

The background of the cover is a photograph of a young girl with a blue bow in her hair and a pink tiger face paint on her cheek. She is smiling and looking towards the camera. In the background, a man is partially visible, looking down at something in his hands.

IMPACT 2019 REPORT

FY2019 Snapshot

\$593,382 Financial aid awarded
(AS OF 09/30/2019)



48,627
hours spent by
1,894 volunteers,
who engaged and
inspired guests



2,058
minds sharpened during
school breaks in our ever-popular
Discovery Camps!



21,488
member households

127 after-hours
events presented



Total FY19 attendance **974,938**
Total FY19 served **1,200,000**
7,325,541 Total on-site visitors
since opening 12/2012
(AS OF 09/30/2019)

Captured
imaginations and
sparked curiosity
and discovery on
2,358
school field trips

31,957
visits by active-duty
members and veterans
of the United States
military, first-responders,
and their families



4,478
people snored and
explored on sleepover
adventures!



669 birthday
parties hosted



92,618 participants reached
by *TECH Trucks* across
60,540 miles of DFW



Providing access for all members of our community is at the heart of our mission

Dear Friends,

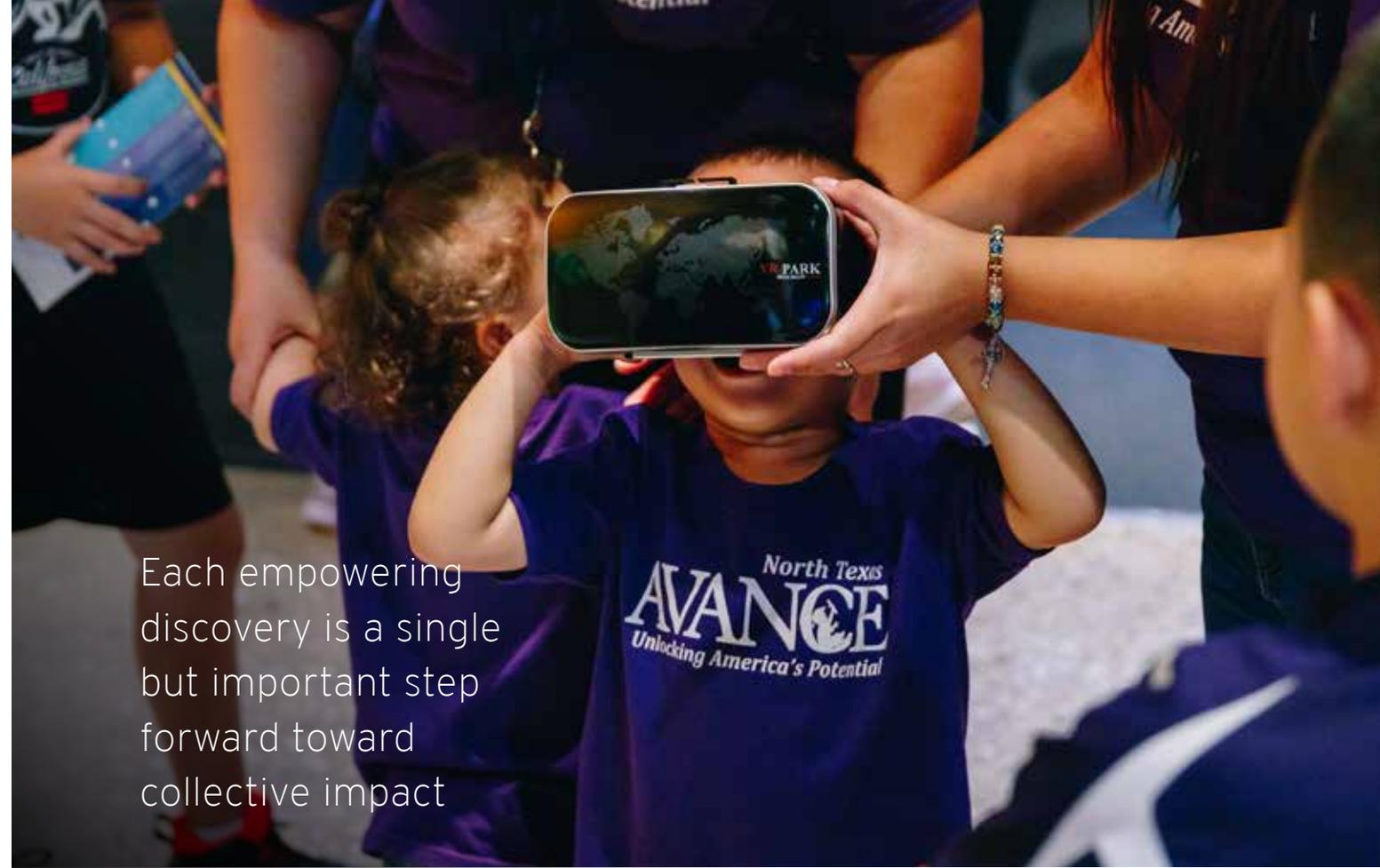
This year we celebrated and honored the life and legacy of Ross Perot, reflecting on his selfless generosity, relentless innovation, and persistent pursuit to improve the lives of others both here at home and around the globe. While he supported and sustained many institutions, ours is a unique claim – a Museum that shares his name, his imagination, his ingenuity, and his drive for excellence. He believed that science has the dual power to change the life and destiny of an individual and to fuel the economic engine that generates opportunity for all. It's a belief we hold dear, and it's one that informs our daily efforts to inspire minds through nature and science. In 2019, we inspired more than 1 million minds, each owing some of that primordial spark to our friend and namesake, Ross Perot.

The core of our business model is fostering inspiration through the immersive learning environment and experiences we create within the walls of the Museum. Permanent exhibit halls comprise the essential foundation for informal science education, while a wide array of programs, special exhibitions, and films create ever-changing opportunities for guests of all ages – from early childhood to lifelong learners – to engage with STEM. Each empowering discovery, new connection, and flicker of enlightenment is a single, but important, step forward toward collective impact.

As we seek to expand our impact, we are mindful that providing access for all members of our community is at the heart of our mission. While a leadership gift from Margot and Ross Perot fittingly expanded our signature financial access programs, we recognize that many members of our community still face multiple barriers to participation. Some communities face logistical difficulties that prevent them from making a trip to the Museum for the on-site experience, while others must navigate linguistic challenges that can prevent our bilingual guests from deeply and authentically engaging with our content. Though there is still much work to do, we are beginning to knock down those barriers one by one. From expansion of our wildly popular *TECH Truck* program to significant progress in our plan to become a fully bilingual (English and Spanish) institution, we are actively seeking ways to better grow and deploy our resources in ways that serve our communities.

Deeper and more nuanced still are the sociocultural differences and cultural lenses that add complexity to our engagement strategies. Through pioneering evaluation projects, we are striving to better understand our work within the cultural context of our Hispanic and Latino neighbors. This year we developed and successfully deployed a training program that aims to increase understanding and empathy among our staff and volunteers.

Lastly, we continued to develop both our internal roster of experts as well as external partnerships that position us as a serious driver of science



Each empowering discovery is a single but important step forward toward collective impact

communications. This year, our scientists and researchers have rewritten prior knowledge in paleontology and also pioneered new methodologies in museum evaluation that will advance our business while contributing to the overall success of the industry. We also strengthened local, regional, and international partnerships that have positioned us to bring the best of the world to Texas.

Through our network of partners across the community and around the world, the efforts of our dedicated staff, and the generous support of our donor community, we are moving purposefully forward – ready to inspire the next million minds!

DR. LINDA SILVER
Eugene McDermott Chief Executive Officer

MAC MCFARLAND
2019 Chair, Board of Directors

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Delivering Inspiration

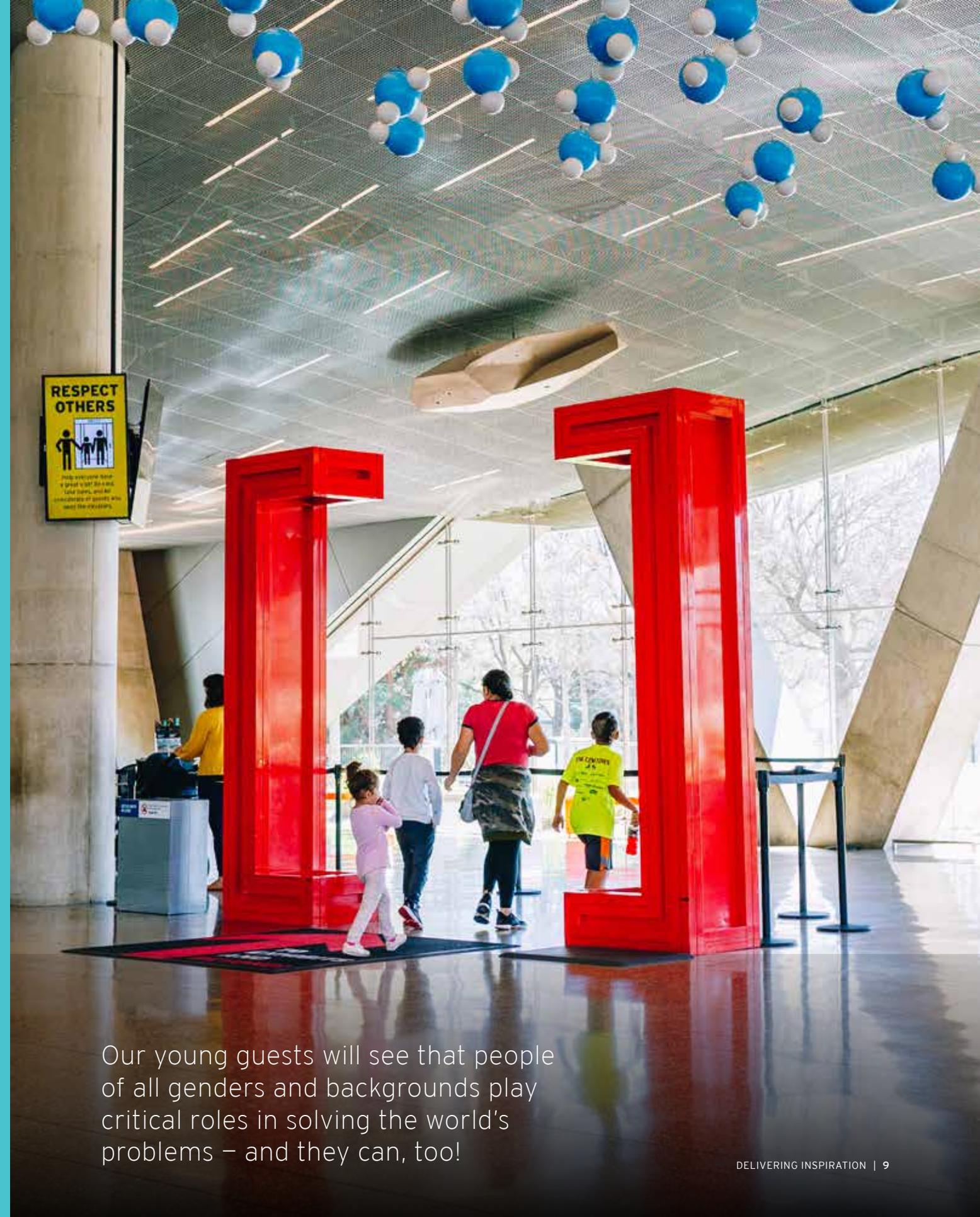
The Perot Museum invites each guest to enter through our signature brackets and explore an exhilarating world where interactive exhibits and activities spark a deeper understanding of nature and science. Through permanent exhibit updates, temporary exhibitions, rotating films, and themed programs, we curate a selection of engaging content to ensure that there is always something new to experience and learn at the Museum.

Exhibits

As part of our cornerstone plan to regularly refresh our exhibit halls, the *Lyda Hill Gems and Minerals Hall* was redesigned in January 2019 to significantly enhance the guest experience. The latest refinements include the addition of large, visually arresting display cases to further engage guests and allow them to dig deeper about signature specimens on loan. Highlighted through these four anchor cases are the iconic “grape jelly” geode, the striking Eyes of Africa, the otherworldly Chinese stibnite, and a revolving birthstone collection featuring new jewelry and gemstones each month. User-friendly digital panels, presented in English and Spanish, allow guests to

identify a specimen’s place of origin, see its chemical makeup, and discover some of the stories that make its journey to the exhibit hall remarkable.

A second project launched this year will redevelop the STEM Career Connection stories throughout our exhibit halls. Funded by a gift from Lyda Hill Philanthropies in conjunction with the IF/THEN Initiative, this project will rebalance the career stories presented at the Museum to ensure that female scientists are featured equally with their male peers. Our young guests will see that people of all genders and backgrounds play critical roles in solving the world’s problems – and they can, too!



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Education

Following an in-depth evaluation and needs assessment of the educator community, we made major changes to our on-site and campus-based education programs. The resulting lineup streamlines Museum resources and better aligns offerings with teacher needs and the new Texas Essential Knowledge and Skills (TEKS) curriculum with programs for students in Physical Science, Life Science, and Earth and Space Science. As a result of the new programs and optimized strategies, school on-site sales trended up for the first time since opening, and outreach program revenue grew 9% over last year.

We have continued to invest in the *STEM Teacher Institute* to equip area educators with relevant knowledge and techniques for the classroom. This year, we developed the skill sets and confidence of 25% more teachers than the previous year. These teachers represent approximately 20,000 students who will ultimately benefit through this important professional development program. With the intense training provided by the institute, we have formed a robust foundation from which to diversify and scale professional learning programs to support teachers and improve student engagement in the formal learning environment.

“(The lab and auditorium program) met our standards perfectly and allowed students to add on to their current knowledge of the topics.”

– Local 7th Grade Teacher

Experiences

A full slate of public programs attracted new audiences while creating opportunities for seasoned guests to dig deeper into particular topics. The ever-popular *National Geographic Speaker Series* featured three explorers whose riveting tales and spellbinding visuals carried the audience from desolate Vancouver to the pristine depths of underwater caves in the Caribbean Sea. *A Day in the Life*, a new STEM career series, guided participants on in-depth career explorations of archeology, architecture, paleontology, and gemology.

The blockbuster exhibition *The Art of the Brick* headlined an exceptional second half of the year, with an astounding 227,368 guests purchasing tickets. Featuring original works and reimagined artistic masterpieces made exclusively from LEGO® bricks, *The Art of the Brick* brought together art, engineering, and mathematics for a well-rounded STEAM experience. Demand for the popular exhibition paved the way for a record-setting spring break with guest counts peaking between 7,400 and 9,300 visitors each day.

Rounding out the year, the Museum’s second annual *DinoFest* welcomed more than 12,500 guests over Labor Day weekend for two days of dinosaur-themed activities, art projects, storytelling, and interactions with our paleontologists and *Paleo Lab* staff. The electric atmosphere was an accurate indication of the event’s success, as 92% of guests rated their experience at the Museum as either “Excellent” or “Superior” in a new exit survey. This survey is deployed monthly and during special programs to collect empirical data that will help us better understand who is visiting the Museum, how they are rating the experience, and how to design future programs.



Engaging the Community

The innovative experiences offered on every floor of the Museum and in each carefully designed engagement can inspire guests to discover new abilities and connections to nature and science. These moments have the potential to open future pathways to STEM careers for young learners and can be powerful tools for bridging the opportunity gap for members of our community. For these reasons, we are intensely focused on removing financial, cultural, and logistical barriers to participation for marginalized audiences and the broader community.

Opening Our Doors

An extraordinary leadership gift from Margot and Ross Perot expanded financial accessibility to the Perot Museum through several signature programs. In addition to underwriting school financial aid and general admission discounts for active military members, veterans, and first responders, the gift expanded the proven *Community Partners* summer program to a year-round format.

Launched in the summer of 2015, the *Community Partners* program extends \$1 general admission to anyone enrolled in a qualifying federal assistance program. We activate grassroots marketing networks through select organizations with strong ties to qualified communities, including Children's Health, DART, and Uplift Academies, among others. Empowered by this generous financial backing, the Community Engagement team brought an additional

eight partner organizations on board, focusing primarily on groups working with bilingual Spanish communities, such as Avance and Mujeres de Arlington.

The result has been encouraging. In our first 12-month year of the program, we welcomed 30,223 guests to the Museum through *Community Partners*. We were also able to offer \$1 tickets to the traveling exhibitions *Ultimate Dinosaurs* and *The Art of the Brick*, which captured an astonishing 85% and 69%, respectively, of guests who visited through the *Community Partners* program. With this expansion, we have now welcomed more than 77,533 guests under the reduced admission program and are working to provide our partner organizations with greater marketing support to increase awareness.



In the Community

While *Community Partners* helps to remove financial barriers to attendance, we also recognize that logistical barriers also exist for marginalized members of our community. As one partner group put it, “We need people like the Perot and your programs to give so much more to our kids. We are a mile (from the Museum). Distance is not far, but disparity is great. We need you to come to us.”

This is where the *TECH Trucks* come in. Educators trained in informal education practices drive these iconic mobile labs to libraries, community centers, and after-school programs where participants “**T**inker, **E**ngineer, **C**reate, and **H**ack” their way through STEM challenges and activities. This year, despite already being an established and successful program, demand for our two *TECH Trucks* grew 29% over FY18, with 92,618 people served. While some of these engagements, such as school *Family Science Nights*, are paid by the program host, the vast majority are underwritten by generous contributions from our donor community.



DIG DEEPER Impact Case Study

TECH Truck partner Wesley-Rankin Community Center serves a primarily Hispanic and bilingual (>95%) low-socioeconomic community. The *TECH Truck* is integral to the after-school experience with project-based learning activities that require math and strategy.

For many children in this population, identity issues and trauma are part of their daily lives. Accordingly, the opportunity to choose and develop their own identity and expression is highly valued, precisely because they do not typically get to do this at school or at home. The *TECH Truck* encourages an experiential approach to learning that allows kids to make mistakes and to learn from their mistakes. These experiences in turn provide them with “more leadership than...they could get in school or even from the other programs (Wesley-Rankin) provides,” according to the director of children’s education for Wesley-Ranken. The director went on to say:

“From a socioemotional development perspective, the TECH Truck is so important for the kids as far as self-regulation goes. We have so many behavior issues...then they come to the (TECH Truck) activities, and suddenly they can regulate emotions and focus; they stay engaged the entire time the truck is there. (This) speaks volumes to the program and the quality of the programming. It’s remarkable how much of an impact this can have on not just opportunity or exposure to new things, but on the development and mental health of these kids.”



Becoming Bilingual

With key programs in place to increase financial and physical access to STEM programming, we are also aware that sociocultural and linguistic barriers can limit meaningful engagement of Spanish-speaking and bilingual visitors. We have made a serious commitment to transition from a monolingual to a bilingual Museum, aiming to feature all content in English and Spanish. Significant progress has been made this year with the bilingual renovation of the *Lyda Hill Gems and Minerals Hall*, along with temporary exhibitions presented in at least English and Spanish. Project plans are in place to steadily grow this effort.

DIG DEEPER A Bicultural Aspiration

Beyond just presenting content in English and in Spanish, our goal to become an authentically *bicultural* institution includes training and resources directed to staff and volunteers to support better sociocultural understanding and consideration. Recognizing that this repositioning can only be successful with stakeholder buy-in, the Museum designed a culturally responsive strategic plan that was awarded a Museums for America grant from the Institute of Museums and Library Services (IMLS) in support of our efforts.

Fueled by the IMLS grant, a three-year plan was set in motion to develop and implement mandatory staff and volunteer training on Hispanic and Latino cultures specifically as they relate to Museum experiences. During the first year (2018), a bilingual evaluation team collected rigorous data from stakeholders and community members through interviews, focus groups, and participatory research. In the second year (2019), insights from these quantitative and qualitative data formed the foundation of the training curriculum, self-assessment quiz, and resource guide.

The training was rolled out at the end of this year with encouraging participation numbers – 100% of full-time staff, 97% of part-time staff, and 75% of volunteers completed the training, with 81% saying their understanding of Hispanic and Latino cultures increased and 75% reporting their interest in the subject increased. This training is now a mandatory step in the onboarding process for new employees.

Emerging as Global Leaders

As we continue to focus on key areas of expertise, we take pride that Dallas has garnered global attention resulting in partnerships from the Museum's groundbreaking research and numerous discoveries in recent years. These breakthroughs, made possible by Museum experts, are redefining our understanding of science, providing cutting-edge content to bring to North Texas, and helping to mold and influence industry-wide methodologies. By showing how our scientists and researchers are making discoveries and building on prior knowledge, we hope to inspire the next generation of scientists in the field and lab, where a world of discoveries is yet to be made.



Evaluation

The Museum is making major strides in the research and evaluation field by pioneering new tools for evaluation derived from traditional anthropological methodologies. Our Evaluation team has applied innovative approaches, along with more traditional methodologies, to the evaluation practice – including an in-depth study of visitors' expectations, preferences, and opinions on climate change discourse. This research has generated new ideas and models for how museums engage with the public in this "post truth" era. It has also identified inconsistencies in the language used to describe climate change across the museum industry. We are not only advancing evaluation practices across our industry – we are also applying these insights to elevate the fun and learning on each level of the Museum.

Displaying Rare Specimens

The *Gems and Minerals Center of Excellence* was officially launched in January 2019 with a mission to elevate interest and understanding of these pristine natural marvels, which serve as an alluring gateway to the world of science. The center's pioneering "loan versus own" model works with our community of collectors and international lenders to showcase and curate some of the most breathtaking gem and mineral specimens in the world. Garnering attention across the industry, the Museum's unique approach has since been replicated by Yale University.

The center landed two exceptional loans for display during its inaugural year. Bringing a message of "spiritual connection to Earth for all humankind" during the holiday season and New Year, the Aurora

Butterfly of Peace comprised 240 rare colored diamonds arranged in the shape of a butterfly. The center achieved a major coup when the Museum was chosen as the first institution to publicly display the world's only documented fossilized insect in opal. Affectionately named "Beverly the Bug," this singular specimen contains a prehistoric member of the *Cicadidae* family, a distant cousin of the modern-day cicada.

Guests can follow the center's new Instagram account ([@pmns_gemsminerals](https://www.instagram.com/pmns_gemsminerals)) to keep up with the ever-changing content, view stunning images of the collection, and glimpse behind-the-scenes shots of installations.





Arctic Paleontology

The Museum's long-standing expertise in Arctic paleontology was taken to a whole new level this year as our paleontologists authored an astonishing six academic papers in collaboration with revered international peers in the science community across three continents. This research described a new genus and species of hadrosaur or "duck-billed" dinosaur, confirmed the occurrence of an Arctic lambeosaurine or "crested duck-billed" dinosaur, and described the prototype of *Unnuakomys hutchisoni*, the northernmost prehistoric marsupial ever found.

Proving that our understanding of science is constantly evolving, we also redescribed *Pachyrhinosaurus*

perotorum after further study in our Paleo Lab, and our beloved "Pachy" was sent off for minor cosmetic surgery to correct missing bony knobs from the animal's frill before returning to the *T. Boone Pickens Life Then and Now Hall*.

As a capstone to an already remarkable year, the Museum expanded its expertise by hiring a curator of paleobotany and a climatology post-doctoral fellow. With these new specializations rounding out our perspective in paleontology, we continue to expand our understanding of the prehistoric ecosystem and grow our research capabilities.



Sharing the Human Journey

The Museum continues to build on its partnership with National Geographic Explorer-at-Large Dr. Lee Berger and the University of the Witwatersrand ("Wits") through the *Center for the Exploration of the Human Journey*. The Museum created a world-first VR app designed to provide experts, students, and other enthusiasts virtual access to the Dinaledi Chamber, the site of the remarkable discovery of *Homo naledi*, an ancient hominin that dates to approximately 250,000 ago. Importantly, the app is presented multilingually in several of the world's most common languages, as well as the native South African dialects spoken in the area surrounding the fossil site.

The center's most ambitious project is yet to come. In July 2019, the Museum proudly announced a world-exclusive exhibition *Origins: Fossils from the Cradle of Humankind* (October 2019-March 2020). Developed in partnership with Wits University and the National Geographic Society, the exhibition showcases two ancient hominin discoveries made by Berger – *Australopithecus sediba* and *H. naledi*. This exclusive U.S. engagement embodies the center's commitment to innovating science communication and inspiring further dialogue and discovery of our human origins.

Financials

Statement of Financial Position as of 9/30/19

ASSETS

Cash and Cash Equivalents	\$30,695,369
Investments	\$24,031,658
Accounts Receivable	\$307,105
Contributions Receivable, Net	\$6,405,161
Prepaid Expenses	\$702,445
Property and Equipment, Net	\$127,436,867

TOTAL ASSETS **\$189,578,605**

LIABILITIES AND NET ASSETS

Accounts Payable and Accrued Expenses	\$3,692,240
Unearned Revenues	\$1,046,599
Note Payable, Net	\$2,464,530

Total Liabilities **\$7,203,369**

NET ASSETS

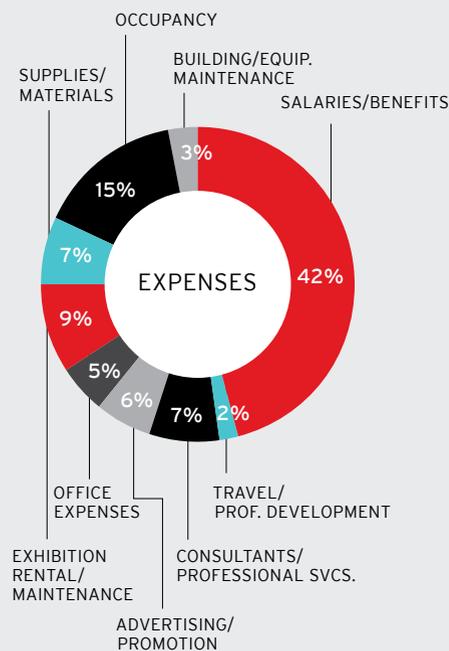
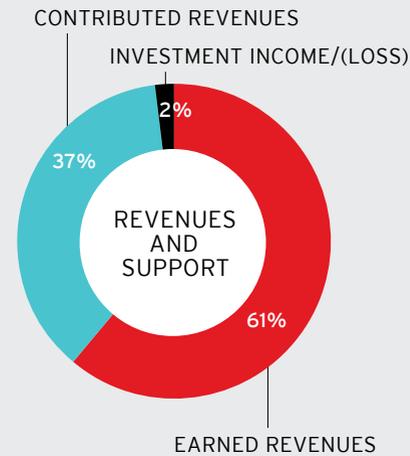
Without Donor Restrictions	\$158,342,523
With Donor Restrictions	\$24,032,713

Total Net Assets **\$182,375,236**

TOTAL LIABILITIES AND NET ASSETS **\$189,578,605**

ENDOWMENT **\$24,086,675**

(included in above totals)



Statement of Activities

EARNED REVENUES

Admission Fees	\$10,171,322	35%
Membership	\$937,853	3%
Education Program Fees	\$1,849,335	6%
Ancillary	\$4,845,685	17%

Total Earned Revenues **\$17,804,195**

CONTRIBUTED REVENUES

Gifts and Grants	\$7,813,269	27%
City of Dallas	\$683,940	2%
In-Kind	\$1,226,949	4%
Special Events	\$1,117,482	4%

Total Contributed Revenues **\$10,841,640**

Investment Income/(Loss) \$534,397 2%

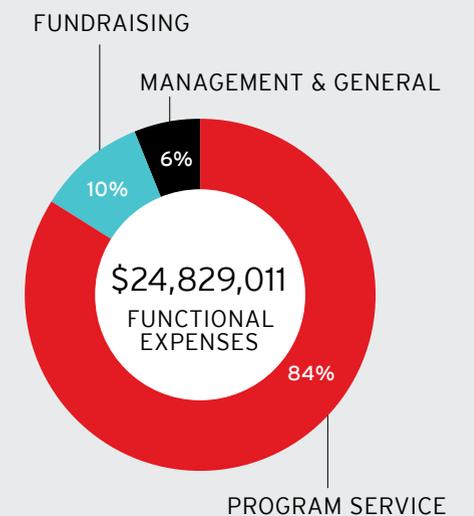
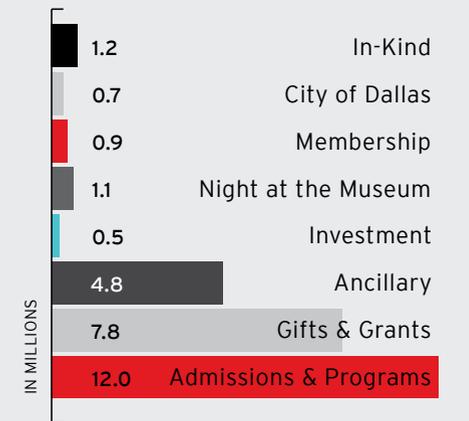
Total Revenues & Support **\$29,180,232**

EXPENSES

Salaries and Benefits	\$11,487,655
Travel and Professional Development	\$388,132
Consultants and Professional Services	\$1,617,858
Advertising and Promotion	\$1,542,516
Office Expenses	\$1,114,244
Exhibition Rental and Maintenance	\$2,354,231
Supplies and Materials	\$1,851,032
Occupancy	\$3,844,637
Building and Equipment Maintenance	\$628,706

Total Expenses **\$24,829,011**

Change in Net Assets	\$4,351,221
Depreciation/Amortization	(\$7,973,154)
Net Assets at Beginning of Year	\$185,997,169
Net Assets at End of Year	\$182,375,236



Thank You to Our Donors

We gratefully recognize our generous supporters, who invested in our mission to inspire minds through nature and science, and contributed over \$2,500 during our 2019 fiscal year.

October 1, 2018-September 30, 2019

\$100,000 AND MORE

AMERICAN AIRLINES
CHILDREN'S HEALTH
CITY OF DALLAS,
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DEEDIE ROSE
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\$15,000+

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\$10,000+

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HUNTER HUNT
KAREN, ALAN, AND
ALEX KATZ
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MANAGEMENT
DAN MEADER
SHARON AND TOM MEURER
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\$2,500+

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Help Expand Our Impact

Since opening in 2012, the Perot Museum of Nature and Science has become a cultural cornerstone and vital resource for Dallas and North Texas. Under the leadership of Eugene McDermott CEO Dr. Linda Silver, the Museum is continuing its mission to inspire minds through nature and science with the following objectives:

- Ensure Perot Museum access (and fun!) for all
- Build content in areas where the Museum excels
- Deepen community impact in the North Texas region
- Amplify global Museum leadership

We look forward to sharing more exciting initiatives and hope you will consider joining us on our next adventure!

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Inspiring Minds
Through Nature
and Science