handwritten by Thomas Jefferson, is displayed in the Stephen A. Schwarzman Building in recognition of Independence Day.

AUGUST
MANUSCRIPT OF NATURE, an environmental sculpture installation by Cui Fei, is on view in Mid-Manhattan Library as part of the Art Wall on Third series.

SEPTEMBER
On September 2, top readers from the 2010 SUMMER READING program meet with Yankees’ center fielder Curtis Granderson and are honored on the field at Yankee Stadium in recognition of their reading achievements. More than 25,000 children, teens, and adults registered for the 2010 Summer Reading program; collectively, they read 405,378 books. (The Yankees go on to defeat the Oakland A’s that night, 5–0.)

The 2010–2011 SCHOMBURG CENTER SCHOLARS arrive. Five scholars, whose research on the black experience benefits from extended access to the Schomburg Center’s resources, spend six months to a year engaged in research at the Schomburg Center.

The Science, Industry and Business Library (SIBL) announces the five winners of the NEW YORK STARTUP! 2010 BUSINESS PLAN COMPETITION. The award includes a cash prize and helps entrants gain practical information about starting and growing a business while learning about the comprehensive small-business resources at SIBL.

The Manuscripts and Archives Division announces that the GAY MEN’S HEALTH CRISIS (GMHC) records are available to the public. The collection comprises 750 linear feet of materials, including correspondence, memoranda, minutes, reports, and brochures that document all aspects of the organization’s activities in educating the public about HIV/AIDS, providing care for individuals with AIDS, and advocating at all levels of government for fair AIDS policies.

RECOLLECTION: THIRTY YEARS OF PHOTOGRAPHY AT THE NEW YORK PUBLIC LIBRARY opens at the Stephen A. Schwarzman Building. The exhibition celebrates 30 years of photography at the Library with a selection of portraits that have been acquired by the Photography Collection since 1976. The exhibition features the work of more than 50 prominent photographers, including Diane Arbus, Richard Avedon, Henri Cartier-Bresson, André Kertész, Duane Michals, August Sander, Cindy Sherman, and William Wegman.

OCTOBER
The Library names ANTHONY W. MARX as its new president. In his previous position as president of Amherst College, Dr. Marx was heralded for passionately promoting socioeconomic diversity in higher education. He is a distinguished political scientist who also has spearheaded several educational initiatives, including the establishment of model public high schools and a South African secondary school that prepared more than 1,200 black students for university. Dr. Marx, a native New Yorker, was raised in upper Manhattan where he used the Inwood Library. He will succeed Paul LeClerc, who is retiring after serving as the Library’s president for 17 years.

The Library opens the THREE FAITHS: JUDAISM, CHRISTIANITY, ISLAM exhibition, which features 200 treasured manuscripts and other items from the Library’s collections, including the magnificent Hebrew Bible written by Joseph of Xanten in 1294, the Harkness Gospels, written in Landévennec, Brittany, around the year 500; and the Qur’an completed by Hosayn ibn Hasan in Turkey or Persia in 1333. Also on view is the THREE FAITHS Scriptorium, an interactive gallery that illuminates the scribing traditions of these faiths and showcases the resources from which parchments, pigments, and inks are derived, as well as the tools used to create religious manuscripts.

The Library also launches the THREE FAITHS ONLINE EXHIBITION, a multimedia website that features select exhibition items, videos, and more. Viewers are invited to submit pictures to FAITH ON THE STREET, a photo gallery that highlights contemporary expressions of religious observance captured in New York City.

ON STAGE IN FASHION: DESIGN FOR THEATER, OPERA, AND DANCE opens at The New York Public Library for the Performing Arts. The exhibition celebrates the collaborations of performers with such fashion designers as Henri Bendel, Coco Chanel, and Christian Lacroix, who together brought contemporary clothing style to theater and dance.

The New York Public Library for the Performing Arts celebrates the centennial of legendary choreographer Alwin Nikolais in the multimedia exhibition ALWIN NIKOLAIS’S TOTAL THEATER OF MOTION.

The acquisition of MAYA ANGELOU’S PAPERS is announced in a ceremony at the Schomburg Center for Research in Black Culture. The archive includes the celebrated writer’s notes for such works as her landmark autobiography, I Know Why the Caged Bird Sings, and On the Pulse of Morning, the poem she wrote and delivered at the 1993 inauguration of President William Clinton.

LIVE FROM THE NYPL presents legendary Rolling Stones guitarist Keith Richards, who discusses his new memoir, Life, in a sold-out conversation with Rolling Stone magazine contributing editor Anthony deCurtis.
The New York Public Library announces that Khalil Gibran Muhammad, a scholar of African-American history at Indiana University, has been selected as the next director of the Schomburg Center for Research in Black Culture. Dr. Muhammad will replace Howard Dodson, who is retiring after more than 25 years at the helm of the research center.

The 2010 Library Lions Gala recognizes writer Malcolm Gladwell, actor Ethan Hawke, Library President Paul LeClerc, performer and writer Steve Martin, and writer Zadie Smith. Coinciding with the publication of his book, Decoded, rap star Jay-Z joins Cornel West for a sold-out conversation with Paul Holdengräber at Live from the NYPL.

Zadie Smith and Paul Holdengräber discuss her book, Changing My Mind, at Live from the NYPL.

The Library's Correctional Service Program publishes the 2010 edition of Connections: A Guide for Formerly Incarcerated People to Information Sources in New York City. The guide is free for inmates in New York State prisons and local jails and to agencies that help to provide services to former inmates.

The Library transforms its landmark building into a literary wonderland for children and their families for its inaugural Curs Family Benefit fundraiser, which features live music and New York City–themed arts and crafts.

Nobel Laureate Harold Varmus, M.D., talks with artist and writer Lauren Redniss about science, art, process, discovery, and the Library's exhibition of Redniss’s work, Radioactive: Marie & Pierre Curie, A Tale of Love and Fallout. The program is presented by the Library’s Cullman Center for Scholars and Writers, where Redniss was a 2008–2009 Fellow.

The Schomburg Center for Research in Black Culture presents Harlem Views/Diasporan Visions: The New Harlem Renaissance Photographers, an exhibition of work by 25 artists who share intimate views of daily life, festivals, celebrations, arts, culture, and social activism in and around Harlem.

Vibrant traditional quilts made by the Siddis of Karnataka, descendants of Africans who immigrated or were taken in slavery to India, are displayed at the Schomburg Center for Research in Black Culture in the exhibition Soulful Stitching: Patchwork Quilts by Africans (Siddis) in India.

The Library unveils its new Find the Future Centennial Badge. The red and yellow badge, created by the Library and foursquare, is the first ever awarded to a public library. FourSquare users earn the badge by using their mobile devices to “check in” at various NYPL locations. Their fourSquare friends can then see where they are, turning the users into makeshift ambassadors and promoting the Library’s services to new audiences.

The Library for the Performing Arts opens the exhibition Ireland America: The Ties That Bind, which explores aspects of Irish American performance history in the 19th and 20th centuries. The exhibit is part of a year-long season of contemporary Irish arts in the United States, an initiative of Culture Ireland.

The work of James McMullan, creator of the striking and acclaimed promotional art for the production of Lincoln Center Theatre, are on view in the exhibition McMullan Posters: Gesture as Design at The New York Public Library for the Performing Arts. The Library and Lincoln Center Theatre are neighbor constituents—in a shared building—on the Lincoln Center campus.

The Brooke Russell Astor Award is presented to William J. Dean, the former executive director of Volunteers of Legal Service, which provides pro bono civil legal services to benefit vulnerable New York City populations.
THE DOROTHY AND LEWIS B. CULLMAN CENTER FOR SCHOLARS AND WRITERS announces its 2011–2012 class of Fellows, 15 scholars who will be in residence at the Library for nine months to conduct research on a wide range of scholarly and literary projects.

In conjunction with the Centennial of the Stephen A. Schwarzman Building, the Library opens RECENT ACQUISITIONS: PRINTS AND PHOTOGRAPHS, an exhibition of works by contemporary artists acquired within the past decade.

The 2011 EZRA JACK KEATS AWARDS FOR EXCELLENCE IN CHILDREN’S LITERATURE are presented to author Laurel Croza and illustrator Tao Nyeu.

The New York Public Library celebrates the CENTENNIAL of its landmark Stephen A. Schwarzman Building at Fifth Avenue and 42nd Street on May 23. A weekend festival kicks off a series of special events for Library lovers of all ages. Highlights include a Centennial book launch, a custom-designed game by Jane McGonigal, bedtime stories with The New Yorker, LEGO sculptures, storytelling with The Moth, the premiere of an original piece by Elevator Repair Service, a free iPad app, and a Centennial beer, along with family concerts, magic shows, readings, workshops, building and stack tours, free ice cream, and much more. The Library’s Centennial exhibition, Celebrating 100 Years, is also on display; it features more than 200 rare items from the Library’s collections.

The 2011 YOUNG LIONS FICTION AWARD is presented to Adam Levin for his novel The Instructions.

The National Endowment for the Humanities awards a grant of $300,000 to the SHELLEY-GODWIN ARCHIVE, a digital resource comprising works of Mary Wollstonecraft, William Godwin, Percy Bysshe Shelley, and Mary Wollstonecraft Shelley. Elizabeth C. Denlinger, curator of the Library’s Pforzheimer Collection of Shelley and His Circle, will lead the project, drawing on materials from several United States and British libraries to make manuscripts and early editions of works by these writers easily accessible to the public.

Seward Park Library hosts the kickoff celebration for NYPL’s 2011 SUMMER READING program. Library officials, past Summer Reading winners, and special guests, including Schools Chancellor Dennis Walcott and State Senator Daniel Squadron, welcome the attendees and encourage them to participate in Summer Reading. A special Fu Shan Chinese lion dance and children’s and teen activities follow the opening remarks.

Shane Harris receives the 2011 HELEN BERNSTEIN BOOK AWARD FOR EXCELLENCE IN JOURNALISM for his book The Watchers: The Rise of America’s Surveillance State, about extensive government anti-terrorist programs that sift through American citizens’ personal information.

The Library’s Manuscripts and Archives Division acquires the TIMOTHY LEARY PAPERS, more than 300 boxes of material belonging to the influential psychologist and author, whose advocacy of the use of psychedelic substances to promote psychological well-being, increased creativity, and spiritual renewal made him a notable figure in the 1960s and 1970s.

The NEW KINGSBRIDGE LIBRARY, nearly twice as large as its former building across the street, opens in the Bronx. The 12,625-square-foot, two-story library holds more than 20,000 items and 40 computers. It also offers an outdoor garden, large windows that let in bright natural light, a multipurpose community room with a television and projector, a teen area, a children’s story-hour room, and a green roof (the first for NYPL), which catches and reuses rain water.

Liana Acevedo and the staff of Jerome Park Library receive the 2011 MAHER STERN AWARD FOR SERVICE EXCELLENCE. The award, created in 1993 by Alison Mahler Stern and her husband, Leonard Stern, honors a Library Manager and his or her staff who have provided excellent service during the past year.
On July 1, 2011, Anthony W. Marx became the new President of The New York Public Library; on September 14, 2011, Neil L. Rudenstein became the new Chairman of the Library’s Board of Trustees.
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The New York Public Library

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The New York Public Library

Photo: Jane Hoffer

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Angel Pagan
Report of the Treasurer

Despite another reduction in City funding and other financial constraints, the Library performed exceedingly well during the fiscal year that ended June 30, 2011. Circulation increased 15 percent and digital visits increased 23 percent over the prior fiscal year, reflecting both the Library’s efforts to make its content more relevant and accessible to users, and the increased needs of the public during difficult economic times. Declines in public funding of nearly $6 million—and the resulting belt-tightening—caused the Library to slightly reduce the hours it was open to the public. This one percent reduction in open hours is the primary reason total visits to the library also declined slightly (by less than half of one percent), even while circulation and digital use boomed.

The Library’s financial condition remained sound because it maintained a balanced operating budget and because its endowment recovered significantly. The endowment’s market value increased from $670 million at the end of fiscal 2010 to $814 million at the end of fiscal 2011, reflecting investment results that place the Library among the very best performing endowments in the country. The Library’s capital position was also bolstered by a series of events that bring The New York Public Library closer to realizing a new consolidated central library in the Stephen A. Schwarzman Building at Fifth Avenue and 42nd Street. Sales of two major buildings closed in July and August 2011 and generated total proceeds of more than $100 million. In addition, the Library signed a contract to sell part of another property for more than $60 million. Finally, the City has now committed more than $150 million toward the new central library, thus giving the Library the financial wherewithal to move forward in planning this exciting project.

In addition to planning for the new central library, NYPL is exploring a variety of major new initiatives with particular emphasis on buttressing its role of supporting the City school system and continuing to lead the way for libraries in the digital age. The Library staff is very excited by these initiatives—all of which are fitting for one of the leading civic institutions of New York City.

David G. Offensend
Treasurer
May 2012
### Balance Sheets

#### June 30, 2011 and 2010

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td>Cash and cash equivalents</td>
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<td>Government and other receivables</td>
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<td>Contributions receivable, net</td>
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<td>Other assets</td>
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<td>Funds held by bond trustees</td>
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<tr>
<td>Real estate investment used in operations</td>
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<tr>
<td>Fixed assets, net</td>
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<td>306,501</td>
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<tr>
<td>Collections</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$1,332,731</td>
<td>$1,215,116</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
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<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$54,110</td>
<td>$58,903</td>
</tr>
<tr>
<td>Deferred revenue—City of New York and other</td>
<td>104,818</td>
<td>93,178</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>88,490</td>
<td>92,295</td>
</tr>
<tr>
<td>Interest rate swaps</td>
<td>11,662</td>
<td>13,501</td>
</tr>
<tr>
<td>Accrued postretirement benefits</td>
<td>146,833</td>
<td>151,600</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>405,953</td>
<td>409,477</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>241,543</td>
<td>203,889</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>268,615</td>
<td>202,755</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>416,600</td>
<td>399,975</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>926,778</td>
<td>805,639</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$1,332,731</td>
<td>$1,215,116</td>
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</table>

### Financial Activities

#### For the years ended June 30, 2011 and 2010

<table>
<thead>
<tr>
<th></th>
<th>In thousands of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td>The Neighborhood Libraries</td>
</tr>
<tr>
<td>City of New York</td>
<td>$112,033</td>
</tr>
<tr>
<td>State of New York</td>
<td>9,360</td>
</tr>
<tr>
<td>Federal government</td>
<td>355</td>
</tr>
<tr>
<td>Contributed rent and utilities</td>
<td>7,590</td>
</tr>
<tr>
<td>Private contributions and grants</td>
<td>6,635</td>
</tr>
<tr>
<td>Investment return appropriated for spending</td>
<td>3,174</td>
</tr>
<tr>
<td>Fines, royalties, and other revenue</td>
<td>5,404</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING REVENUES</strong></td>
<td>144,551</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>In thousands of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>Library services</td>
</tr>
<tr>
<td>Library services</td>
<td>130,111</td>
</tr>
<tr>
<td>Management and general</td>
<td>13,887</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING EXPENSES</strong></td>
<td>145,043</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>In thousands of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating expenses and additions to research collections</strong></td>
<td>145,043</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>In thousands of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets from operating activities</td>
<td>(492)</td>
</tr>
</tbody>
</table>

#### For the years ended June 30, 2011 and 2010

<table>
<thead>
<tr>
<th></th>
<th>In thousands of dollars</th>
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</thead>
<tbody>
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</tr>
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<td>145,043</td>
</tr>
</tbody>
</table>

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<tr>
<th></th>
<th>In thousands of dollars</th>
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<tbody>
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<table>
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<tr>
<th></th>
<th>In thousands of dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets from operating activities</td>
<td>(492)</td>
</tr>
</tbody>
</table>
## Financial Activities (continued)

### NON-OPERATING ACTIVITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>The Neighborhood Libraries</th>
<th>The Research Libraries and Librarywide Programs</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment contributions and funds designated for long-term investment</td>
<td>162</td>
<td>14,328</td>
<td>14,390</td>
<td>38,741</td>
</tr>
<tr>
<td>Appropriations and contributions for capital</td>
<td>2,939</td>
<td>10,141</td>
<td>15,080</td>
<td>34,339</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(8,739)</td>
<td>(11,808)</td>
<td>(20,547)</td>
<td>(18,570)</td>
</tr>
<tr>
<td>Investment return, net of amounts appropriated</td>
<td>4,238</td>
<td>101,447</td>
<td>105,675</td>
<td>24,682</td>
</tr>
<tr>
<td>Postretirement benefit changes other than net periodic benefit cost</td>
<td>8,190</td>
<td>5,530</td>
<td>13,720</td>
<td>3,826</td>
</tr>
<tr>
<td>Change in value of interest rate swaps</td>
<td>—</td>
<td>1,639</td>
<td>1,839</td>
<td>(2,077)</td>
</tr>
<tr>
<td>Redesignation of net assets</td>
<td>8,075</td>
<td>(8,075)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Change in net assets from non-operating activities</td>
<td>14,855</td>
<td>113,302</td>
<td>128,157</td>
<td>80,941</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>14,363</td>
<td>106,776</td>
<td>121,139</td>
<td>70,947</td>
</tr>
</tbody>
</table>

### NET ASSETS AT BEGINNING OF YEAR

- The Neighborhood Libraries: 26,990
- The Research Libraries and Librarywide Programs: 778,649
- Total: 805,639

### NET ASSETS AT END OF YEAR

- The Neighborhood Libraries: 141,353
- The Research Libraries and Librarywide Programs: 885,625
- Total: 1,026,978

### Visitors

**NEIGHBORHOOD LIBRARY VISITORS**

![Graph showing visitor data](image)

**NEIGHBORHOOD LIBRARY CARDHOLDERS**

![Graph showing cardholder data](image)

**RESEARCH CENTER VISITORS**

![Graph showing visitor data](image)

**VISITS TO NYPL WEBSITE**

![Graph showing visit data](image)

As of June 30, 2011.
Usage of Materials / Resources

As of June 30, 2011

**NEIGHBORHOOD LIBRARY MATERIALS CIRCULATED**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Materials Circulated</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>7,001,664</td>
</tr>
<tr>
<td>FY 10</td>
<td>8,438,775</td>
</tr>
<tr>
<td>FY 09</td>
<td>8,708,869</td>
</tr>
<tr>
<td>FY 08</td>
<td>7,555,579</td>
</tr>
<tr>
<td>FY 07</td>
<td>7,299,286</td>
</tr>
</tbody>
</table>

**RESEARCH COLLECTION HOLDINGS**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Holdings</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>44,002,516</td>
</tr>
<tr>
<td>FY 10</td>
<td>44,507,623</td>
</tr>
<tr>
<td>FY 09</td>
<td>44,160,845</td>
</tr>
<tr>
<td>FY 08</td>
<td>44,156,334</td>
</tr>
<tr>
<td>FY 07</td>
<td>44,012,088</td>
</tr>
</tbody>
</table>

**NUMBER OF ELECTRONIC DATABASES OFFERED**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>293</td>
</tr>
<tr>
<td>FY 10</td>
<td>339</td>
</tr>
<tr>
<td>FY 09</td>
<td>414</td>
</tr>
<tr>
<td>FY 08</td>
<td>480</td>
</tr>
<tr>
<td>FY 07</td>
<td>456</td>
</tr>
</tbody>
</table>

**RESEARCH SITE USAGE**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>1,8 million</td>
</tr>
<tr>
<td>FY 10</td>
<td>1,5 million</td>
</tr>
<tr>
<td>FY 09</td>
<td>1,2 million</td>
</tr>
<tr>
<td>FY 08</td>
<td>0.9 million</td>
</tr>
<tr>
<td>FY 07</td>
<td>0.9 million</td>
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</tbody>
</table>

**DIGITAL GALLERY IMAGES VIEWED**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Images Viewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>127,074,498</td>
</tr>
<tr>
<td>FY 10</td>
<td>90 million</td>
</tr>
<tr>
<td>FY 09</td>
<td>100 million</td>
</tr>
<tr>
<td>FY 08</td>
<td>120 million</td>
</tr>
<tr>
<td>FY 07</td>
<td>115 million</td>
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</table>

**EXHIBITION ATTENDANCE**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Programs</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>43,278</td>
<td>864,988</td>
</tr>
<tr>
<td>FY 10</td>
<td>463,902</td>
<td>1,023,000</td>
</tr>
<tr>
<td>FY 09</td>
<td>1,643</td>
<td>60,000</td>
</tr>
<tr>
<td>FY 08</td>
<td>102,300</td>
<td>100,000</td>
</tr>
<tr>
<td>FY 07</td>
<td>47,234</td>
<td>30,000</td>
</tr>
</tbody>
</table>

**PUBLIC COMPUTER USE**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Computer Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>3,313,000</td>
</tr>
<tr>
<td>FY 10</td>
<td>3,313,000</td>
</tr>
<tr>
<td>FY 09</td>
<td>3,313,000</td>
</tr>
<tr>
<td>FY 08</td>
<td>3,313,000</td>
</tr>
<tr>
<td>FY 07</td>
<td>3,313,000</td>
</tr>
</tbody>
</table>

**REFERENCE TRANSACTIONS**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Telephone</th>
<th>E-Mail</th>
<th>Chat</th>
<th>Questionpoint</th>
<th>Neighborhood Library On-Site Inquiries</th>
<th>Research Center On-Site Inquiries</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>93,649</td>
<td>34,587</td>
<td>14,503</td>
<td>2,467</td>
<td>15,346,116</td>
<td>188,566</td>
</tr>
<tr>
<td>FY 10</td>
<td>64,323</td>
<td>20,835</td>
<td>15,816</td>
<td>714</td>
<td>13,182,207</td>
<td>300,514</td>
</tr>
<tr>
<td>FY 09</td>
<td>46,769</td>
<td>9,753</td>
<td>11,337</td>
<td>—</td>
<td>14,211,795</td>
<td>615,948</td>
</tr>
<tr>
<td>FY 08</td>
<td>37,628</td>
<td>5,479</td>
<td>8,429</td>
<td>—</td>
<td>14,061,250</td>
<td>615,986</td>
</tr>
<tr>
<td>FY 07</td>
<td>47,234</td>
<td>12,951</td>
<td>8,429</td>
<td>—</td>
<td>15,644,180</td>
<td>615,967</td>
</tr>
</tbody>
</table>

*Questionpoint is new for FY 10

Programs and Services

As of June 30, 2011

**NEIGHBORHOOD LIBRARY PROGRAMS AND ATTENDANCE**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Programs</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>93,649</td>
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<td>46,769</td>
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</tr>
<tr>
<td>FY 07</td>
<td>47,234</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>

**RESEARCH CENTER PROGRAMS/CLASSES AND ATTENDANCE**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Programs</th>
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<tr>
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<td>1,000,000</td>
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<td>1,000,000</td>
</tr>
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<tr>
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<td>9,753</td>
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<td>8,429</td>
<td>—</td>
<td>15,644,180</td>
<td>615,967</td>
</tr>
</tbody>
</table>

*Questionpoint is new for FY 10
As of June 30, 2011

Behind the Scenes

CATALOGING AND PROCESSING

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Branch Processing</th>
<th>Research Cataloging</th>
<th>Items Added at Offsite Climate-Controlled Facility (RECAP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>1,043</td>
<td>1,032</td>
<td>96,011</td>
</tr>
<tr>
<td>FY 10</td>
<td>1,034</td>
<td>1,047</td>
<td>93,647</td>
</tr>
<tr>
<td>FY 09</td>
<td>1,101</td>
<td>1,180</td>
<td>91,138</td>
</tr>
<tr>
<td>FY 08</td>
<td>1,157</td>
<td>1,176</td>
<td>111,419</td>
</tr>
<tr>
<td>FY 07</td>
<td>1,218</td>
<td>1,205</td>
<td>138,324</td>
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</table>

MATERIALS PRESERVED

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Print Materials &amp; Prints (HOURS)</th>
<th>Audiobooks &amp; CDS (FOOTAGE)</th>
<th>Motion Pictures (FOOTAGE)</th>
<th>Videotapes (HOURS)</th>
<th>Items Added at Offsite Climate-Controlled Facility (RECAP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>1,461</td>
<td>854</td>
<td>1,108</td>
<td>532</td>
<td></td>
</tr>
<tr>
<td>FY 10</td>
<td>1,724</td>
<td>812</td>
<td>1,397</td>
<td>497</td>
<td></td>
</tr>
<tr>
<td>FY 09</td>
<td>1,997</td>
<td>940</td>
<td>1,002</td>
<td>397</td>
<td></td>
</tr>
<tr>
<td>FY 08</td>
<td>2,128</td>
<td>1,016</td>
<td>1,036</td>
<td>394</td>
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<td>FY 07</td>
<td>2,151</td>
<td>1,004</td>
<td>1,175</td>
<td>342</td>
<td></td>
</tr>
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STAFF

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Neighborhood Libraries</th>
<th>Research Centers</th>
<th>Neighborhood Libraries</th>
<th>Research Centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 11</td>
<td>1,461</td>
<td>854</td>
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</tr>
<tr>
<td>FY 08</td>
<td>2,128</td>
<td>1,016</td>
<td>1,036</td>
<td>394</td>
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<td>FY 07</td>
<td>2,151</td>
<td>1,004</td>
<td>1,175</td>
<td>342</td>
</tr>
</tbody>
</table>

Recommended Form of Bequest

The New York Public Library is a not-for-profit education corporation incorporated under the laws of the State of New York. The Library is exempt from federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code and is a publicly supported organization under section 170 of the Code.

Gifts and bequests to the Library are deductible under the federal income, estate, and gift tax laws. For federal tax purposes, the Library uses its formal corporate name: The New York Public Library, Astor, Lenox and Tilden Foundations (reflecting its incorporation by the consolidation of the Astor Library, the Lenox Library, and the Tilden Trust). The Trustees of the Library recommend that for estate planning purposes, friends consider the following language for use in their Wills:

“[I give and bequeath (dollar amount, percentage of residuary estate, or description of property)] to The New York Public Library, Astor, Lenox and Tilden Foundations, Stephen A. Schwarzman Building, Fifth Avenue and 42nd Street, New York, NY 10018, for the Library’s general purposes.”

If you wish to make a bequest for a specific purpose, it is suggested that you consider adding the following language to any restriction you may impose on your bequest:

“If at any time in the judgment of the Trustees of the Library the designated purpose of this bequest proves to be impracticable or impossible, I authorize the Trustees to use the income and principal of this bequest for any purpose they deem to be consistent with the general intent and purpose set forth herein.”

Should you decide to leave a bequest to the Library in your Will, you will become a member of the Bigelow Society. Created by the Library in 1991, the Bigelow Society is an honorary organization whose purpose is to recognize the generosity of individuals, during their lifetime, who include this institution in their estate plans. The Library expresses its gratitude to members by inviting them to special Library events and by listing their names in the Annual Report under The Bigelow Society.

If you or your attorney would like to discuss a bequest with a member of the Library’s staff, please call John M. Bacon at 212-930-0568, or write to him at plannedgifts@nypl.org or at the following address: Development Office, Room 73, The New York Public Library, Stephen A. Schwarzman Building, Fifth Avenue and 42nd Street, New York, NY 10018.