A Universe of Science
The Institute’s Board of Trustees approves the Strategic Plan for 1996-2005.

The Strategic Plan is updated and approved to include a capital campaign plan.

The National Science Foundation awards grant to help fund KidScience, the Institute’s first exhibit dedicated specifically to children ages 5-8 and their caregivers. Franklin: He’s Electric opens as part of the Institute’s 175th anniversary celebration.

At The Franklin Institute Awards Dinner, Pennsylvania Governor Tom Ridge announces a $17.5 million Redevelopment Assistance Grant to support the capital campaign.

Public capital campaign is launched. The Sports Challenge, a campaign-funded exhibit, opens. Fundraising exceeds $35 million, meeting the 2-for-1 match required by the Commonwealth of Pennsylvania’s grant.

The Wright Model B Flyer is disassembled and sent to Aeroplane Works in Dayton, Ohio for restoration.

KidScience opens Ribbon-cutting ceremony for The Train Factory.

Governor Mark Schweiker announces a $7 million Redevelopment Assistance Grant from the Commonwealth. The gift requires matching funds be raised, the Institute increases its campaign goal to $60 million.

Fels Planetarium, the second oldest public planetarium in the Western Hemisphere, closes for renovation.

Sci-Store, a 4,500 square-foot retail space, opens in the lower Mandell Center Board of Trustees reconfirms the Strategic Plan for 2002-2005, which includes a Vision for the Future with plans through 2008.

The new Harcourt Teacher Leadership Center opens on the first floor.

South fire tower is completed, fulfilling the Institute’s Life Safety plan, bringing the Institute to code compliance. Second ADA-compliant exterior ramps are installed.

Dedication of Fels Planetarium and premiere of Space Command. 40,000 square feet of renovations to the Institute’s first floor are completed.

Capital Campaign completed, raising $61,736,178. The Franklin Air Show opens in time to celebrate the 100th anniversary of powered flight. Renovations of Bartol Atrium, Stearns Auditorium, and Pepper Hall complete.

The Giant Heart (exhibit) opens.

New Communications exhibit opens. Exhibit celebrating Benjamin Franklin’s 300th birthday begins world tour at The Franklin Institute.
SCIENCE IS:
The icy Popsicle that sticks to your tongue
The early morning ground fog
The bounce of a basketball
The trajectory of a pitch
The package that keeps your chips crisp
The medicines that make you well
The way messages travel in your brain
The vibration of a guitar string
The electricity of a bad hair day
The centrifugal force of a hula-hoop in motion
The friction of a tire on the road
The beat of a heart
The Milky Way

The Franklin Institute is dedicated
to helping millions explore
the expanding universe of science
and technology.

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C3 Board of Trustees
On October 9, 2003, The Franklin Institute officially concluded its capital campaign, *Turning the Key—Opening Young Minds*. Through the efforts of the Board of Trustees, Capital Campaign Chairman Paul Woodruff, and 390 donors, the Institute raised a monumental $61,736,178. Gifts and grants of $1.2 million from the National Science Foundation, $750,000 from The William Penn Foundation, and $2 million from Merck & Co., Inc. helped the Institute meet and exceed the requirements of the prestigious Kresge Challenge, extending the campaign goal of $50 million to a revised goal of $60 million. The generosity of the campaign donors speaks volumes about their confidence in The Franklin Institute and its mission to inspire a passion for science and technology learning.

The capital campaign has provided the Institute with the resources to move forward in ways that will insure service and relevance, and to further enhance the Institute as an interpreter of science for current and future generations of visitors.

The Institute has invested more than $35 million in programs, exhibits, and building infrastructure over the past four years, with another $25 million to be invested over the next three. The result is an All-New Franklin Institute, with 100,000 square-feet of new exhibits and visitor service areas; a completely new Fels Planetarium; refurbished and enhanced Stearns Auditorium and demonstration facilities; the Sci-Store, a modern science superstore in the Mandell Center; and a dramatic, renovated Bartol Atrium. To date, the Institute has designed and built five new permanent exhibits, on budget and on time. The most recent, *The Franklin Air Show*, opened on October 18 as part of a nationwide celebration of the 100th anniversary of powered flight.

To ensure continued progress, on October 13, 2003, the Board of Trustees approved *Vision for the Future*, a strategic plan that will carry the Institute forward from 2003-2008. Over this time period, at least three more permanent exhibits will be completed. Additionally, plans are underway to develop an international traveling exhibit that will become an interactive tribute to the legacy of Benjamin Franklin to celebrate his 300th birthday in January 2006. The Benjamin Franklin National Memorial will also be revitalized as part of this plan.

The All-New Franklin Institute is as relevant and exciting to repeat visitors as it is to those who come for the first time. This is evidenced by increased attendance and membership. Attendance grew to 751,392, an increase of almost six percent over the previous year, with a concurrent growth in admissions revenue of five percent. 38,000 schoolchildren visited free of charge, and an additional 235,000 benefited from the Institute’s already discounted school field trip admission fees. These visits were underwritten in part with private funds raised through the Franklin Family Funfest and The Franklin Institute Awards Dinner, and donations to the Access program. An additional 280,000 individuals saw Traveling Science Shows, or attended Discovery Camp, Camp-In, or birthday parties. Outreach programs of the Center for Innovation in Science Learning touched the lives of another 32,000 teachers, administrators, young women, and underserved families. Membership increased a healthy 30% in response to new exhibits and improved members’ programs.
The Institute continues to evolve through the establishment of strategic partnerships, including an unprecedented 12-year relationship with Unisys. The Unisys partnership has been a key component in the development of the Institute’s Center for Innovation in Science Learning and its educational technology programs, especially The Franklin Institute Online.

With sustained Unisys support, TFI Online has become an essential communication vehicle for the Institute and the 10 million individual users who accessed more than 185 million pages in 2003. Nielsen NetRatings ranks www.fi.edu as the world’s most visited science museum site on the Internet.

In preparation for Benjamin Franklin’s 300th birthday in 2006, The Franklin Institute — along with four other Philadelphia institutions — has established a consortium to make Philadelphia the center of planning, as expanded upon on page 19. President George W. Bush and Congress have appointed the 15-member Benjamin Franklin Tercentenary Commission; Dennis M. Wint and Senator Arlen Specter serve as co-chairmen of the Commission. Tercentenary staff have begun planning Franklin 300 programs with the Government Printing Office, the Department of the Treasury, the U.S. Mint, and the U.S. Postal Service. An 8,000-square-foot exhibition on Franklin will begin its international tour at the Institute in October 2005.

Recognizing and encouraging excellence takes many different forms. Significant corporate, foundation, and government support contributed to the development of other highly successful programs, including Partnerships for Achieving Careers in Technology and Science [PACTS] and Traveling Science Shows [TSS]. PACTS has enrolled over 1,000 students in its first decade. The Institute’s signature program in science for Philadelphia’s minority youth, PACTS provides opportunities for science achievement, leadership, and education and career development. TSS has taken The Franklin Institute learning experience on the road for more than six decades, for several years with the help of Subaru. While the science has changed, the enthusiasm of audiences has not, as shows were booked from Virginia to Connecticut.

Each year, The Franklin Institute brings some of the world’s leading scientists and business people to Philadelphia through its Awards Program, one of the oldest and most comprehensive science and technology awards programs in the world. In April 2003, Herbert Kelleher, Chairman of Southwest Airlines, received the Bower Award for Business Leadership and spent a week in Philadelphia participating with the 11 other laureates in various award-related events. As a wonderful aside, Mr. Kelleher, a Haddonfield, N.J. native, who had not visited Philadelphia for several years, was so impressed by the city’s vitality that he decided to establish Southwest Airlines routes to Philadelphia International Airport.

Two of The Franklin Institute’s own also received significant recognition. Dr. Wayne Ransom, Executive Director of Educational Programs, was selected by the National Science Teachers Association (NSTA) to receive the 2003 Distinguished Informal Science Educator award. Dr. Ransom has a national reputation for teacher development in inquiry science and for innovative programs that connect the world of science centers with the world of formal education. It is also fitting that, as the Institute celebrated the completion of a successful capital campaign, Executive Vice President Ken Kirby was honored as Fundraising Executive of the Year by the Greater Philadelphia Chapter of the Association of Fundraising Professionals.

The Institute’s exemplary Board was named by Worth magazine as one of the Top 100 Non-Profit Boards of Trustees in the United States. The Board is matched by an exceptionally talented senior staff, comprised of people with strong marketing expertise, as well as, museum and private sector experience, some with Fortune 500 companies. They are supported by a dedicated team of creative and hard-working employees who, together, exceed expectations year after year.
When a flea jumps, the rate of acceleration is 20 times that of the space shuttle during launch.
The Science Museum has been the chief beneficiary of the Institute’s successful capital campaign. In 2003, the ALL-NEW Franklin Institute joined the world in celebrating the 100th anniversary of the Wright Brothers’ first successful flight with the opening of its newest exhibit, *The Franklin Air Show*. As her great grand-uncle did 70 years earlier, Amanda Wright Lane cut the ribbon at the opening. The 5,000-square-foot permanent exhibit immerses visitors in a virtual aviation carnival, introducing them to the history, majesty, science, and technology of powered flight through creative interactives that the Wright Brothers themselves would have enjoyed.
Maintaining the Wright Brothers’ Legacy

The Franklin Institute’s unique history with the Wright Brothers began in 1914, when the Institute, the first scientific organization to recognize the Wright Brothers for achieving sustained powered flight, awarded Orville Wright the Cresson Medal (two years after Wilbur’s death). In 1933, the Institute acquired the 1911 Wright Model B Flyer. The same year, Orville Wright and Amelia Earhart presided at the grand opening celebration for the Institute’s Aviation Hall.

Today, the Institute maintains one of the world’s largest collections of three-dimensional artifacts from the Wright Brothers’ workshop, thanks to Orville’s instructions that, upon his death, The Franklin Institute should receive his collection of airfoils and devices. The Wright Aeronautical Engineering Collection also includes original wind tunnel apparatus, model airfoils, test data, and original drawings of early airplanes, some of which are on display in The Franklin Air Show.

With over 20 interactive devices in three environments—an aircraft hangar, a midway, and a pilot training area—The Franklin Air Show showcases the life stories of historical and contemporary pioneers in aviation, including the Wright Brothers, Bessie Coleman, the Tuskegee Airmen, and Paul MacCready. The exhibit employs an engrossing mixture of hands-on interactions, historical artifacts, imagery, and a state-of-the-art flight simulator, to engage visitors in exploring the principles of flight, experimenting with aviation design concepts, and learning about technological innovations related to aviation.

Interpreting Science for the Public

The public and media continue to regard the Institute as the regional authority on astronomy, as evidenced by articles in TIME Magazine and USA Today. In the face of the Space Shuttle Columbia tragedy, large numbers of visitors came to the new Space Command exhibit and the renovated Fels Planetarium seeking to understand what had occurred. The Institute’s memorial to the Columbia astronauts attracted visitors from significant distances and was replicated by other museums across the country.

Considerable programming in 2003 revolved around the relatively “close approach” of Mars to planet Earth. Lectures in late August by authorities such as William Hartmann, a leading researcher and author on Mars, and the Institute’s Chief Astronomer Derrick Pitts, were well attended. During the same week, more than 1,700 visitors waited patiently until near midnight for the overcast skies to clear, affording them the unique opportunity to view Mars through the Zeiss Refractor Telescope in the Joel N. Bloom Observatory.

The Institute remains a special resource for families, as evidenced by holiday periods like the two, strong spring break weeks (nearly 50,000 total visitors) and the best summer attendance in the past five years. The latter can, in part, be attributed to the popularity of the clever exhibit Grossology: The (Impolite) Science of the Human Body. The 6,000-square-foot exhibit, located in the upper Mandell Center, offered visitors more than 20 whimsical, educational activities and games using sophisticated animatronic devices to teach children and intrigue adults about how bodily functions contribute to good health.

Tuttleman IMAX® Films Showcase Cultural and Geographic Diversity

The Tuttleman IMAX Theater continued to present a wide variety of giant screen features to complement special and permanent exhibits, as well as to provide supplementary programming for visitors and schoolchildren. Particularly notable films included The Human Body, a technically complex large format film that treated viewers to a thrilling glimpse into human biological processes, and Jane Goodall’s Wild Chimpanzees, which showcased rare footage of chimpanzees interacting in their community groups. On the environmental front, the popular Coral Reef Adventure explored some of the world’s most important and—as a result of global warming—endangered coral reefs in the South Pacific. Pulse: A Stomp Odyssey, on the other hand, celebrated musical diversity from Brazil to Brooklyn, Botswana to Spain, engaging viewers of all ages.
The centerpiece of The Franklin Air Show is the 1911 Wright Model B Flyer, believed to be the most complete and original Wright airplane remaining in the world. Originally purchased for $5,000 by Philadelphia businessman Grover Cleveland Bergdoll, the Model B flew 748 flights without a mishap and logged 312 hours and 34 minutes of total airtime. It was the first plane to fly non-stop from Philadelphia to Atlantic City. A year long restoration of the flyer and engine was conducted at Aeroplane Works in Dayton, Ohio. In June 2003, the original engine was successfully started for the first time since December 1934.
In June, an expanded roster of live science shows were initiated in the newly renovated Stearns Auditorium, enabling the interpretive services department to present more expansive programming, including a full-length “Xtreme Science” show. In all, demonstrators offered more than 2,000 science shows and 10,000 floor demonstrations in 2003. The Institute’s interpreters, as well as staff working in other areas, are assisted by an astounding cadre of 550 volunteers, ranging in age from high school students to great grandparents. The Institute’s energetic interpreters also present their highly acclaimed demonstrations at venues outside of the Museum.

Programming

In keeping with the Institute’s goal to build audience and appeal to different segments of the community, a number of new and different programs were tested. Special weekend and evening programs offered visitors an excellent selection of entertaining, educational, and thought-provoking activities throughout the year. During Black History Month the Institute, in partnership with Art Sanctuary, hosted an evening of readings and discussion with African American authors. Panelists included five of the most acclaimed African American science fiction writers: Octavia Butler, Samuel R. Delaney, Steven Barnes, Tananarive Due, and Toure—who also appears on CNN.

In March, 3,000 educators from across the country, attending the National Science Teachers Association convention, enjoyed a dinner reception and open house, providing an opportunity to showcase the new Institute to a national audience. To help educators in the tri-state area utilize the Institute as an extension of their classrooms, the Institute hosted Educators’ Night Out in October. 750 educators previewed new exhibits and programs, and learned about other resources available to schools. Because students today must meet prescribed state and federal standards in each academic subject, teachers often need to justify field trips. To assist educators in planning meaningful visits, the Institute developed “curriculum correlations” for permanent exhibits, linking the educational content of exhibits—by grade cluster—to New Jersey, Pennsylvania, and Delaware standards, as well as National Science Education Standards. The correlations are posted on the Institute’s Web site.

In May, the Institute received a grant from the American Association for the Advancement of Science (AAAS) to host an event to provide a public forum to the national PBS series Race—The Power of Illusion. The two very successful symposia, one in the afternoon for 200 high school students and one in the evening for 150 adults, afforded panelists and audience the opportunity to discuss and interact on the emotionally charged topic.
Expanding Audience through Special Programs

The Traveling Science Show [TSS] program continues to further the Institute’s mission beyond the Museum walls. This science-on-wheels tradition reached some 250,000 individuals in schools, recreation centers, and corporate and community fairs with their offering of eight different shows. At home, the Institute’s overnight Camp-In program drew more than 12,000 scouts, schoolchildren, and families for Friday or Saturday evenings filled with workshops, demonstrations, planetarium shows, and the chance to roll out a sleeping bag in a favorite exhibit. During the spring and summer vacations, Discovery Camp takes over. Last year, 409 youngsters between the ages of 6 and 13 attended up to nine weeks of a unique summer day camp that combines science workshops, team activities, exhibit explorations, field trips, and guest speakers. During spring break, 80 children attended the 10-day spring Discovery Camp. Both programs offer extended hours for working parents. In addition, birthday parties at the Institute have grown dramatically, attracting 2,553 partygoers last year.

Expanding Audience through Partnering

Collaborative programs and partnerships such as the 12-year-old, grant-funded Philadelphia-Camden Informal Science Education Collaborative [PISEC] entail working with the Academy of Natural Sciences, the Philadelphia Zoo, and the New Jersey State Aquarium to introduce families from primarily Latino, African American, and Asian backgrounds to informal science learning and encourage them to use museums and zoos as resources for fun, family learning. Families Exploring Science Together [FEST], the third PISEC program, has 11 community partner agencies primarily serving families. Since its inception, PISEC programs have introduced almost 30,000 participants, speaking 12 different languages, to new ways of learning through introductory programs in the community, welcome visits to each learning institution, science carnivals, and other structured activities. In return, PISEC members have developed a network of community advisors whose input can help reach and serve still more families.

Partnerships with non-science organizations, like The Philadelphia Tribune, WXPN, and the Wachovia Center provided the Institute with broader exposure to its traditional family audience. The Philadelphia Tribune, the city’s leading African American-owned newspaper, was a strong sponsor of Black History Month and a partner in inviting the African American community to take advantage of the Institute’s programs and exhibits. WXPN’s popular Kids Corner program joined forces with the Institute for a Kids Corner Carnival that offered an excellent array of programming and special guests including Kids Corner host Kathy O’Connell. Two events in partnership with the Wachovia Center, “Science of the Circus” and “Meet Mike and Sulley” of Monsters, Inc., increased Institute visibility.
10 percent of all human beings ever born are alive at this very moment.
In 2003, the Center for Innovation had wonderful opportunities to reaffirm its core values, celebrate its accomplishments with partners inside and outside the Institute, and move forward with renewed energy. Milestones during the year included the ten-year anniversary of PACTS [Partnerships for Achieving Careers in Technology and Science], the Institute’s signature program for diverse young leaders in science; record growth of web visitation as some 10 million visitors accessed 185 million pages; and an award from the National Science Foundation for national dissemination of the successful results of the Keystone Science Network for K-8 teachers.

Partnerships continue to be the foundation for Center for Innovation learning research and program development in family learning, technology in education, teacher development, and gender and youth leadership. Longstanding partners included the National Science Foundation, Unisys Corporation, the American Association for the Advancement of Science, Girl Scouts of the USA, and the School District of Philadelphia. The Center for Innovation also enjoyed enhanced partnerships for educational programming with the Science Museum and the Franklin Center. Total impact for Center for Innovation initiatives in 2003 through programs, presentations, and publications was more than 32,000 individuals in North America and the United Kingdom.
Teachers and Technology

National reports for the past decade have called for teacher development in the use of online resources, both for teachers’ professional growth and for impact on student learning. The Center for Innovation was a pioneer in developing the Science Learning Network [SLN] ten years ago to demonstrate how online technology could support K-8 science teachers. In 2003, the Keystone Science Network (www.keystone.fi.edu), a successor to the SLN, distributed information about its online Curricular Companions for K-8 classroom science inquiry nationally, thanks to sustained support from the National Science Foundation and Unisys Corporation. Keystone teachers praise the Curricular Companions as strong supports to a standards-based approach to science education, and many have become science leaders in their schools and districts throughout eastern Pennsylvania. One teacher observed, “I overheard one of my kids say, ‘I wish we could have more time for science!’ I don’t ever remember hearing a student say that before.”

Young Leaders in Science

“Imagine discovering invisible life forms in a droplet of pond water; or designing a robot for regional competition. Imagine leading a science workshop or demonstrating the results of your own research to the public. Imagine joining a team of students interested in science and learning what college programs in science and technology have to offer you.”

These words from the PACTS brochure invite diverse students, grades 7-12, to join the PACTS program and become young leaders in science at The Franklin Institute. Celebrating its tenth anniversary in 2003, PACTS has enrolled more than 1,000 students, offered 142 students leadership positions as PACTS Explainers, and touched the lives of several thousand additional students via weekend workshops in community sites and invitational programs at the Institute. In 2003, PACTS received project funding from the National Science Foundation and sustained support from steadfast partners Unisys Corporation, GlaxoSmithKline, Ardmore Affordable Housing, the William M. King Foundation, and The Jessie G.S. Simpson Charitable Trust. PACTS was also fortunate to receive first-time funding from The Janus Foundation and The Motorola Foundation.

The Wright Stuff

Throughout the year, TFI Online developed innovative programs to celebrate the Centennial of Powered Flight and to provide access to the Institute’s unique Wright Brothers Aeronautical Engineering Collection. These programs involved multiple partners, including the Federal Aviation Administration, the U.S. Centennial of Flight Commission, the American Association for the Advancement of Science [AAAS], and Cislunar Aerospace, as well as the Franklin Center and the Science Museum. Among the program highlights were the:

- “Wright Flight Festival,” held in conjunction with the National Science Teachers Association annual convention, which brought 16,000 teachers to Philadelphia;
- Sixth annual Public Science Day, with AAAS and Unisys, which paired science centers and high school students across the country in community-based projects on the theme, “Taking Flight”; and
- “Wright Flight Forecast,” an online competition sponsored by the U.S. Centennial of Flight Commission. The “Wright Flight Forecast” challenged K-12 students to predict the weather conditions for flight at the Centennial of Flight Celebration in Kitty Hawk, N.C., on December 17, 2003. More than 400 teachers and 25,000 students participated; winning forecasters represented 15 states and a military base in Germany.
Par en t Par tners in School Science

Educational theorists and practitioners all agree that parents play a vital role in their children’s education, but how do parents become engaged in school science? The Center for Innovation is conducting research on this question through the NSF-funded program, “Parent Partners in School Science” (PPSS). PPSS is working with K-4 students, parents, and teachers in three geographically and ethnically diverse elementary schools in the School District of Philadelphia with an integrated program of school- and museum-based family science events, professional development for teachers, and “Exploration Cards,” which are sent home for parents and children to use in exploring science together. Now in its third year, the long-term potential of PPSS is becoming evident in the parent involvement in “legacy” projects at each school: an in-school garden; a school science discovery room; and an adopted section of Fairmount Park, adjacent to the school, which serves as a science exploration and activity area. PPSS is partially funded by the National Science Foundation with additional support provided by The Patricia Kind Family Foundation, Dolfinger-McMahon Foundation, the Tuttleman Family Foundation, and the Seligsohn Foundation.
Every second
± 100 lightning bolts
strike the Earth
The Franklin Center serves as an anchor to science history and cutting-edge science and technology. It is custodian of the Institute’s collections, library, The Journal of The Franklin Institute, and The Franklin Institute Awards Program.

Widely regarded as the American Nobel Prize, The Franklin Institute Awards acknowledge excellence and innovation in science and technology by bestowing medals in chemistry, computer and cognitive science, earth and environmental science, electrical engineering, life science, mechanical engineering, and physics. Past recipients like Albert Einstein and Stephen Hawking are almost household names, while lesser known scientists have been honored for achievements that impact our daily lives. They include pioneers like Wilhelm Roentgen (1897), who discovered x-rays; Elmer Sperry, Jr. (1936), whose invention of the aviation gyroscope and artificial horizon enabled blind flying at night and in bad weather; and Chester Carlson (1953), inventor of xerography. In 1966, Jack Kilby was honored for developing the first solid state integrated circuit (today, the computer chip), and four years later, Dupont’s Stephanie Kwolek was honored for developing Kevlar, used in bullet proof vests.

The Franklin Institute honors its laureates with an Awards Week celebration that includes a formal awards dinner and ceremony, academic symposia at local universities, “Meet the Scientist” discussions with high school students, and a Celebration of Science program to help Museum visitors understand how the laureates’ work relates to Institute programs and exhibits. This past year, biologist Jane Goodall spoke before an audience of 750 at Drexel University, and Southwest Airlines Chairman and CEO Herbert Kelleher addressed more than 300 at the University of Pennsylvania’s Wharton School.

On April 24, nearly 800 guests honored all 12 laureates, including titans of aviation Paul MacCready and Herb Kelleher, recipients of the Bower Award and Prize for Achievement in Science and the Bower Award for Business Leadership, respectively. Chris Matthews of MSNBC’s Hardball and NBC’s The Chris Matthews Show was Master of Ceremonies. Thanks to the leadership of Awards Co-Chairs Grete Greenacre and Frank Baldino, Jr., 174 volunteers helped raise a record $400,000 to underwrite Institute programs that benefit Philadelphia-area schoolchildren.
Journal and Library Change with the Times

*The Journal of The Franklin Institute,* among the oldest scientific journals in continuous publication—since 1826—in the United States, has gone electronic. Now published jointly with Elsevier, the largest commercial science publisher in the world, the *Journal* is the beneficiary of the company's electronic publication and distribution channels. While the Institute still manages the manuscript submission process, peer review, and editorial procedures, its alliance with Elsevier provides the *Journal* to institutional libraries in electronic format, and as of November 2003, all back issues of the *Journal* became available online, a valuable resource for science historians.

The Institute’s Library is also setting the stage for redefining itself. The staff completed a conspectus project to establish a profile of the Library’s holdings. This, combined with an assessment of the Institute’s mission and staff needs, provides a tool for identifying the strengths and weaknesses of the Library’s holdings. The future Library will be streamlined to serve more efficiently the needs of staff. Acquisitions will be driven by the Institute’s mission, strategic plan, and staff needs. Service and access to the collection will increasingly become moderated by technology.

Preserving the Institute’s Collections

The Franklin Institute’s collections, especially the Wright Brothers Aeronautical Engineering Collection and the Benjamin Franklin National Memorial, are treasures in and of themselves; more importantly, they are resources for everyone from schoolchildren to scholars to Hollywood filmmakers. The Institute’s curatorial department played an integral role in the restoration of the Wright Model B flyer and other artifacts for *The Franklin Air Show*. With 2003 marking the centennial of powered flight, staff also helped serve media requests, including hosting a documentary film crew from Japan. In addition, the Institute received a $60,000 grant from the Federal Save America’s Treasures [SAT] program to support the preservation and conservation of the Wright Brothers Aeronautical Engineering Collection. SAT is funded by Congress and administered by the National Park Service in partnership with the President’s Committee on the Arts and Humanities, the National Endowment for the Arts, the National Endowment for the Humanities, and the Institute of Museum and Library Services.

In recent years, some 75 artifacts have been placed throughout the Institute. Among the items on display are drawings of the Philadelphia Waterworks from the Institute’s Graff Collection, which have been installed in the corridor leading to *The Franklin Air Show*, and historic murals from Stearns Auditorium, which have been restored to their original brilliance. The Benjamin Franklin National Memorial and the Institute’s collection of Frankliniana also attracted national media attention, with Disney Studios, as well as author Walter Isaacson and ABC television’s George Stephanopoulos, filming there. Working toward the Franklin 300 birthday celebration, the curatorial staff worked closely with the Tercentenary team to assess the Institute’s collection of Frankliniana for potential use in the international traveling exhibition. The Institute’s world-class Wright Brothers and Franklin collections underscore the importance of furthering the Institute’s stature as both a community and a national resource.
2003 Franklin Institute Awards

— Bower Award and Prize for Achievement in Science
Paul B. MacCready, Ph.D.
Chairman and CEO
AeroVironment, Inc.
Innovations in aeronautics, structures energy conservation and utilization, and autonomous and automatic flight.

— Bower Award for Business Leadership
Herbert D. Kelleher, LL.B.
Founder & Chairman of the Board
Southwest Airlines Co.
Demonstrating that business and technological success are best achieved by inspiring, supporting and celebrating people and their accomplishments.

— Benjamin Franklin Medal in Chemistry
Robin M. Hochstrasser, Ph.D.
Donner Professor of Physical Sciences
University of Pennsylvania
Development of ultra fast and multi-dimensional spectroscopies and using them to understand the behaviors of molecules within an atom.

— Benjamin Franklin Medal in Earth Science
Norman A. Phillips, Ph.D.
National Oceanic and Atmospheric Administration (Retired)
Prediction of weather and climate changes using computer models.

— Benjamin Franklin Medal in Electrical Engineering
Bishnu S. Atal, Ph.D.
AT&T Labs (Retired)
Voice coding including speech analysis-by-synthesis coding.

— Benjamin Franklin Medal in Life Science
Jane Goodall, Ph.D., CBE
United National Messenger of Peace
Jane Goodall Institute
Pioneering studies with chimpanzees.

— Benjamin Franklin Medal in Physics
John N. Bahcall, Ph.D.
Institute for Advanced Study
Raymond Davis, Jr., Ph.D.
Brookhaven National Laboratory & University of Pennsylvania (Retired)
Masatoshi Koshiba, Ph.D.
International Centre for Elementary Particle Physics
University of Tokyo (Retired)
Work that lead to understanding neutrino emission from the sun.
PHILADELPHIA, Monday last. The General Assembly of this Province met according to their Adjournment, and the Day following the Governor sent down to the House the following MESSAGE, viz.

Gentlemen,

In your last Adjournment, His Majesty's Declaration of War against the Enemy, has been published, and a Proclamation has been made upon this Subject; and the Muster being in full, and the Troops being equipped for Service in France, there is now no Time to delay. It is probable that the next Ship that will probably be always in Port, may perhaps set this Morning, and be ready to receive any Men and Vessels that may come up from the Sea. The Men of this Ship will be very useful for the Service in France, and may form an important Part of the Army of the Province. The Troops in the Province are now in considerable Numbers, and there is no Time to be lost. The Enemy is near at Hand, and the War is in full Operation. It is now Time to be prepared for every Event, and to be ready for every Occurrence. The Troops are now in full Muster, and are ready to go into Action at any Time. The Enemy is near at Hand, and the War is in full Operation. It is now Time to be prepared for every Event, and to be ready for every Occurrence. The Troops are now in full Muster, and are ready to go into Action at any Time.

August 2, 1744.

The Pennsylvania Gazette.

Containing the freshest Advertisements, both Foreign and Domestic.
Benjamin Franklin Tercentenary

January 17, 2006 will be the 300th anniversary of Benjamin Franklin’s birth. For Philadelphia, where Franklin spent much of his adult life, it will be an occasion to celebrate the extraordinary diversity of his talents and to commemorate an individual whose ideas and accomplishments shaped an era, a nation, and the destiny of people around the world. In 2000, The Franklin Institute spearheaded a project which banded together five Philadelphia institutions to plan B. Franklin 300: The Franklin Institute, The Library Company of Philadelphia, American Philosophical Society, University of Pennsylvania, and Philadelphia Museum of Art. Central to their work is the development of a major traveling exhibit with many original Franklin artifacts that have never left Philadelphia, an extensive inventory of artifacts from around the world, as well as preservation and cataloguing of artifacts from consortium members.

In 2003, B. Franklin 300 swung into full operation. As stipulated in Tercentenary legislation signed by President George W. Bush on July 24, 2002, Congress appointed eight of the 15 members of the Benjamin Franklin Tercentenary Commission: The Honorable Joseph Biden; The Honorable Bob Borski; The Honorable Michael Castle; The Honorable Elise du Pont, former Delaware first lady; The Honorable Chaka Fattah; The Honorable Arlen Specter; former National Constitution Center CEO Joseph M. Torsella; and Franklin Institute President and CEO Dennis M. Wint. The group held its first organizational meeting on October 20, 2003 and elected Senator Specter and Dr. Wint as co-chairs.

On November 4, President Bush appointed six additional members including Ralph Archbold, of Philadelphia; Wayne Anthony Budd, Esq., Executive Vice President and General Counsel, John Hancock Financial Services; John A. Fry, President of Franklin and Marshall College; Charles R. Gerow, Chairman of Quantum Communications; Jeffrey L. Sedgwick, Associate Professor of political science, University of Massachusetts-Amherst; and Judith Seitz Rodin, former President of the University of Pennsylvania. James H. Billington, Librarian of Congress, serves ex officio.

The Commission’s secretariat, housed at The Franklin Institute, added personnel, relocated its offices into the Institute’s old patent library, and launched its fundraising campaign. Two grants were awarded this past year. The Save Americas Treasures [SAT] program, administered by the National Endowment for the Humanities, provided $300,000 to support conservation of original Franklin collections owned by 11 area museums and libraries. It was the largest SAT grant ever awarded to a single collection type, and the first to a consortium. The Barra Foundation awarded $200,000 to underwrite the costs of cataloguing original Franklin objects and publishing them on line as a research database.

Plans for Benjamin Franklin: In Search of a Better World, the international traveling exhibit, moved forward. An initial object list and conceptual exhibition script were developed, and Staples & Charles Ltd., a design firm from Alexandria, Virginia, was hired in November following a national search. The design concept phase has been completed and the exhibition is now in design development, which should be completed by fall 2005. Organizers made considerable progress confirming venues to host the 8,000-square-foot traveling show, which will contain over 250 original artifacts along with engaging multi-media and interactive devices. The exhibition will open at The Franklin Institute in October 2005, before traveling over the next two-and-a-half years to at least three other U.S. venues, including Boston, Denver, and Atlanta. The exhibition will then have a grand finale in Paris in fall 2007, before objects are dispersed in January 2008.

The consortium staff also initiated B. Franklin 300 program plans with the Government Printing Office, the Department of the Treasury, the U.S. Mint, the U.S. Postal Service, and Independence National Historical Park. Other national as well as regional groups have continued to join Franklin 300 as partners, as shown on the official Web site, www.benfranklin300.com. In January 2003, Franklin 300 presented Brown Professor Gordon Wood in a lecture, “The Americanization of Benjamin Franklin,” and in October, Franklin 300 and the University of Pennsylvania hosted Walter Isaacson at a lecture and reception at the university. The consortium continued to add distinguished scholars to its list of consultants.
## FINANCIAL REPORT


#### Unrestricted Assets

<table>
<thead>
<tr>
<th>Revenue, support, and investment income</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admission fees</td>
<td>$5,902,393</td>
<td>$5,693,493</td>
</tr>
<tr>
<td>Ancillary activities</td>
<td>$3,353,739</td>
<td>$3,169,852</td>
</tr>
<tr>
<td>Museum projects</td>
<td>$3,170,735</td>
<td>$4,184,523</td>
</tr>
<tr>
<td>Educational programs and services</td>
<td>$2,045,558</td>
<td>$1,940,108</td>
</tr>
<tr>
<td>Other</td>
<td>$66,887</td>
<td>$53,054</td>
</tr>
<tr>
<td><strong>Total program revenue</strong></td>
<td><strong>$14,539,312</strong></td>
<td><strong>$15,041,030</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual giving</td>
<td>$2,513,461</td>
<td>$3,026,426</td>
</tr>
<tr>
<td>Appropriations (City of Philadelphia, Commonwealth of PA)</td>
<td>$722,990</td>
<td>$763,250</td>
</tr>
<tr>
<td><strong>Total support</strong></td>
<td><strong>$3,236,451</strong></td>
<td><strong>$3,789,676</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue, support, operating investment income and net assets released from restrictions</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total revenue, support, operating investment income and net assets released from restrictions</strong></td>
<td><strong>$21,163,569</strong></td>
<td><strong>$21,933,257</strong></td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum operations</td>
<td>$11,857,882</td>
<td>$11,288,639</td>
</tr>
<tr>
<td>Ancillary activities</td>
<td>$1,597,162</td>
<td>$1,570,394</td>
</tr>
<tr>
<td>Museum projects</td>
<td>$2,593,033</td>
<td>$3,572,809</td>
</tr>
<tr>
<td>Educational programs and services</td>
<td>$1,067,669</td>
<td>$1,134,624</td>
</tr>
<tr>
<td>Bower Award</td>
<td>$842,462</td>
<td>$775,372</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td><strong>$17,958,208</strong></td>
<td><strong>$18,341,838</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Interest</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Development—Capital Campaign</td>
<td>$1,127,466</td>
<td>$1,182,089</td>
</tr>
<tr>
<td>General development</td>
<td>$600,353</td>
<td>$633,525</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$20,629,845</strong></td>
<td><strong>$21,228,733</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating income before depreciation</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$533,724</strong></td>
<td><strong>$704,524</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Depreciation</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,680,707</td>
<td>$2,525,079</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating loss after depreciation</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$(3,146,983)</strong></td>
<td><strong>$(1,820,555)</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-operating investment income, expenses and releases</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,887,887</td>
<td>$10,681,344</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets released/satisfaction of purpose restrictions</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,887,887</td>
<td>$10,681,344</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total non-operating income, expenses and releases</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,010,731</td>
<td>$9,364,767</td>
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</table>

<table>
<thead>
<tr>
<th>Increase in unrestricted net assets</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,063,748</td>
<td>$7,544,212</td>
<td></td>
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</tbody>
</table>

#### Temporarily Restricted Net Assets

<table>
<thead>
<tr>
<th>Contributions</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,832</td>
<td>$18,534</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contributions — Capital Campaign</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,932,074</td>
<td>$16,602,402</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment return net of amounts designated for current operations</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,196,778</td>
<td>(3,611,116)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment return designated for current operations</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$385,515</td>
<td>$445,388</td>
<td></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Net assets released from purpose restrictions</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$(9,632,686)</td>
<td>$(13,088,097)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase in temporarily restricted net assets</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,884,513</td>
<td>$367,111</td>
<td></td>
</tr>
</tbody>
</table>

#### Permanently Restricted Net Assets

<table>
<thead>
<tr>
<th>Net appreciation (depreciation) of investments held by third-parties</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,149,188</td>
<td>$(2,095,757)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase (decrease) in permanently restricted net assets</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,149,188</td>
<td>$(2,095,757)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in net assets</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8,097,449</td>
<td>$5,815,566</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets, beginning of year</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$93,293,019</td>
<td>$87,477,453</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total net assets, end of year</th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>$101,390,468</td>
<td>$93,293,019</td>
<td></td>
</tr>
</tbody>
</table>
### Statement of Financial Position as of December 31, 2003 and January 3, 2003

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$7,618,636</td>
<td>$5,244,574</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>744,984</td>
<td>1,007,015</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>7,251,214</td>
<td>11,916,579</td>
</tr>
<tr>
<td>Inventory</td>
<td>355,108</td>
<td>409,957</td>
</tr>
<tr>
<td>Prepaid and deferred expenses</td>
<td>607,009</td>
<td>978,789</td>
</tr>
<tr>
<td>Pooled investments</td>
<td>31,286,049</td>
<td>25,762,356</td>
</tr>
<tr>
<td>Investments held by a third party</td>
<td>11,163,530</td>
<td>10,014,342</td>
</tr>
<tr>
<td>Other investments</td>
<td>14,273</td>
<td>14,273</td>
</tr>
<tr>
<td>Property, buildings and equipment, net</td>
<td>66,910,808</td>
<td>63,558,619</td>
</tr>
<tr>
<td>Cash restricted</td>
<td>1,436,200</td>
<td>1,436,200</td>
</tr>
<tr>
<td>Deferred loan costs, net</td>
<td>322,920</td>
<td>337,309</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$127,710,731</strong></td>
<td><strong>$120,680,013</strong></td>
</tr>
</tbody>
</table>

#### Liabilities and Net Assets

**Liabilities**

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$3,014,050</td>
<td>$3,253,017</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>4,203,243</td>
<td>4,581,714</td>
</tr>
<tr>
<td>Capitalized lease obligation</td>
<td>47,795</td>
<td>71,857</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>19,055,175</td>
<td>19,480,406</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$26,320,263</strong></td>
<td><strong>$27,386,994</strong></td>
</tr>
</tbody>
</table>

**Net assets**

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2003</th>
<th>January 3, 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$58,053,749</td>
<td>$52,990,001</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>29,733,718</td>
<td>27,849,205</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>13,603,001</td>
<td>12,453,813</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$101,390,468</strong></td>
<td><strong>$93,293,019</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$127,710,731</strong></td>
<td><strong>$120,680,013</strong></td>
</tr>
</tbody>
</table>
The Campaign for The Franklin Institute

The Opening Young Minds campaign came to a triumphant close in October 2003, exceeding its original goal of $50 million with a record-breaking total of $61,736,178.

Originally intended as a $50 million capital campaign, the goal was raised to $60 million in November 2002 to meet the matching funds requirements of both a $1 million challenge grant from the Kresge Foundation and a $7 million grant from the Commonwealth. Exceptional 2003 gifts which helped carry the Institute over its goal, included a $2 million grant from Merck & Co., Inc. in support of the new bioscience exhibit — The Giant Heart: A Healthy Interactive Experience, and a $1.2 million grant from the National Science Foundation and a $750,000 grant from The William Penn Foundation, both in support of The Franklin Air Show.

The Institute’s remarkable success during a difficult economy was due in large measure to the incredible dedication of the Board of Trustees, led by Chairman William J. Avery, and the Capital Campaign Committee, led by Committee Chairman Paul H. Woodruff. The Institute has been truly honored by the commitment and generosity of the 390 donors who supported the campaign.

The net result of the campaign is a greatly enhanced overall visitor experience, greater public safety, infrastructure improvements that will result in greater efficiencies in operations, and the addition of facilities for revenue generating ventures. The Bartol Atrium was renovated in the summer of 2003, providing visitors with a more functional and user-friendly ticketing area, meeting place, café, and information portal. The fifth new exhibit made possible by the campaign, The Franklin Air Show, opened in October, showcasing the Institute’s newly restored Wright Model B Flyer. Through the revitalization of core exhibitions, like The Franklin Air Show, the capital campaign has provided the Institute with the resources to open young minds to the dynamic and ever-changing world of science and technology.

Although the fundraising campaign has ended, the revitalization of the Institute continues. In March 2003, the Board of Trustees approved a new Strategic Plan 2003-2008, including a Vision for the Future. During this period, three more campaign-funded exhibits are scheduled to open — The Giant Heart, opening fall 2004; Get the Message, opening spring 2006; and Tech-Trek, also opening spring 2006. In addition, the plan calls for leveraging the successes of the three centers of operation to establish the Institute as a public resource and center for educational, informed dialogue.

The Franklin Institute and its Board of Trustees are grateful to those who, through their outstanding support, are keeping the Institute at the forefront of science and technology education. It is only through the support of its donors that the Institute can continue to inspire exploration and discovery among schoolchildren, families, and educators for generations to come.
Capital Campaign Leadership
The Institute is grateful to the following business and community leaders who have devoted their valuable time and effort to ensuring the success of the Turning the Key—Opening Young Minds Campaign.

Chairman of the Campaign
Paul H. Woodruff, PE, DEE
President
Mistwood Enterprises
Chairman of the Board
William J. Avery
Retired Chairman & CEO
Crown Cork & Seal Co., Inc.
President and CEO
Dennis M. Wint, Ph.D.
The Franklin Institute

Corporate Committee
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Principal
Hirtle, Callaghan & Co.
Daniel J. Whelan, Co-Chair
Counsel
Montgomery, McCraken, Walker & Rhoads
Gary J. Anderson, M.D.
Managing Director
TL Ventures LLC
Lawrence H. Berger
Partner
Morgan, Lewis & Bockius, LLP
Jenne K. Britell, Ph.D.
Chairman and CEO
Structured Ventures, Inc.
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Retired Senior Vice President and General Counsel
PECO Energy Company
J. Michael Fitzpatrick, Ph.D.
President and COO
Rohm & Haas Company
James B. Ginty
Senior Vice President
Right Management Consultants
Robert J. Hall
Retired Publisher and Chairman
Philadelphia Newspapers, Inc.

Foundation & Government Committee
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Community Volunteer
Paul C. Heintz, Esq.
Partner
Obermayer, Rebmann, Maxwell & Hippel, LLP
Norma M. Lang, Ph.D.
Professor
University of Pennsylvania School of Nursing
Charisse R. Little, Esq.
Partner
Ballard Spahr Andrews & Ingersoll, LLP
Hands B. Minyard
Community Volunteer
Camille Morrison
Director of Sponsored Research
Rutgers University—Camden Campus
Hershel J. Richman, Esq.
Partner
Dechert LLP

Individual Committee
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Chairman and CEO
Castle Energy Corporation
Myles H. Tanenbaum, Co-Chair
Chairman
Arbor Enterprises
I Michael Coslov
Chairman and CEO
Tube City, Inc.
W. Joseph Duckworth
President
Arcadia Land Company
S. Matthews V. Hamilton, Jr.
President
Travel Services Company
Andrew L. Lewis IV
President and CEO
KRR Partners LP
Miriam Mandell
Vice President
MGM Consulting Corporation
A. Donald McCulloch, Jr.
Chairman and CEO
MPS Capital, Inc.

Marsha R. Perelman
President
Woodforde Energy, Inc.
Ann R. Sorgenti
Community Volunteer
Ilana Strauss
Community Volunteer
Raymond H. Welsh
Senior Vice President
Paine Webber, Inc.

Capital Campaign
The Franklin Institute is grateful to the following corporations, foundations, government agencies, and individuals who have made gifts of $2,500 or more to the Turning the Key—Opening Young Minds Campaign.

$2,000,000 and above
Commonwealth of Pennsylvania
Delaware River Port Authority
Institute of Museum and Library Services
Merck & Co., Inc.
National Science Foundation
The William Penn Foundation
The Pew Charitable Trusts
The Rathmann Family Foundation

$1,000,000 – $1,999,999
The Arcadia Foundation
Samuel S. Fels Fund
The Hamilton Family Foundation
F. M. Kirby Foundation
The Kresge Foundation
National Aeronautics and Space Administration
PECO, An Exelon Company
Wachovia

$500,000 – $999,999
Harcourt General Charitable Foundation
Independence Blue Cross
Lockheed Martin
National Institutes of Health

$250,000 – $499,999
Anonymous
Mr. and Mrs. Paul Baran
The Boeing Company Charitable Trust
Mr. and Mrs. Joseph L. Castle II
CDI Corporation
Centoar, Inc.
Cephalon, Inc.
The Comcast Foundation
The Connelly Foundation
Mr. and Mrs. Richard A. Greenawalt
Heritage Philadelphia Program, funded by The Pew Charitable Trusts and administered by the Independence Visitor Center Corporation
The John S. and James L. Knight Foundation
The Lenfest Foundation
Mr. and Mrs. A. Donald McCulloch, Jr.
U. S. Department of the Interior
Estate of Emily W. Williams
Ruth W. and A. Morris Williams, Jr.
Paul and Marcia Woodruff

$100,000 – $249,999
Anonymous
Dr. and Mrs. Gary J. Anderson
AT&T
Mr. and Mrs. William J. Avery
Mr. and Mrs. C. Graham Berwind
Crown Holdings, Inc.
Mr. and Mrs. John K. Desmond, Jr.
Mr. and Mrs. Kevin F. Donohoe
Mr. and Mrs. Henry F. Harris
Mr. and Mrs. Gordon B. Hattersley
The James and Agnes Kim Foundation, Inc.
Lincoln Financial Group Foundation
Christian R. and Mary F. Lindback Foundation
Mr. and Mrs. A. Bruce Mainwaring
Samuel P. Mandell Foundation
Mrs. J. Maxwell Moran
Marsha and Jeffrey Perelman
Aileen and Brian Roberts
Rohm and Haas Company
Mr. and Mrs. Frank P. Slattery, Jr.
Mr. and Mrs. Harold A. Sorgenti
Kurt and Linda Soukup
Sunoco, Inc.
Myles and Ann Tanenbaum
Unisys Corporation
James and Candice Unruh
Verizon Foundation
Mrs. F. Fisher White *
Robert G. and Rosalind White Williams

$50,000 – $99,999
The American Society of Mechanical Engineers
ARAMARK
Mr. and Mrs. J. Mahlon Buck, Jr.
Mr. and Mrs. William C. Buck
Mr. Donald E. Callaghan
Estate of Sylvia Charp
The Claneil Foundation

$25,000 – $49,999
Air Products and Chemicals, Inc.
Mr. and Mrs. Charles L. Andes
Aqua Pennsylvania, Inc.
Helen D. Groome Beatty Trust
Mr. and Mrs. David J. Berkman
Binswanger
Jenne K. Britell, Ph.D.
Mr. and Mrs. Joseph Duckworth
Ernst & Young LLP
Drs. J. Michael and Jean Fitzpatrick
Joel Gershman and Elaine Levitt
Constance B. and David F. Girard-diCarlo
Estate of Gertrude E. Gouley
Mr. and Mrs. Robert P. Hauptfuhrer
Alan and Nancy Hirsig
The Landon Family Foundation
Molly and Ken Lawrence
Mellon Financial Corporation Foundation
Mr. and Mrs. Jeffrey P. Orleans
Mr. and Mrs. Robert Roskamp
Buck and Mary Scott
Mr. and Mrs. John J. F. Sherrerd
Mr. and Mrs. Lewis S. Somers, 3rd
Donna D. Stein
Mr. and Mrs. James G. Stewart
Strawbridge’s
Wayne and Gail Taylor
Dennis M. Wint, Ph.D.

$10,000 – $24,999
Anonymous
Aetna
ATOFINA Chemicals, Inc. Foundation
Lawrence H. and Julie C. Berger
Renee B. Booth, Ph.D.
The Burke Family Foundation
Mr. James W. Durham
Mrs. Josephine Klein
Pepper Hamilton LLP
Elizabeth and Hershel Richman
Mr. and Mrs. Bruce D. Rubin
Mr. and Mrs. William J. Stallkamp
Dr. and Mrs. James M. Wilson
Richard E. and Diane Dalto Woosnam

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Ethel Benson Wister

* deceased
The Role of Fundraising and Corporate Sponsorship

As a non-profit organization, The Franklin Institute relies on support from many sources to support its mission. Unrestricted annual giving, special project gifts, state appropriations, special fundraising events, and corporate sponsorships enable the Institute to extend its educational reach and resources to an ever-growing audience of schoolchildren, families, and educators.

Individuals, corporations, and foundations contributed more than $2.5 million in philanthropic unrestricted annual support in 2003. This was aided by the growth of contributions to The Benefactor Society and Membership Circles, the generous and steadfast commitment of the Institute’s very active Board of Trustees, and continued support from a growing number of corporations and foundations.

Additionally, two annual fundraising events, the Franklin Family Funfest and The Franklin Institute Awards Ceremony and Dinner, provide essential support to the Institute and its host of outreach programs. The enormous success of these two events in 2003 was due to the tireless enthusiasm of a dedicated team of volunteers who actively recruit sponsors, donors, and patrons.

The Awards Ceremony and Dinner, presented by Fleet, was an unprecedented success, netting over $400,000 to support Institute programs, thanks to the leadership of co-chairs Grete Greenacre and Frank Baldino, Jr. (for highlights, see page 15). The Sixth Annual Franklin Family Funfest, presented in partnership with Comcast, was held on October 17. This Institute-wide celebration brought families together for science fun and discovery. Aviation was the theme in 2003, and attendees had the opportunity to preview the Institute’s newest permanent exhibit, The Franklin Air Show. Guests enjoyed an endless array of entertainment including the Pepper Hall Carnival, Ken Blackburn’s Record Setting Paper Airplane Show, and a variety of other interactive science and technology shows and activities. Funfest netted more than $80,000 in support of the Institute and its programs. Co-Chairs Renee Booth and Lore and Andrew Yao were supported by Vice-Chairs Gretchen and Steve Burke, and Tricia and Gerry Cuddy, as well as Grandparent Chairs Charles and Dottebob Andes, and David and Sandra Marshall.

The Franklin Institute is pleased to introduce the members of the newly formed Benefactor Society Board. This advisory group is charged with creating and building interest in adult-oriented science programs at the Institute. The Benefactor Society Board, in conjunction with the Board of Trustees, will play a significant role in shaping the Institute’s future.
Corporate Sponsorship

Corporate Sponsorship is integral to Franklin Institute operations, providing $935,200 in direct funding and more than $1.5 million in advertising and promotional support on an in-kind basis. Corporate sponsors benefit from the more than one million impressions they make on people visiting the Institute, attending outside functions held in the Museum, and participating in Institute outreach programs. As a result, sponsors have not only been extremely supportive of the Institute’s educational mission, but they have also contributed to and promoted Institute exhibits and programs far beyond the scope of their contracts. PECO, An Exelon Company, AstraZeneca, and Lockheed Martin partnered to sponsor and support Kids Corner Carnival at The Franklin Institute, making possible special appearances by WXPN’s Kids Corner host Kathy O’Connell and former NASA astronauts Dan Brandenstein and Brian Duffy.

Continuing its support of the Institute throughout the year, Lockheed Martin brought in several former NASA astronauts for a variety of programs and exhibits including World Space Week and The Franklin Air Show. The Philadelphia Coca-Cola Bottling Company continued to provide promotional support for the Institute, including billboard and truckback advertising promoting Grossology, in the Mandell Center and The Franklin Air Show. Additionally, Sunoco promoted the Institute through a discount offer to Sunoco’s A+ customers at 300 regional Sunoco stations through the fall.

The Institute continues to be appreciative of the longstanding support of its most significant sponsors, continuing Corporate Partners PECO Energy and Unisys.
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Listing as of December 8, 2003

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Listing as of December 8, 2003