The Henry E. Huntington Library and Art Gallery, like many other organizations dependent upon invested funds, has been forced to adapt itself to greatly reduced income.…The situation has been met with excellent spirit by the staff in accepting economies and assuming extra duties. Committees were formed, investigations carried out, and suggestions made as to the less harmful directions compulsory reductions might take….The maintenance of morale in the face of adverse conditions has been a controlling factor in the life of the Huntington Library during the last 12 months.

—Henry E. Huntington Library and Art Gallery, Annual Report, 1939

THE YEAR IN FINANCES

Only the slightly dated syntax would give away the fact that the passage above dates from 1939, 10 years after the onset of the Great Depression and a few years before America’s involvement in World War II. The passage is eerily applicable to the fiscal year ending June 30, 2010.

At the beginning of the year, the fallout from the financial crisis of 2008 still posed challenges to staff. The Huntington did what it has done in past crises—from the Great Depression to World War II to the high inflation years of the late 1970s and early 1980s. That is, hunker down. Such an approach is inevitable, of course, in a crisis. And The Huntington culture of thrift enables it to make adjustments in a flexible and nimble way. But that doesn’t mean it isn’t painful.

The Huntington implemented a limited staff reduction plan, offering voluntary early retirement and making compensation cuts across the board. Again, as in previous times of crisis, staff reacted with enormous grace and goodwill. With cuts to operating expenses, a total of $1.5 million was pared from the budget.

Of great concern was the loss in endowment market value as a consequence of the crisis. As of June 30, 2009, the portfolio had dropped 19 percent from the previous fiscal year; while this was a big hit, it was markedly lower than what others were experiencing. The largest endowments in the country were reporting market losses of 30 percent. But relative returns do not pay the
bills. As a consequence, the staff developed a plan to reduce spending from the endowment as a precautionary move. Normally, the calculation for the draw from the endowment takes into account the average of the preceding 12 quarters. For the fiscal year 2010 budget, however, the calculation was based on taking 5 percent of the market value as of Dec. 31, 2008 (which was, at the time of the budget preparation, at a low point). This change resulted in a decrease in endowment income to the budget of almost $500,000.

Throughout the worst months of the crisis, the Endowment Investment Committee met almost monthly to assess portfolio liquidity and to continue to invest in a way that would weather the storm. Cash reserves were kept high during most of the year. All in all, the response to the financial crisis was carefully planned, with no sudden or rash cuts made, but tough measures implemented.

As the fiscal year unfolded, The Huntington balanced its budget and got through with no additional substantive cuts. While The Huntington’s donor base was generous, and Membership continued to grow, auxiliary services and sales felt significant impacts. Income from earned revenues dropped almost 14 percent, the result of a decrease in attendance and the subsequent impact on Bookstore sales. The financial crisis clearly affected these revenue lines, but attendance also declined because of air-quality concerns during the wildfires that raged in the local mountains in the late summer and early fall.

When the financial markets began to rebound in 2010, the endowment regained some ground. By June 30, 2010, the endowment returned 12 percent.

By March 2010, sufficient confidence in the economy had returned so that as work on the 2011 budget began, the decision was taken to restore staff compensation. Additionally, Trustees restored the spending rate calculation to the historic formula: 5 percent of the endowment’s 12-quarter market average. However, in all other respects, the budget going into fiscal year 2011 remained conservative in the belief that The Huntington would rather be surprised by good rather than bad economic news.

THE YEAR IN FUNDRAISING

Late in June, with the beautifully renewed Huntington Art Gallery as the backdrop, members of the Board of Trustees, the Board of Overseers, the Society of Fellows, major donors and staff gathered to celebrate the very successful conclusion of For Generations to Come, the institution’s six-year comprehensive fundraising campaign. When we set the goal at $175 million, Huntington leadership saw it as an extremely ambitious move. But donors stepped up in a most remarkable vote of confidence in the institution and contributed more than $244 million, 40 percent above target, toward The Huntington’s strategic goals. Gifts from thousands of donors helped us focus on strengthening The Huntington’s financial foundation: annual gifts supported daily operations, endowment gifts laid the groundwork for long-term strength, and capital gifts renewed historic Huntington structures and brought new facilities and gardens into use. There also were significant gifts-in-kind of books, manuscripts, artworks, and plants that were not counted toward the Campaign’s strategic financial goal but were nevertheless greatly valued and appreciated. Including the total value of gifts-in-kind lifts the Campaign total to more than $372 million.

The numbers are important, but more important are the gains in the institution’s overarching well-being that this giving enabled. This was The Huntington’s first comprehensive campaign intended to benefit programs across the institution. It was also comprehensive in that every gift from every constituency counted. Every major component of the Campaign was a success, and all divisions of The Huntington benefitted.
The goal for unrestricted and restricted annual giving was $60 million, and donors gave $95 million. The endowment goal was $80 million; donors gave $106.5 million. Capital projects were targeted at $35 million; donors gave $42 million.

Every gift made a difference: more than 160,000 of them from almost 60,000 individual donors. Members’ giving laid the base of the pyramid. The Society of Fellows’ annual support, which continued steadfast through the financial crisis, built it higher. At the top of the pyramid, 325 households on the Campaign Honor Roll gave gifts of $50,000 or more during the course of the Campaign. Most significantly, 70 of these gave gifts of $1 million or more. Twenty percent of the donors on the Honor Roll had never made a gift to The Huntington before the Campaign began; they were new to The Huntington family. On the other hand, 44 percent of the Campaign total came from members of the Board of Trustees and the Board of Overseers.

The Huntington ended the Campaign with a support base that had broadened and deepened. Membership climbed from about 24,000 to more than 31,000, and in the final campaign year, Member contributions totaled $3.2 million. The number of Society of Fellows’ households grew to more than 600, and their giving increased to almost $3.7 million in 2009–10. Additionally, the total amount of recorded planned gifts through estates and trusts rose from $38 million at the beginning of the Campaign to more than $50 million at its conclusion.

Even during the worst of the financial crisis, the day-in-day-out support for our core mission and operations enabled The Huntington to weather the worst relatively well. The total of all gifts and pledges for the year 2009–10 totaled $25 million, up nearly 7 percent from the year before.

As we neared the end of the fiscal year, it became evident that The Huntington would be honored with a magnificent bequest from long-time Overseer Frances L. Brody. The precise details were yet to be spelled out, but the record-breaking May 2010 auction of her spectacular art collection made it clear that the bequest could well be the largest cash gift in The Huntington’s history. Although the specific amounts pertain to the 2010–11 annual report, it is appropriate to extend enduring honor and appreciation to her in this publication.

The sections below, organized by the Campaign’s basic categories, spell out some highlights of giving in the past fiscal year.

**Unrestricted Annual Giving**

More than 40 percent of The Huntington’s annual operating budget is derived from unrestricted annual support, given largely through the Society of Fellows, the Membership program, and annual corporate involvement. These critical gifts sustain The Huntington’s mission, operations, and day-to-day programs.

The Huntington’s largest single source of unrestricted annual giving comes from the Society of Fellows. Created in 1973 with 82 charter households, the society now comprises 619 households (not including corporate partners) whose annual philanthropy in 2009–10 totaled $3.7 million. This total exceeds the 2008–09 year by more than $200,000. Among the Fellows,
40 households donated $25,000, $50,000, $100,000 or more and are due very special thanks. The society contributions during the six years of the Campaign totaled $21.3 million.

Fellows contribute time as well as their philanthropy for the well-being of the institution. Serving as docents, committee members, Overseers, and Trustees, many are integral to the daily operations of the institution. All Fellows have the opportunity to enjoy a wide array of programs designed to showcase our collections, curators, and visiting scholars. Specially created for Fellows only, these programs include lectures, exhibition openings, small-group tours, and scholarly gatherings. In fact, some 52 offerings dot the calendar. In September, the Huntington Ball, co-chaired by Alyce Williamson and her daughter, Ruth Williamson McNulty, attracted 404 guests to an enchanted September moonlit evening on the North Vista. The gala netted more than $371,000.

Membership had an extraordinary year, exceeding its goal by 10 percent with revenue totaling $3.15 million. The year ended with nearly 32,000 member households, an annual increase of more than 1,000. The upper levels, Contributor ($200) through Benefactor ($1,500), continued to see steady growth. Upper-level memberships exceeded 5,700, a growth of 47 percent since the beginning of the Campaign.

A major component of our recruitment and retention strategies was to offer Members frequent opportunities to attend special events at The Huntington. Large numbers of Members attended numerous events during the year showcasing Huntington collections, galleries, gardens, exhibition openings, festivals, lectures, and scholarly programs. The four summer evenings proved especially popular.

In the final year of the Campaign, we extended to the entire Membership the opportunity to participate in the Campaign Challenge, which allowed contributors to have a new gift matched 2-to-1. Two members of the Board of Overseers provided the matching funds. The program was a success, attracting 183 gifts totaling $177,000.

Annual unrestricted support from foundations and corporations continues to play a vital role in supporting our annual operations through our Corporate Partners program. Among noteworthy contributions this year were the following:

- The Wells Fargo Foundation made a $100,000 grant to help underwrite the costs of “First Thursdays,” The Huntington’s monthly free day; to support art education programs; and to provide additional annual support through the Corporate Partners program.
- The Gardner Grout Foundation made a generous unrestricted contribution through the Corporate Partners program.
- The Argus Fund made a $50,000 gift toward the Members Challenge.
- The Capital Group Companies Charitable Foundation made grants totaling $46,000 to support education programs—through the Corporate Partners—and the Huntington Ball.
- City National Bank provided $40,600 to support the Corporate Partners, Huntington Ball, and Huntington Frontiers.
- The Langham Hotel made a $15,000 gift to support Huntington Frontiers magazine and the Corporate Partners.
- Two anonymous donors—$50,000 each, for a total of $100,000, as matching funds for the Campaign Challenge.
- Funds from the estates of Jean T. Burford, Gwendolyn Staniforth, and Dorothy V. Hill and from the Robert Zimmerman Memorial Fund provided gifts in support of general operations.

**Restricted Giving**

A number of individual, corporate, and foundation donors chose to specify particular uses for their contributions. Notable this past year were the following:

- The Dibner Institute and Burndy Library—nearly $380,000 to support short-term costs of the Dibner Fellowship program.
- The National Science Foundation—$367,000 supporting the Aerospace History Project in conjunction with the Huntington-USC Institute on California and the West.
- Mr. and Mrs. Jay T. Last—gifts in support of the Jay T. Last Collection of Graphic Arts and Social History, directed toward all aspects of the collection, including acquisitions, curatorial management, and preservation.
- The Kenneth T. and Eileen Norris Foundation—$200,000 for the master-planning process in the Desert Garden.
- The Getty Foundation—$150,000 for a 2011 exhibition on the life and work of American decorative artist Sam Maloof.
- The Sidney J. Weinberg Jr. Foundation—$100,000 for communications activities.
- Betty Nickerson—$50,000 for art education.
- The Ahmanson Foundation—$50,000 for Library acquisitions.
❖ The MacT on Foundation—two grants totaling $50,000 to support the cataloging and digitization of the Maynard Parker collection and for Library digitization projects.

❖ A number of gifts came in honor of Charles T. Munger, Peter D. Kaufman, and their publication, Poor Charlie’s Almanack. We are especially grateful to Davis Selected Advisors of New York for their gift of $50,000.

❖ The Steven and Kelly McLeod Family Foundation—$50,000 to support the upcoming exhibition on Sam Maloof.

❖ The Andrew W. Mellon Foundation—$46,000 to support technical training in the Library.

❖ Mr. George A. V. Dunning and Mr. Robert M. Marino—$30,000 to support Huntington Art Gallery operations.

❖ The John Randolph and Dora Haynes Foundation—$27,100 for research support for the publication In Search of Suburbia: The Photography of Maynard L. Parker and the Architecture of Middle-Class Living. The foundation also made a $15,000 grant at the request of Foundation Trustee Willis Wood to support the Huntington-USC Institute on California and the West.

❖ The Strugar Family Foundation—$25,000 supporting education programs.

❖ The S. L. Gimbel Foundation—$25,000 for supporting programming related to the exhibition “Central Avenue and Beyond” and the Langston Hughes poetry contest.

❖ The Windgate Charitable Foundation—$25,000 for the exhibition “The Artistic Furniture of Charles Rohlfis.”

❖ The Dan Murphy Foundation—$25,000 to support bus transportation for schools taking part in Huntington field trips.

❖ The J. W. and Ida M. Jameson Foundation—$25,000 for youth and family programs.

❖ South Coast Plaza—$25,000 for the Mid-Autumn Moon Festival.

❖ HSBC—$20,000 to support youth and family programs.

❖ The Fletcher Jones Foundation—an unrestricted grant of $20,000 at the recommendation of Robert Erbarn.

❖ The Elsie de Wolfe Foundation—$20,000 to support two art exhibitions.

❖ In response to our annual year-end appeal to scholars, 76 current and former Huntington readers made gifts totaling more than $19,000 to support the Library Fund for the preservation and scholarly use of the collections.

❖ The Gladys Kriehle Delmas Foundation—$15,000 supporting “The Color Explosion.”

❖ René and Carolyn Hsu-Balcer—$15,000 toward the annual Chinese garden lecture series.

❖ An anonymous foundation—$15,000 to support the Fairchild Challenge program in botanical education.

❖ The Getty Foundation—$12,000 to support three summer interns.

❖ The estates of Elizabeth Kite Weissgerber and Mr. and Mrs. Alan Q. Moore helped complete exhibition funding for “The Color Explosion.”

❖ An anonymous estate gift provided funds for purchase of maintenance equipment in the Botanical Gardens.

❖ The estate of Martin Weil provided support for cataloging and processing in the Library.

Capital Gifts
The renewal of key Huntington facilities and gardens infrastructure were high priorities for capital giving through the Campaign. This year, current and planned gifts were given in support of a variety of projects.

❖ Funds from the estate of Elizabeth and Daniel Donno were designated to complete the Library renovation project delineated in the campaign capital goals.

❖ The Alfred C. Munger Foundation made a $500,000 gift to underwrite conceptual architectural design for a new Education and Visitor Center.
East West Bank gave $125,000 toward its $1 million gift intention for the Chinese garden.

The estate of Evelyn Ruth Zillgitt provided a restricted gift to help construct a new space that highlights miniature bonsai, traditionally created to share with individuals as gifts.

The estate of Marion and Earle Jorgenson provided a special distribution for capital improvements in the garden.

The estate of Elizabeth Kite Weissgerber provided funds to improve the Japanese Garden infrastructure.

The Ahmanson Foundation made a $25,000 Directors Discretionary Grant at the suggestion of Board member Stephen Rountree to support the capital acquisition of a specialized piece of mechanical equipment for the Gardens.

Emerson Network Power made a $10,000 gift to support the Chinese garden.

Liu Fang Yuan, the Chinese Garden 流芳園

The Chinese garden, in various and unseen ways, continues to grow. Working with the Ministry of Foreign Affairs in Jiangsu Province, The Huntington obtained permission to purchase an additional 700 tons of Tai Hu-style rock. An end-of-the-year donor appeal to raise the $500,000 needed resulted in $440,000 from corporations, including Emerson Network Power, and individuals, including the Liu Fang Yuan founding docent classes, 2008 and 2009.

Fundraising for Phase Two continued apace with more than $1.3 million raised toward the construction goal of $22 million. Major donors included East West Bank; Jennie Kiang and HYI; Christina S. Mednick and Celene Qinyun Mednick; Mei-Lee Ney; the Tsan Tsung Memorial Foundation—Jack and Grace Hou; and Richard and Bobbie Woo. June and Simon K. C. Li also made a gift of $250,000 to seed an endowment fund to support future programs related to the Chinese garden.

In addition, gifts helped to support special events, including a second Mid-Autumn Moon celebration, held Oct. 3, 2009. Guests of honor included Congresswoman Judy Chu and Deputy Consul General Sun Weide, both of whom spoke about the cross-cultural importance of Liu Fang Yuan. The evening was sponsored by South Coast Plaza.

Highlights from spring included the first-ever selection of music lectures and demonstrations, which were underwritten by the Arlene and George Cheng Family Fund.

A symposium explored issues related to poetry and textual memory in garden spaces, sponsored by the Justin Vajna Memorial Fund for Educational Programs in the Chinese Garden. Acco-

Endowment

Contributions to The Huntington’s endowment help provide long-term stability and programmatic flexibility. This year, there were several additions to the endowment, notably from bequests and trusts.

- The Dibner Institute and Burrey Library made gifts totaling nearly $4 million for an endowment supporting Dibner Fellowships.
- Steve and Janet Rogers gave $1 million to endow the Janet and Stephen Rogers Distinguished Fellowship in 19th-Century American History.
- The Andrew W. Mellon Foundation made a $500,000 endowment grant to elevate the Janet and Stephen Rogers Fellowship to a Distinguished Fellowship.
- Mr. and Mrs. Jay T. Last accelerated a portion of their generous planned gift to endow the Jay T. Last Curator of Graphic Arts and Social History.
- Mary B. Hunt’s bequest provided additional funds to the Mary B. Taylor Hunt and Robert Taylor Endowment for the Japanese Garden.
- Dorothy Dumke Elliott provided a planned gift to create an endowment in honor of her late husband, Glenn S. Dumke, and in support of the history of Western Americana, as well as the establishment of an internship in the botanical division.
- The estate of Constance Lodge supplemented by $275,000 funds already given for the Constance Lodge Rare Book Fund.
- The Neihan Foundation made a $45,000 endowment gift to support the Tiffany Sisters Hummingbird Gazebo in the Gardens.
- The San Marino League made a $25,000 gift to the San Marino League Endowment supporting the Japanese Garden.
- The Golden State Bonsai Federation made a $20,000 grant to support the Golden State Bonsai Endowment.
- The estate of Roger S. Hong made distributions to benefit the Hong family archives.
- Virginia De Nubila’s bequest established an acquisition fund.
for medieval and Renaissance materials for the Library.
❖ Cynthia Lasker provided support for the Edward Lasker Memorial Endowment.
❖ Milton C. Malkin augmented the Visitors Scholars Fund.
❖ The I. N. and Susanna H. Van Nus Foundation gave additional support for the Schewpe Library Fund.

Gifts-in-Kind
Every year, The Huntington adds to its collections through gifts of objects: among them, paintings, prints, photographs, plants, garden supplies, equipment, books, and manuscripts. In any given year, these gifts may have a value of millions of dollars. During the course of the Campaign, in-kind donations totaled a stunning $76.8 million. Among the hundreds of objects given this past year, two collections and a historic estate committed to The Huntington merit special mention.

Geneva and Charles Thornton made a planned gift of their grand San Marino estate. Designed by Myron Hunt and constructed in 1927–28, the house was meticulously restored by the Throntons. The house and property will be accompanied by a substantial permanent endowment for the estate’s preservation and operation.

Jay Last gave a significant portion of his important collection of graphics arts and social history. Last continues to transfer portions of the collection to The Huntington, collaborating closely with curators in adding to the collection, cataloging the material, and making it available to scholars.

Victor Gail, on behalf of his deceased partner, Thomas Oxford, announced their intention to give their important collection of early American decorative arts and furniture to The Huntington.

Honoring Our Donors
American art took center stage at a special evening event in March honoring the Huntington Successors, a group of donors representing the highest level of philanthropy and commitment to the institution. The Virginia Steele Scott Galleries—looking spectacular following their recent expansion and reinstallation—served as a fitting venue for such a celebration, since many of those present had been key supporters of the project. Curators Kevin Murphy, Hal Nelson, and Jessica Todd Smith were on hand to discuss some of the galleries’ newest arrivals, such as Free Floating Clouds by abstract expressionist Sam Francis (a gift from the Sam Francis Foundation), and Music Stand and Chairs by wood craftsman Sam Maloof (on loan from the Sam and Alfreda Maloof Foundation).

Donors are recognized as Successors when their cumulative gifts exceed $100,000, as well as when their total giving reaches the $500,000, $1 million, $5 million, and $10 million milestones. The donor wall in Friends’ Hall currently lists the names of 434 Successors—individually, foundations, corporations, and government agencies—whose collective philanthropic support exceeds a staggering $500 million in cash gifts, grants, bequests, or gifts to the collections. This year, 14 donors became new Successors and five more moved to higher recognition levels.

Jessica Todd Smith, the Virginia Steele Scott Chief Curator of American Art, presents highlights of the 20th-century art holdings to the Huntington Successors. Photo by Terry Fouche.