



**Cary Institute**  
of Ecosystem Studies

Board of Trustees  
2 November 2022

# **PLEASE MARK YOUR CALENDAR**

## **Cary Institute Board of Trustees Meeting Schedule**

**2023**

Wednesday March 1, 2023  
New York City

Thursday/Friday June 1-2, 2023  
Millbrook

Wednesday November 1, 2023  
New York City

\*A virtual option will be available for all meetings.

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# AGENDA

AGENDA  
Cary Institute of Ecosystem Studies  
Meeting of the Board of Trustees  
November 2, 2022

9:00 AM* – 9:05 AM	Board Convenes – Mr. Scott Ulm
9:05 AM – 10:05 AM	President’s Report and Discussion – Dr. Josh Ginsberg
10:05 AM – 10:15 AM	Report from the Buildings & Grounds Committee – Mr. Hugo Cassirer
10:15 AM – 10:25 AM	Report from the Development Committee – Ms. Trina Whitridge
10:25 AM – 10:35 AM	Report from the Finance Committee – Mr. Soo Kim
10:35 AM – 10:50 AM	Break
10:50 AM – 11:00AM	Report from the Investment Committee – Ms. Liz Hilpman
11:00 AM – 11:20 AM	Report from the Audit Committee – Mr. Marty Senzel
11:20 AM – 11:35 AM	Report from the Trusteeship Committee – Ms. Frances Beinecke
11:35 AM – 11:45 AM	Report from the DEI Committee – Mr. Soo Kim
11:45 AM – 12:00 PM	Report from the Science Advisory Committee - Dr. Emily Bernhardt
12:00 PM – 12:15 PM	Break
12:15 PM – 1:00 PM	Lunch – Scientific Presentation – Dr. Shannon LaDeau
1:00 PM – 1:10 PM	Break
1:10 PM – 2:00 PM	Executive Session

\*Please mute yourself when not speaking. Leaving your microphone on can cause feedback that disrupts the meeting for all attendees. If your connection is slow or you experience freezing, turn off your video. Please log out and dial in by phone if your connection becomes unstable. Use the chat function to let us know you have a comment.

**If attending in person, please bring a laptop/tablet to connect to the Zoom link so remote participants can see who is in the room.**

# MINUTES, JUNE 2022

MINUTES  
of the Meeting of the  
Board of Trustees of the  
Cary Institute of Ecosystem Studies  
June 2-3, 2022

**DRAFT Provisional  
Minutes**

A regular meeting of the Board of Trustees of the Cary Institute of Ecosystem Studies was held via web video/audio conference on June 2-3, 2022.

Trustees Present: Scott J. Ulm, Chair; Edward A. Ames, Secretary; Frances Beinecke; Emily S. Bernhardt; Farran Tozer Brown; Ingrid Burke; Hugo Cassirer; J. Barclay Collins; John D. Drake; Eric S. Ewing; Joshua R. Ginsberg; Elizabeth Hewitt; Elizabeth R. Hilpman; Erich D. Jarvis; Everette Joseph; Soohyung Kim; Rubén Kraiem; Robbianne Makin; Christopher J. McKenzie; Muriel Poston; Simon C. Roosevelt; Martin Senzel; Serena H. Whitridge; and Kim M. Wieland

Trustees Absent: Gretchen Long<sup>^</sup>; and Ralph C. Schmidt

<sup>^</sup>*Honorary Trustee*

Staff Present: Deborah M. Fargione; Catherine Forbes; Winslow Hansen<sup>#</sup>; Scientists\*, and Holly A. Talbot

<sup>#</sup>*Science Presentation*; \**Disease Ecology Discussion among Scientists and Trustees*

Mr. Ulm, Chair, convened the virtual meeting at 9:03 a.m., and on a motion by Mr. Kraiem, the Board approved the minutes of the meeting of March 2, 2022, as submitted. Mr. Ulm welcomed new and returning Trustees, Drs. Erich Jarvis and Muriel Poston, and Mr. Simon Roosevelt, respectively.

In his President's report, Dr. Ginsberg proposed the reappointment of Drs. Clive G. Jones and David L. Strayer as Senior Scientists Emeritus for three-year terms, and on a motion by Mr. Senzel, the Board approved both appointments. Dr. Ginsberg reviewed the model and guidelines of the Institute's G. Evelyn Hutchinson Chair, a five-year, non-renewable Chair that is rotated among the Scientists. He presented for approval by the Board, the nomination of Dr. Shannon LaDeau as the next Chair, and on a motion by Dr. Burke, the Board approved this appointment effective July 1, 2022. Referring to the Grand Opening of the Tozer Ecosystem Science Building [TESB] on April 8, 2022, Dr. Ginsberg expressed gratitude to the Trustees who had contributed to the "Campaign for Cary," and who attended the historic opening of the TESB.

Dr. Ginsberg reviewed the development of the last Strategic Plan, which covered the period of 2017-2021, and said that he will report more about this and the development of the next Strategic Plan at the next meeting. Summarizing his written President's Report, which was included in the materials for this meeting, Dr. Ginsberg described his management style and outlined his role, as well as the role of the Scientists and Administrative Leadership, in delivering the mission toward the future of Cary Institute. He said that, to the extent possible, authority and responsibilities have been widely distributed, that management is more horizontal than hierarchical, and that this team, together with the Board, ensures ongoing institutional Strategic Planning and implementation. Dr. Ginsberg said that Board engagement and support is fundamental to the leadership and mission of the institution, and he asked that Trustees please inform him in advance of any programmatic discussions they might wish to conduct with individual Scientists, so that as President he would be informed of any such discussions.

Ms. Whitridge, Chair, Development Committee, reported that the total private fund raising in FY22 to date has been \$4 million, resulting in a 2-year total of \$7.2 million, which she defined as a record-breaking achievement for the Institute. She thanked all involved with the successful "Campaign for Cary" and said that, in addition, the Institute awaits receipt of committed contributions from the estate of Barbara A. Lavoy. She said that support raised thus far in FY22 from private foundations has been approximately \$1 million from diverse sources. She added that cancellation of the Spring Lunch was unfortunate, but that few donors requested a full or even partial refund of the Lunch fee, and she added that, to avoid yet another cancellation because of the pandemic, there would be no 2022 Fall Luncheon. Mr. Ulm expressed gratitude to all and added that the increase in private support made a transformative difference for the Cary Institute.

Mr. Kim, Chair, Finance Committee, reported that the Committee met on May 17 to review and approve the proposed FY23 budget. As part of this review, he said that the Committee revisited New York State Uniform

Prudent Management of Institutional Funds Act [UPMIFA] factors related to the endowment draw, and based on this review, the endowment draw of 5% of a 20-quarter rolling average is reflected in the proposed FY23 budget. Following a discussion about inflation rates, Dr. Ginsberg reminded the Board that there exists a contingency plan for the reduction of expenses should this ever become necessary. Mr. Kim conveyed the Finance Committee's confidence in the short- and long-term plans for the Institute's future. On Mr. Kim's motion to affirm the Finance Committee's ratification of the proposed FY23 budget, the Board approved, as presented.

Ms. Hilpman, Chair, Investment Committee, said that the Committee met with Hall Capital Partners, LLC on May 13. She reported that during these difficult times, the Institute's investments are down a total of 12.5% to-date in this calendar year, and she projected that FY22 as a whole might also result in negative returns. Ms. Hilpman said that the Committee is cognizant of risk exposures in the portfolio. She said that the Committee is happy with Hall Capital Partners' engagement with the Institute, and that the Committee is conducting its periodic review of Hall Capital's performance. Ms. Hilpman reassured the Board that the Committee is watchful to insure that the Institute's needs will be met with sufficient cash, and Mr. Ulm said that the Board will remain diligent in its review of the endowment draw going forward.

Mr. Senzel, Chair, Audit Committee, said that the Committee met on May 24, and Ms. Talbot provided an update on the status of the ongoing National Science Foundation [NSF] Office of Inspector General [OIG] Audit. She said the Auditors indicated that the questioned costs found here are the same as those found at other institutions, and that the expenditures in question may cost the Institute \$36,000, but that she is prepared to contest two-thirds of the questioned costs with earlier documentation provided by NSF allowing those costs. Ms. Talbot said that the Institute would adapt policies as necessary following the audit process. Mr. Senzel said that the Federal Single Audit was submitted and resulting communications acknowledged receipt with no items in question. Mr. Senzel said that discussions with auditors at CliftonLarsonAllen LLP [CLA] revealed no new updates, and he concluded by asking the Trustees to complete and submit the required Conflict of Interest [COI] forms. He said that the review of COI forms submitted thus far reflect no items of concern.

Ms. Beinecke, Chair, Trusteeship Committee, welcomed the returning Trustee, Mr. Simon Roosevelt, and the new members, Drs. Muriel Poston and Erich Jarvis. She provided an update about present candidates in the pipeline, Michael Kato and Gabriella Chavarria, each previously approved for invitation to Board membership according to the established nomination protocol, noting that each indicated interest, but deferred in favor of future consideration. Ms. Beinecke summarized Board membership and composition and said that with the upcoming rotation off the Board by Mr. Ames and Ms. Whitridge, effective November 3, 2022, there will be four vacancies on the Board. She invited continued recommendations, via the established Trustee nomination procedure, allowing future Trusteeship Committee discussion toward the continued development of a pipeline of candidates for consideration. Ms. Beinecke reported on the addition of Dr. John Drake to the Board Diversity, Equity, and Inclusion [DEI] Committee, and went on to present the overall slate of Committee memberships for approval. On Mr. McKenzie's motion to accept the slate, as amended, the Board approved.

Mr. Kim, Chair, Diversity, Equity, and Inclusion [DEI] Committee, reminded the Board that the DEI Committee, once a subcommittee of the Trusteeship Committee, is now a separate Standing Committee of the Board, and he said that the Committee is preparing its Charter for approval. Mr. Kim offered to step down as Finance Committee Chair, and added that, should the Board so desire, he would be willing to Chair the DEI Committee. He reviewed recent DEI Committee interactions with the staff Justice, Equity, Diversity, and Inclusion [JEDI] Committee and consultants at Strategic Diversity Initiatives [SDI]. Dr. Ginsberg expanded on the recent, egregious errors made by the SDI consulting firm, which created a difficult situation for both the Board and staff Committees, and, having already apologized to the staff JEDI Committee, he apologized to the Board and the DEI Committee. It was agreed that the Board DEI Committee would discuss further the Board's role in oversight of Diversity, Equity, and Inclusion at Cary Institute, and Dr. Poston suggested that the Committee meet in advance to share viewpoints toward a full Board discussion in the fall. Mr. Kim endorsed the inclusion of this topic in the upcoming Strategic Plan exercises.

Mr. Cassirer, Chair, Building and Grounds Committee, said that the Committee had met the prior day and that, while recent focus has been on the TESB renovation, other facilities are now undergoing deferred maintenance and the campus is in good shape. Mr. Cassirer referenced recent concerns expressed among the community about the unsightliness of the solar installation on Bacon Triangle, to which Ms. Talbot added that, although



delayed due to supply chain issues, the new solar screen is in place. Mr. Cassirer said that the Committee discussed the upcoming renovation of Bacon Flats Lodge, and Dr. Ginsberg said that the building will be converted to lodging for short-term, distinguished visitors. Mr. Cassirer said that consideration as to the fate of Gifford House continues, with ideas under discussion. Lastly, following recent discussions, including with Cary Scientists, Dr. Ginsberg presented several options for restoration of the TESB meadow. After further discussion at the present meeting, Dr. Ginsberg agreed to further consider the option of implementing a 3-year mowing regime. Mr. Cassirer said that both the upcoming Committee of Visitors meeting and coming Strategic Plan exercises, will inform future Committee discussions.

Following a brief break, Forest Ecologist, Dr. Winslow Hansen, presented a talk entitled: *21<sup>st</sup>-Century Forest Fire in the Western United States*, after which Mr. Ulm, invited the report of the Science Advisory Committee.

Dr. Emily Bernhardt, Chair, Science Advisory Committee [SAC], said that the Committee met on May 13, and strategized maximizing the engagement of the Committee of Visitors [CoV]. She said that the SAC looks forward to this process and to hearing both the resulting report and the Scientists' response to the report. She endorsed reserving a large block of time for discussion at the Board meeting that will follow the CoV exercise and reiterated that the SAC's role in the CoV visit is to ensure good process and outstanding composition of the Committee, and to ensure that that Cary Scientists have the best opportunity to contribute their ideas.

On behalf of the Executive Committee, Mr. Ulm, Chair, reviewed a series of proposed minor changes to the Board Committee Charters, as previously circulated to the Board. Following brief discussion, Messrs. Senzel and McKenzie agreed to review the changes in detail, and Mr. Ulm agreed to circulate the resultant language to the Board for approval. A separate change, proposed for the Executive Committee Charter alone, reflected the inclusion of the Chair of the Diversity, Equity, and Inclusion [DEI] Committee to membership on the Executive Committee, and on Mr. Kim's motion, the Board approved this change, as presented.

Dr. Ginsberg summarized the pathway to the future for the Institute, including the upcoming CoV meeting and the Strategic Plan exercises. He summarized the proposed agenda and charges to the CoV and said that briefing materials will be shared with the Board. Dr. Ginsberg said the results of the CoV visit will also be shared with the Board following the Scientists' response to that report as well as the Scientific Advisory Committee's response to both aforementioned reports. Dr. Bernhardt reassured the Board that the CoV is comprised of outstanding scientists, and that their commitment to this process is a testament to the reputation of Cary Institute. Lastly, Dr. Ginsberg said that the upcoming Strategic Plan will focus on the future of Cary Science, which he added will guide future scientific hires.

Dr. Ginsberg said that the June Board meeting would continue on the following day, June 3, 2022, and that from 9:00 to 10:30 a.m. a "Virtual Breakfast with the Scientists" would be presented with a disease ecology talk and conversation with Drs. Barbara Han, Shannon LaDeau, and Rick Ostfeld.

With no further business, Mr. Ulm concluded the June 2, 2022, meeting at 2:00 p.m., and the Board reconvened in executive session.

Edward A. Ames

# PRESIDENT'S REPORT

*President*

Joshua R. Ginsberg

**President's Report**  
***Board of Trustees Meeting***  
***November 2, 2022***

For six years we've been operating under a strategic plan that the Board and staff developed soon after I arrived in Cary Institute. In November, I will review the accomplishments, and challenges, of that plan. Overall, we've had some remarkable success, rebuilding our infrastructure, hiring new staff, expanding and integrating our development and communications programs and laying the foundations for a strong future for Cary Institute.

As we have discussed at past meetings, the Institute is at a critical juncture in its history. After nearly 40 years, much of the first cohort of Scientists has retired, and over the next five years, as few as two, and as many as six, Senior Scientists will go part-time (as several Scientists have done in the past) or fully retire. Charting our future has never been more important. I want to use this letter to discuss the process by which we will develop the next strategic plan.

In June, after the Committee of Visitors' meeting was delayed because of COVID, I had a five-hour meeting with the Scientists to discuss the arc of our next strategic planning process. It was not an easy discussion, but it was very productive. This meeting built on many of the discussions we had pursued at the staff retreat in early May. Through that process, and further discussion and reflection, I drafted an approach that will lead us to our next strategic plan. Having discussed and honed this approach with the Scientists, I have appended that timeline at the end of this letter, and will use this letter to flesh out this timeline a bit. I hope this will serve as a jumping-off point for discussion at the Board meeting.

At the center of the next strategic plan is our science and the niche that Cary Institute will fill in ecosystem science and ecology. Our Scientists must be at the center of the discussions about the future of Cary science. This is critical, both because the Scientists are the ones who are key to implementing our vision, and because the priorities we put on our next hires, how we allocate resources to different staff positions (core Scientists, Postdocs, Research Fellows, and visitors), and the fields on which we focus, will determine, over the next decade, or three, the science that we do.

We have asked the Committee of Visitors to help guide the Scientists, the Board, and the President as a first step in examining, and redefining, our scientific priorities and how we pursue them. The objective of the visit is less a retrospective review and more a prospective process of discovery. The Committee will be at the Institute November 17<sup>th</sup>,

18<sup>th</sup>, and 19<sup>th</sup>, and I am optimistic that we will be able to execute the visit as planned. We have added Dr. David Arscott, President of Stroud Water Research Center, to fill the place left by Phil Duffy, who has remained at The White House as the Climate Science Advisor to the Biden Administration, and has left his position as President and Executive Director of the Woodwell Climate Research Center. While we will miss Phil's participation, Dave runs one of the other independent research institutes that we often use to benchmark our work, and he is a great addition to the Committee.

With the Committee of Visitors' report completed, the Scientists will write a response to that report and, in mid-January, we will convene a two-day retreat of the Scientists to finalize the response and place it in the context of our vision for science for the future of Cary Institute. We do not plan to have a final vision document completed at the January retreat, but have set an ambitious timeline and we will aim to present that vision at the March 2023 Board meeting for discussion and review.

The Board's engagement in this process is critical to our future success. For the science vision, the Board has a crucial role as a sounding board to the Scientists for their proposal. The Board will be an internal reviewer, able to ask hard questions, and make suggestions for re-vision and improvement. Once we have this vision finalized, the Board will play a central role in development of the broader strategic plan that will both define how we will marshal the resources, staff and facilities we need to reach our vision, and also how we amplify the impact of our science through public engagement, outreach, and policy and management engagement so we really deliver science for environmental solutions.

In our discussions, I emphasized to the Scientists that developing this vision should be done, at least initially, without serious consideration of financial constraints. Finances will, inevitably, be the final constraint, but a clear and ambitious vision for the Institute is critical for us to grow, and prosper, as an institution.

Without a compelling and ambitious vision, the Institute's long-term success could be compromised. We live in a competitive funding environment and while we do exceptionally well with Federal funding, our peers out-raise us with private funding. While expanding public funding, and continuing to diversify public funding outside of the National Science Foundation [NSF] is important, increasingly the larger pots of funding, and the truly flexible funding, comes from major private philanthropy. In addition, the fixed costs of running the Institute -- managing the property, maintaining our current infrastructure, and the administrative support functions -- could all support a larger enterprise (albeit likely requiring the hire of additional junior-level support staff). The TESB has space to grow -- and was intentionally built to accommodate a larger enterprise. Efficiency requires growth.

Not only are we competing with other similar institutions because of the work we do, and want to do, but we are competing for staff with not just academia, but major NGOs, and the private sector. In the past month, a data visualization specialist turned down an offer as they could earn 65% more working for The Nature Conservancy (and likely double that in

the private sector). We have advertised, and readvertised, a position for a writer for the Communications Department and now believe that to secure a writer with the skills of the writer who left, we likely will have to raise the salary by 30-40%. Data analysts, lab staff, and other specialists are all in ever-greater demand. And because of remote work, the demand (and competition) for many positions is now not local, but regional or national. Raising salaries for support staff will, inevitably, lead to a need to review salaries for core Scientists and Postdocs. Putting aside the pressures of inflation, these adjustments will be costly, and likely necessary. These issues are endemic to all academia, but because of scale, I think they pose a particular challenge for small, independent research institutes.

I like to joke that there are four phases of the pandemic: Lockdown, Post-vaccination, Denial, and Endemic. As we move through late or mid-Denial, the impacts of COVID on the community spirit, and the need for intentional community building, are increasingly apparent. Working from home has become a norm for *everyone*, and we proved that most staff can work from home efficiently and effectively. We have not mandated a return-to-the-office, and while people are coming back, they are coming back slowly. Unlike a university, where students, and teaching, now bring together a community, Cary is quiet, perhaps too quiet. For instance, Thursday seminars used to have 30-40 attendees, and a vibrant discussion over lunch following the seminar. Last week we had eight people in the Auditorium. Now that we are hybrid, many people attend virtually, some even log in from the TESB. External guests have not been invited due to the on-going pandemic. Administrative and research support staff frequently attended seminars in the past: many have fallen out of the habit. Another recent example: when a photographer came to document the TESB, we had to work to get enough people in the frame of the pictures.

“Solving” this problem is not straightforward: everyone likes the flexibility of working from home and, often, they are more productive when they can exercise that option as needed. Even when we are in the office, people have gotten into the habit of emailing each other, or Zooming, rather than stopping in and talking. Personally, whenever I am not traveling, I have tried to be in the office at least part of every day, and I have returned to walking the hallways and checking in on staff. Holly, too, spends time walking the halls and working face-to-face with her staff and the Scientists. At the last Scientific Staff meeting, we had more than 60% of the Scientists in the room, and we had a long discussion about the challenges of coming back from a fully remote existence. And in the past week, we have reinstituted a monthly vegetarian pot-luck lunch, set up a committee-of-five to plan the staff holiday party, and, last week, the Admin staff hosted a two-day FoodFest (breakfast day one; lunch day two), a tradition that was initiated when the Scientists went on a retreat, but this year invitations were open to everyone.

The culture of Cary -- the “secret sauce” -- has always depended on interaction, collaboration, and conversation. I worry that if we do not make efforts and intentionally rebuild that culture we will suffer in the longer term, affect retention of staff, and have trouble attracting the best people. Growth, again, may well be a critical component of this, ensuring we have a critical mass in the building even when people are travelling or

working from home. We had a good discussion at the Scientific Staff meeting on Monday, and the issue is felt keenly by all. I look forward to your ideas and insights on these issues.

Instead of an extended travelogue, I've linked [HERE](#) to the Google Sheets document that catalogues recent travel. The key take-home is that our Scientists are, indeed, travelling again both locally and globally. There has been a real flurry of travel, likely because of pent-up demand, delayed meetings and conferences, and a real desire to see one's colleagues again. Several of the staff also included virtual travel, and in discussion with them, and others, it became clear that staff are being strategic about when they actually get in a plane, train, or automobile, and when they participate virtually.

One scientist noted that, at some level, the whole community has shifted heavily towards virtual meetings. In the past, we would travel long distances for a one or two day workshop and now these meetings are often scheduled as a couple of Zoom sessions. For smaller meetings (10-20) people, in particular, this seems to work well. In general, people *are* travelling to attend larger meetings (whether the 2000+ at the Ecological Society of America, or the +/-100 at the Hubbard Brook Annual Cooperators' meeting or the Baltimore Ecosystem Study Annual Meeting). Juggling parallel virtual seminars is possible, and we did it for two years with much frustration, and deep admiration for the organizers of these meetings. But the deeper value of attending such meetings is the networking and informal interactions in the hallways, over meals, or on walks around town. In person meetings also remove us from the distractions of our day-to-day lives, giving us the luxury of focusing on the seminars, and on reconnecting with colleagues. Of course, traveling to conduct field work, or to spend a significant block of time with a collaborator, is something we have all missed and are diving into. Getting the virtual/real life equation right also will reduce travel, lead to a better quality of life (we hope), and reduce our individual and communal carbon footprint.

I look forward to seeing many of you in person at Hall Capital Partners, and seeing others on-line. For those who are attending in person, please remember to bring a laptop or tablet so you can log in and we can all be "on-screen" together.

### **Timeline for the Next Strategic Plan**

November 17, 18, 19, 2022	Committee of Visitors (CoV) at Cary Institute
December 20, 2022	Committee of Visitors Report filed
January 17, 18, 2023	Scientists' Retreat to finalize response to the CoV Report and develop Vision for Science
February 25, 2023	Draft Vision for Science completed
March 1, 2023	Draft Vision presented to Board

May, 2023	Two Scientists positions advertised building on priorities in the Vision for Science.
June 1 & 2, 2023	Two-day Board meeting at Cary Institute, launch of Strategic Planning to implement Vision for Science
June-October, 2023	Strategic Plan development through Board/Staff committees. Board/Staff retreat.
November 1, 2023	Strategic Plan finalized

FINANCE



## FY 22 Operating Budget Summary Footnotes

### Revenue

- (1) Endowment Contribution – endowment calculation based on 5% of 5-year rolling average.
- (2) Grants and Contracts – Scientific Research and Education – actual grant costs consist of all expenditures made on restricted grants: personnel, supplies, travel, etc. The amount of grant revenue recognized is equal to the amount of grant expenditures in the expense line items.
- (3) Expected Grant Income (Direct Costs) – expected income is based on 19% success rate of proposals submitted through March 15, 2021.
- (4) Indirect Cost Recovery – federal agencies, as well as some private foundations, will provide grant recipients with funds to offset general facilities and administrative costs.
- (5) Unrestricted Development Gifts – consists of unrestricted revenue from individual donors, events and foundations as well as membership revenue.
- (6) Transfer from Reserve – transfer from reserve to balance FY 22 budget not needed.
- (7) Auxiliary Enterprises – consists of dormitory and housing rental income.
- (8) Education Revenue and Fees – consists of income from ecology program revenue (summer camp, school programs, workshops) offered through the education program.
- (9) Miscellaneous – includes interest recognized as operating income (interest earned on operating, savings and payroll cash accounts held at Bank of Millbrook and Morgan Stanley) and other revenue from surplus equipment and energy curtailment programs.

### Expenses

- (10) Scientific Research and Training – includes scientific staff and support staff personnel expenses, scientific staff operating expenses, adjunct scientists' expenses, analytical laboratory and environmental monitoring expenses, scientific seminar expenses and all research grant expenses.
- (11) Education Science – includes personnel and operating expenses for the education staff and all education grant expenses.

(12) Public Programs, Outreach and Visitation – includes personnel and operating expenses for public programs, outreach and visitation, and enhancements of the interpretive trails.

(13) Finance and Administration – includes personnel and operating expenses for all administrative staff and support staff (including research and education administrative support, executive management, accounting and business, human resources, grants management, compliance, computer network management, event management, safety, and communications).

(14) Development – includes personnel and operating expenses for fundraising activities.

(15) Library – includes personnel and operating expense for the library, journal databases, including Web of Science and the search and reference services it provides as well as Data Management Services.

(16) Physical Plant – includes salary and operating expenses for building maintenance, automotive shop, security, custodial operations and hazardous waste removal. The cost of utilities for the main complex (TESB, Likens Lab, and Auditorium), and the Gifford and Carriage Houses are also included.

(17) Grounds– includes personnel and operating expenses for the grounds maintenance crew.

(18) Board and Committee Expenses – includes expenses incurred in holding Board of Trustees meetings, Trustee mailing expenses, and travel expenses of attending board members.

(19) Auxiliary Enterprises – includes personnel and operating expenses incurred in maintaining on-campus housing.

(20) Strategic Planning Expenses – includes an allocation to be used at the President's discretion based upon the outcomes of the strategic plan at the direction of the Board.

(21) Capital Improvements – see detailed list attached.

(22) Capital Replacement Fund - for future capital improvements.

(23) Construction Loan Repayments – no payments made in FY 22.

(24) Raise Pool – cost of living increases and merit pool to be used at the President's discretion. Actual expense reflected in appropriate categories listed above.

CARY INSTITUTE OF ECOSYSTEM STUDIES  
FY 22 OPERATING BUDGET SUMMARY  
as of June 30, 2022

	Approved FY22 Budget	To Date FY22 Budget	Variance	Percent of Total
Income				
Endowment Contribution (1)	\$ 5,787,233	\$ 5,787,233	\$ -	100%
Grants and Contracts (2)				
Scientific Research	3,340,429	3,377,876	(490,626)	87%
Education	73,649	273,701	200,052	372%
Expected Grant Income (3)	528,074			
Indirect Cost Recovery (4)	845,762	737,975	(107,788)	87%
Unrestricted Development Gifts (5)	670,000	670,733	733	100%
Transfer from Reserve (6)	400,000	26,352	(373,648)	7%
Auxiliary Enterprises (7)	106,001	115,154	9,153	109%
Education Revenue and Fees (8)	3,600	950	(2,650)	26%
Miscellaneous (9)	5,000	19,702	14,702	394%
***Total Income***	\$ 11,759,749	\$ 11,009,678		94%
Expenses				
Scientific Research and Training (10)	\$ 6,368,135	\$ 5,852,790	\$ 515,345	92%
Education Science (11)	263,179	443,664	(180,485)	169%
Public Programs, Outreach and Visitation (12)	378,037	248,154	129,882	66%
Finance and Administration (13)	2,282,164	2,357,246	(75,082)	103%
Development (14)	511,101	429,210	81,891	84%
Library (15)	282,808	265,358	17,450	94%
Physical Plant (16)	985,108	934,031	51,077	95%
Grounds (17)	174,671	169,002	5,669	97%
Board and Committee Expenses (18)	4,725	2,731	1,994	58%
Auxiliary Enterprises (19)	74,821	71,000	3,822	95%
Strategic Plan Implementation (20)	25,000	45,519	(20,519)	182%
Capital Improvements (21)	125,000	90,973	34,027	73%
Capital Replacement Fund (22)	100,000	100,000	-	100%
Loan Repayments (23)	100,000	-	100,000	0%
Raise Pool (24)	85,000		85,000	0%
***Total Expenses***	\$ 11,759,749	\$ 11,009,677		94%

CARY INSTITUTE OF ECOSYSTEM STUDIES  
FY 22 UNRESTRICTED OPERATING BUDGET SUMMARY  
as of June 30, 2022

	Approved FY22 Budget	To Date FY22 Budget	Variance	Percent of Total
Income				
Endowment Contribution (1)	\$ 5,787,233	5,787,233	\$ -	100%
Grants and Contracts (2)				
Scientific Research				
Education				
Expected Grant Income (3)				
Indirect Cost Recovery (4)	845,762	737,975	(107,788)	87%
Unrestricted Development Gifts (5)	670,000	670,733	733	44%
Transfer from Reserve (6)	400,000	26,352	(373,648)	7%
Auxiliary Enterprises (7)	106,001	115,154	9,153	109%
Education Revenue and Fees (8)	3,600	950	(2,650)	26%
Miscellaneous (9)	5,000	19,702	14,702	394%
***Total Income***	\$ 7,817,596	\$ 7,358,100		94%
Expenses				
Scientific Research and Training (10)	\$ 2,499,632	\$ 2,474,913	\$ 24,719	99%
Education Science (11)	189,530	169,964	19,566	90%
Public Programs, Outreach and Visitation (12)	378,037	248,154	129,882	66%
Finance and Administration (13)	2,282,164	2,357,246	(75,082)	103%
Development (14)	511,101	429,210	81,891	84%
Library (15)	282,808	265,358	17,450	94%
Physical Plant (16)	985,108	934,031	51,077	95%
Grounds (17)	174,671	169,002	5,669	97%
Board and Committee Expenses (18)	4,725	2,731	1,994	58%
Auxiliary Enterprises (19)	74,821	71,000	3,822	95%
Strategic Plan Implementation (20)	25,000	45,519	(20,519)	182%
Capital Improvements (21)	125,000	90,973	34,027	73%
Capital Replacement Fund (22)	100,000	100,000	-	100%
Loan Repayments (23)	100,000	-	100,000	0%
Raise Pool (24)	85,000		85,000	0%
***Total Expenses***	\$ 7,817,596	\$ 7,358,100		94%

CARY INSTITUTE OF ECOSYSTEM STUDIES  
FY 22 CAPITAL BUDGET  
as of June 30, 2022

	<u>Budget</u>	<u>Actual</u>
Scientific:		
Lucas Start Up Equipment	\$ 19,000	\$ -
Gel Electrophoresis System	15,000	11,584
Ultra Low	10,000	11,479
Equipment Replacement - Analytical Lab	5,000	
Technology:		
Virtualization Host		7,594
Physical Plant:		
Town Line Cottage Roof, Siding and Windows	30,000	5,986
Cary West Roof	18,000	
Black Top Repairs	8,500	7,500
Replace Roof on Field Lab Lower Building	8,000	7,600
Septic Pumping System - Likens Lab	6,500	
Septic Piping - Cary West	5,000	
Rearing Facility Roof		15,610
Vehicle		23,620
 Total Expenditures:	 \$ 125,000	 \$ 90,973

CARY INSTITUTE OF ECOSYSTEM STUDIES  
FY 23 UNRESTRICTED OPERATING BUDGET SUMMARY  
as of September 30, 2022

	Approved FY23 Budget	Actual FY23 Budget	Variance	Percent of Total
Income				
Endowment Contribution (1)	\$ 6,078,788	\$ 1,519,697	\$ (4,559,091)	25%
Grants and Contracts (2)				
Scientific Research	3,005,209	968,943	(2,348,467)	29%
Education	89,276	84,967	(4,309)	95%
Expected Grant Income (3)	312,201	-		
Indirect Cost Recovery (4)	726,993	190,232	(536,760)	26%
Unrestricted Development Gifts (5)	685,000	62,465	(622,535)	9%
Transfer from Reserve (6)	500,000		(500,000)	0%
Auxiliary Enterprises (7)	106,251	32,369	(73,882)	30%
Education Revenue and Fees (8)	45,600	41,124	(4,476)	90%
Miscellaneous (9)	5,000	2,276	(2,724)	46%
***Total Income***	\$ 11,554,318	\$ 2,902,073		25%
Expenses				
Scientific Research and Training (10)	\$ 5,918,925	\$ 1,506,612	\$ 4,412,313	25%
Education Science (11)	295,150	126,921	168,229	43%
Public Programs, Outreach and Visitation (12)	381,142	53,666	327,477	14%
Finance and Administration (13)	2,445,319	695,496	1,749,823	28%
Development (14)	596,853	111,195	485,658	19%
Library (15)	294,890	112,768	182,122	38%
Physical Plant (16)	1,036,237	150,674	885,563	15%
Grounds (17)	179,650	37,936	141,714	21%
Board and Committee Expenses (18)	4,000	88	3,912	2%
Auxiliary Enterprises (19)	67,152	11,410	55,742	17%
Strategic Plan Implementation (20)	25,000	2,497	22,503	10%
Capital Improvements (21)	125,000	11,018	113,982	9%
Capital Replacement Fund (22)	100,000			
Raise Pool (23)	85,000		85,000	0%
***Total Expenses***	\$ 11,554,318	\$ 2,820,282		24%
Surplus/(Deficit) *		<u>\$ 81,792</u>		

\* Because of seasonal cycles for both expenses and income, this figure is an indicator, not a projection of what is expected on June 30, 2023

CARY INSTITUTE OF ECOSYSTEM STUDIES  
FY 23 OPERATING BUDGET SUMMARY  
as of September 30, 2022

	Approved FY23 Budget	Actual FY23 Budget	Variance	Percent of Total
Income				
Endowment Contribution (1)	\$ 6,078,788	\$ 1,519,697	\$ (4,559,091)	25%
Grants and Contracts (2)		-		
Scientific Research				
Education				
Expected Grant Income (3)				
Indirect Cost Recovery (4)	726,993	190,232	(536,760)	26%
Unrestricted Development Gifts (5)	685,000	62,465	(622,535)	9%
Transfer from Reserve (6)	500,000		(500,000)	0%
Auxiliary Enterprises (7)	106,251	32,369	(73,882)	30%
Education Revenue and Fees (8)	45,600	41,124	(4,476)	90%
Miscellaneous (9)	5,000	2,276	(2,724)	46%
***Total Income***	\$ 8,147,633	\$ 1,848,163		23%
Expenses				
Scientific Research and Training (10)	\$ 2,601,516	\$ 537,669	\$ 2,063,846	21%
Education Science (11)	205,874	41,954	163,920	20%
Public Programs, Outreach and Visitation (12)	381,142	53,666	327,477	14%
Finance and Administration (13)	2,445,319	695,496	1,749,823	28%
Development (14)	596,853	111,195	485,658	19%
Library (15)	294,890	112,768	182,122	38%
Physical Plant (16)	1,036,237	150,674	885,563	15%
Grounds (17)	179,650	37,936	141,714	21%
Board and Committee Expenses (18)	4,000	88	3,912	2%
Auxiliary Enterprises (19)	67,152	11,410	55,742	17%
Strategic Plan Implementation (20)	25,000	2,497	22,503	10%
Capital Improvements (21)	125,000	11,018	113,982	9%
Capital Replacement Fund (22)	100,000		100,000	0%
Raise Pool (23)	85,000		85,000	0%
***Total Expenses***	\$ 8,147,633	\$ 1,766,372		23%
Surplus/(Deficit)*		<u>\$ 81,792</u>		

\* Because of seasonal cycles for both expenses and income, this figure is an indicator, not a projection of what is expected on June 30, 2023

CARY INSTITUTE OF ECOSYSTEM STUDIES  
FY 23 CAPITAL BUDGET  
as of September 30, 2022

	<u>Budget</u>	<u>Actual</u>
Scientific:		
Growth Chambers (4)	\$ 21,333	\$ -
Snowmobile - Hubbard Brook	15,000	
Polaris ATV		2,590
Equipment Replacement - Analytical Lab	5,000	
Technology:		
Plotter	12,000	
Virtualization Host	8,000	
Physical Plant:		
Emergency Generator - Cold Storage	13,417	
Town Line Cottage Insulation and Siding	16,250	228
Carpeting for Lee Lovelace	10,000	8,200
Likens Lab Façade	24,000	
Total Expenditures:	<u>\$ 125,000</u>	<u>\$ 11,018</u>



Cary Institute of Ecosystem Studies  
Reserve Expense Summary  
as of Sept 30, 2022

	<u>FY 2022</u>	<u>FY 2023</u>
Beginning Balance:	\$ 3,736,898	\$ 3,809,950
Revenue/Gains/ Additions:		
Interest/Realized Gains (Losses)	39,579	(6,993)
Expenses:		
Management Fees	(24,778)	(5,832)
Transfers:		
FY 21 Budget Surplus	92,378	
FY 22 Budget Deficit		(26,352)
Tick Project	(34,131)	
	<u>                    </u>	<u>                    </u>
Ending Balance	<u><u>\$ 3,809,950</u></u>	<u><u>\$ 3,770,774</u></u>
* Funds Available - less threshold of \$750,000		<u>\$ 3,020,774</u>

Cary Institute of Ecosystem Studies  
Endowment Draw Budget  
Revised 2/9/2018

	Original TOTALS	Revised TOTALS	BUDGET FY 2017 YEAR 1	BUDGET FY 2018 YEAR 2	ACTUAL FY 2018 YEAR 2	BUDGET FY 2019 YEAR 3	ACTUAL FY 2019 YEAR 3	BUDGET FY 2020 YEAR 4	TO DATE FY 2020 YEAR 4	BUDGET FY 2021 YEAR 5	TO DATE FY 2021 YEAR 5	BUDGET FY 2022 YEAR 6	TO DATE FY 2022 YEAR 6	BUDGET FY 2023 YEAR 7	TO DATE FY 2023 YEAR 7	TO DATE TOTAL SPENT
<u>Sci Staff Recruitment</u>																
Start up costs (1)	\$ 350,000	\$ 350,000		\$ -	\$ -	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -			\$ 160,000
Start up costs (2)	350,000	350,000				420,000	395,000									395,000
Start up costs (3)													145,000			145,000
Research Fellow Support	248,653	248,653		47,250	26,828	48,195		76,159		77,049			8,567		9,790	45,185
<u>Science Innovation Fund</u>	500,000	500,000		500,000	500,000											500,000
<u>External Affairs</u>																
SDA salary costs	573,493	534,983		152,260	152,260	167,510	88,464	129,091	103,830	86,122	106,508		119,637		2,559	573,258
New strategy/website site upgrades	100,000	138,510		50,000	21,600	88,510	80,670		2,389							104,659
<u>Infrastructure Improvements</u>		1,927,854						1,000,000		927,854	1,927,854					1,927,854
Master Plan - long term	100,000															
Library to conference facilities	200,000	950,000		950,000	693,257		256,743									950,000
Lobby to offices	150,000															
Rehab Administrative Area	150,000															
Technology Upgrades	75,000															
Housing Upgrades	100,000															
Renovation of Gifford House	1,000,000															
Roof	702,854															
Partial Renovation of Bacon Flats	400,000															
PSB renovation																
TOTALS	\$ 5,000,000	\$ 5,000,000		\$ 1,699,510	\$ 1,393,945	\$ 884,215	\$ 980,877	\$ 1,205,250	\$ 106,218	\$ 1,211,025	\$ 2,034,362	\$ -	\$ 273,204		\$ 12,350	\$ 4,800,956

CARY INSTITUTE OF ECOSYSTEM STUDIES

Bank Accounts

September 30, 2022

Institution	Purpose	Balance 9/30/2022	Signator
Bank of Millbrook	Accounts Payable	\$388,465	One signature required < \$5,000 Two signatures required > \$5,000 First signatures: Joshua Ginsberg, President Holly Talbot, Sr Dtr of Administration / Comptroller Second signatures: Joshua Ginsberg, President Holly Talbot, Sr Dtr of Administration / Comptroller Shannon LaDeau, Associate Scientist Kathleen Weathers, Senior Scientist
Bank of Millbrook	Payroll	\$1,804	One signature: Joshua Ginsberg, Payroll Service Holly Talbot, Manual Checks
Bank of Millbrook	Savings - credit card transfer account	\$30,603	Funds transferred to Bank of Millbrook - Accounts Payable account
Bank of Millbrook	Checking - Flex account	\$30,084	Process flex medical and dependent care distributions by Flex Administrator
Morgan Stanley	Operating Fund	\$710,687	One signature: Joshua Ginsberg, President
	Reserve Fund	\$4,589,780	Holly Talbot, Sr Dtr of Administration / Comptroller
	Grant Funds	\$852,616	
Community Foundation		\$29,385	* One signature: Joshua Ginsberg, President
Berkshire Taconic		\$10,050	* Holly Talbot, Sr Dtr of Administration / Comptroller
Endowment Accounts	Endowment		One signature: Joshua Ginsberg, President
all transactions wired from and to accounts in the Institute's name			Holly Talbot, Sr Dtr of Administration / Comptroller

\*6/30/22 balance

**SUMMARY OF INSURANCE FOR  
CARY INSTITUTE OF ECOSYSTEM STUDIES INC.**

<u>POLICY TYPE</u>	<u>COVERAGE</u>	<u>CARRIER POLICY #</u>	<u>PREMIUM</u>
<b>COMMERCIAL PACKAGE POLICY</b> <b>PROPERTY:</b> Financial protection for your business for loss to its "real" property - buildings; personal property - contents, equipment, furniture, fixtures and inventory as well as business income /extra expense due to a covered cause of loss.	Blanket Building Limit: \$23,614,410 Blanket Personal Property Limit: \$3,494,358 Electronic Data Processing Equipment Limit: \$642,589 Crime / Employee Dishonesty: \$250,000/\$5,000 deductible Equipment Breakdown included 25,000 deductible	Federal Insurance Company 7/1/22-7/1/23 35865625	\$ 178,836.68
<b>GENERAL LIABILITY:</b> This coverage protects your business from claims arising alleged bodily injury, personal injury or property damage liability. It includes protection for services you render or products you sell. Coverage payments can include judgments, attorney fees, court costs, or other related expenses.	General Aggregate Limit: \$2,000,000 Products / Completed Operations Aggregate Limit: \$2,000,000 Bodily Injury & Property Damage: \$1,000,000 Personal & Advertising Injury Limit: \$1,000,000 Fire Damage Liability Limit: \$1,000,000 Medical Expense Limit: \$10,000 (any one person)	Federal Insurance Company 7/1/22-7/1/23 35865625	Included above
<b>COMMERCIAL AUTOMOBILE POLICY</b> Provides protection for your business for claims arising out of the ownership, maintenance, or use of any insured automobile. Pays damages for bodily injury or property damage for which the insured is legally responsible because of any auto accident with a covered auto of the insured.	Liability (Combined Single Limit): \$1,000,000 Personal Injury Protection (Basic): \$50,000 Personal Injury Protection (Additional): \$100,000 Medical Payments: \$10,000 Uninsured Motorist Limit: \$1,000,000 Underinsured Motorist Limit: \$1,000,000 Hired / Non Owned Auto Liability: \$1,000,000 <u>PHYSICAL DAMAGE COVERAGE</u> Comprehensive Deductible: \$500 Collision Deductible: \$500	Great Northern Insurance Co. 7/1/22-7/1/23 73547747	\$ 49,439.00
<b>WATERCRAFT INSURANCE POLICY</b> This policy provides protection for legal liability because of an accident resulting from the ownership, maintenance, or use of your watercraft, including bodily injury, property damage and legal defense. & Physical Damage	Watercraft Liability: \$1,000,000 Occurrence Watercraft Liability: \$1,000,000 Aggregate  Hull Deductible: \$1,000	Evanston Insurance Co. 7/1/22-7/1/23 9CD99121	\$ 5,548.30
<b>WORKERS COMPENSATION POLICY</b> This policy provides compensation medical care for employees who are injured in the course of employment, in exchange for mandatory relinquishment of the employee's right to sue his employer for the tort or negligence.	Each Accident Limit: \$500,000 Each Employee (disease): \$500,000 Policy Limit (disease): \$500,000	Vigilant Insurance Co. 7/1/22-7/1/23 71734373	\$ 41,028.00
<b>COMMERCIAL UMBRELLA POLICY</b> This policy provides protection against large, catastrophic, liability claims. The policy acts as excess coverage over your primary liability policies. The coverage limit applies	Umbrella Liability Limit: \$10,000,000 occurrence Umbrella Liability Limit: \$10,000,000 aggregate Self Insured Retention Limit: \$10,000	Federal Insurance Company 7/1/22-7/1/23	\$ 34,976.00

**SUMMARY OF INSURANCE FOR**  
CARY INSTITUTE OF ECOSYSTEM STUDIES INC.

<u>POLICY TYPE</u>	<u>COVERAGE</u>	<u>CARRIER</u>	<u>PREMIUM</u>
in addition to limits provided by underlying coverage.		79866197	
<b>DIRECTORS &amp; OFFICERS POLICY</b> <b>DIRECTORS AND OFFICERS LIABILITY:</b> This policy provides financial protection for the directors and officers of your company in the event they are sued in conjunction with the performance of their duties as they relate to the company.	<b>CLAIMS MADE POLICY</b> Directors & Officers Liability: \$3,000,000 occurrence Directors & Officers Liability: \$3,000,000 aggregate Employment Practices Liability: Included Deductible: \$10,000 per claim Fiduciary Liability: \$1,000,000 occurrence Fiduciary Liability: \$1,000,000 aggregate Deductible: \$5,000 per claim	Federal Ins Co 7/1/22-7/1/23 82223690	\$ 10,009.00
<b>EMPLOYMENT PRACTICES LIABILITY:</b> Provides defense and indemnity insurance for claims arising from the employer/employee relationship (wrongful termination, sexual harassment, discrimination, invasion of privacy, breach of contract, and emotional distress).			
<b>FIDUCIARY LIABILITY:</b> Protects the fiduciaries, directors, and officers of employees welfare plans (group insurance, pension plans, 401k plans) against actual or alleged wrongful acts.			
<b>CYBER LIABILITY:</b> Provides defense and coverage for data breach and/or ransomware attacks. Provides coverage for financial losses that result from data breaches and other cyber events.	<b>CLAIMS MADE POLICY</b> Policy Aggregate: \$1,000,000 Business Interruption Loss: \$1,000,000 Data & Network Liability Loss Limit: \$1,000,000 Regulatory Defense & Penalties Limit: \$1,000,000 Deductible: \$5,000 per claim	Beazley Insurance Co 7/1/22-7/1/23 W32DFF220101	\$ 8,180.00
<b>CRIME</b> Provides coverage for covered losses from criminal or fraudulent acts including Employee Theft, Theft, and Forgery	Employee Theft - \$500,000 Limit Premises Coverage - \$500,000 Limit In Transit Coverage - \$500,000 Limit Forgery Coverage - \$500,000 Limit Funds Transfer Fraud - \$500,000 - Limit Money Orders & Counterfeit Currency Coverage - \$500,000 Limit Credit Card Fraud - \$500,000 Limit Client Coverage - \$500,000 Limit Expense Coverage - \$25,000 Limit Social Engineering - \$50,000 Limit / \$10,000 Deductible Deductible - \$2,500 per each claim	Federal Insurance Co 7/1/22-7/1/23 8259-7487	\$ 1,867

**Cary Institute**

## Construction Budget Update

as of 9/30/22

Revenue	Budget	Actual	Projected
Endowment	\$ 5,000,000	\$ 5,000,000	\$ -
Fundraising - Cash Received (Trustees & Other Donors)	4,000,000	4,255,928	375,563
Strategic Plan Funds	2,000,000	1,927,854	
Janeway Property Sale	2,000,000	2,041,009	
Debt	2,000,000		
Interest		28,716	
Operating Funds Spent for PY Expenses	-	537,803	-
<b>TOTAL REVENUE RECEIVED TO DATE</b>	<b>\$ 15,000,000</b>	<b>\$ 13,791,311</b>	<b>\$ 375,563</b>
Expenses			
Construction - Consigli	\$ 10,700,000	\$ 10,540,978	\$ 325,000
Architect Fees, Insurances and Other Contracts	1,000,000		
Becker + Becker Architects		790,356	
Abatement Contractors		208,747	
Copper Canopy		147,530	
Third Party Inspections		15,003	
Insurance		21,550	
Land Clearing/ Sitework		82,241	72,400
Furniture and Signage	1,000,000		
Furniture		390,092	44,019
Appliances		9,768	
Signage		117,059	200,000
Contingency/Misc	1,000,000		
Legal Fees		12,570	
Permits		11,351	
Plumbing Fixtures		28,359	
WiFi/Cell Phone Repeater System		43,436	
Lightning Protection		27,500	
New Server Closet		36,251	
Technology		36,819	
Store Front TESB/Likens Lab			40,000
Access Control/Security		166,845	10,000
Dumpster Fees		7,430	
Flammable Cabinets		10,348	
Miscellaneous work / Contractor damage		17,970	
Miscellaneous	-	23,446	5,000
<b>TOTAL EXPENSES TO DATE</b>	<b>\$ 13,700,000</b>	<b>\$ 12,745,648</b>	<b>\$ 696,419</b>

# INVESTMENT

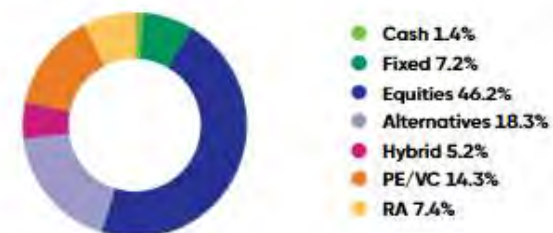
## CIES Portfolio Summary as of September 30, 2022

  
Portfolio Value  
**\$110,012,282**

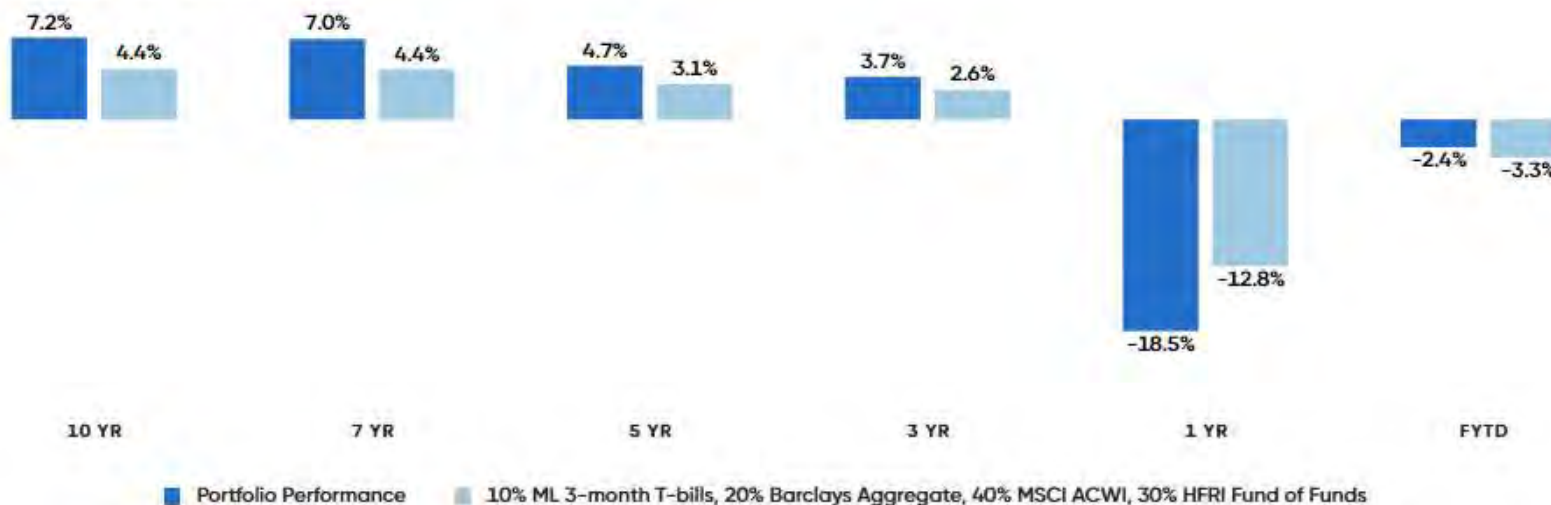
  
Portfolio Performance ITD  
**+\$103,715,828**  
**+8.0%**

  
Cash & Fixed  
**\$9,513,626**

### Asset Allocation



### Average Annual Compound Return





AUDIT

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**

**FEDERAL SINGLE AUDIT REPORT**

**JUNE 30, 2022**

DRAFT

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
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**JUNE 30, 2022**

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**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR  
FEDERAL PROGRAM, REPORT ON INTERNAL CONTROL OVER COMPLIANCE,  
AND REPORT ON THE SCHEDULE OF EXPENDITURES OF  
FEDERAL AWARDS REQUIRED BY THE UNIFORM GUIDANCE**

To the Board of Directors  
Cary Institute of Ecosystem Studies, Inc.  
Millbrook, New York

**Report on Compliance for Each Major Federal Program**

***Opinion on Each Major Federal Program***

We have audited Cary Institute of Ecosystem Studies, Inc.'s compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of Cary Institute of Ecosystem Studies, Inc.'s major federal programs for the year ended June 30, 2022. Cary Institute of Ecosystem Studies, Inc.'s major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, Cary Institute of Ecosystem Studies, Inc. complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2022.

***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Cary Institute of Ecosystem Studies, Inc. and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of Cary Institute of Ecosystem Studies, Inc.'s compliance with the compliance requirements referred to above.

### ***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to Cary Institute of Ecosystem Studies, Inc.'s federal programs.

### ***Auditors' Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Cary Institute of Ecosystem Studies, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Cary Institute of Ecosystem Studies, Inc.'s compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Cary Institute of Ecosystem Studies, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- obtain an understanding of Cary Institute of Ecosystem Studies, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Cary Institute of Ecosystem Studies, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

### **Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance**

We have audited the financial statements of Cary Institute of Ecosystem Studies, Inc. as of and for the year ended June 30, 2022, and have issued our report thereon dated REPORT DATE, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements.

Board of Directors  
Cary Institute of Ecosystem Studies, Inc.

The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

**CliftonLarsonAllen LLP**

West Hartford, Connecticut  
REPORT DATE

DRAFT

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**YEAR ENDED JUNE 30, 2022**

<b>Federal Grantor/Pass-Through Entity/Program Title</b>	<b>Grant Period Ended</b>	<b>Pass-Through Entity Grant Number</b>	<b>Federal Assistance Listing Number</b>	<b>Subrecipient Expenditures</b>	<b>Total Expenditures</b>
<b>Department of Agriculture</b>					
<i>Direct:</i>					
Plant and Animal Disease, Pest Control and Animal Care		AP19PPQFO000C552	10.025	\$ -	\$ 1,221
Plant and Animal Disease, Pest Control and Animal Care		AP21PPQS&T00C186	10.025	-	22,365
Agricultural Research		59-8042-0-005	10.001	-	7,102
Agricultural Research		59-8042-1-004	10.001	-	17,092
Agriculture and Food Research Initiative		2020-67012-36587	10.310		52,253
<i>Passed Through University of Washington:</i>					
Agriculture and Food Research Initiative		2017-67015-26956	10.310	-	2,346
Total Department of Agriculture				-	102,379
<b>National Aeronautics and Space Administration</b>					
<i>Direct:</i>					
Science		80NSSC21K1987	43.001	-	19,645
<i>Passed Through Dartmouth College:</i>					
Science		80NSSC17K0273	43.001	-	35,365
<i>Passed Through California Institute of Technology:</i>					
Science		1672504	43.001	-	77
Total National Aeronautics and Space Administration					55,087
<b>Department of Defense</b>					
<i>Passed Through Montana State University:</i>					
Research and Technology Development		D18AC00031	12.910	32,904	131,645
<b>Fish and Wildlife Services</b>					
<i>Direct:</i>					
Fish and Wildlife Management Assistance		F20AC11806-00	15.608	-	14,568

See accompanying Notes to Schedule of Expenditures of Federal Awards..



**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**YEAR ENDED JUNE 30, 2022**

<b>Federal Grantor/Pass-Through Entity/Program Title</b>	<b>Period Ended</b>	<b>Pass-Through Entity Grant Number</b>	<b>CFDA Number</b>	<b>Subrecipient Expenditures</b>	<b>Total Expenditures</b>
<b>National Science Foundation</b>					
Research and Development Cluster:					
<i>Direct:</i>					
Education and Human Resources		DRL-1721163	47.076	\$ 4,423	\$ 51,902
Computer and Information Science and Engineering		IIS-1761946	47.070	-	14,888
Biological Sciences		Various	47.074	1,311,133	2,623,173
Geological Sciences		EAR-2012344	47.050	-	12,343
Polar Programs		OPP-2116863	47.078		41,672
Engineering Grants		CBET-2115414	47.041		48,785
<i>Passed Through Oregon State University:</i>					
Biological Sciences		DBI-1730756	47.074	-	2,870
<i>Passed Through Cornell University:</i>					
Biological Sciences		DEB-1655818	47.074	-	26,063
<i>Passed Through Penn State University:</i>					
Biological Sciences		DEB-1619072	47.074	-	529
<i>Passed Through University of Florida:</i>					
Biological Sciences		DBI-1933102	47.074	-	17,490
<i>Passed Through Colorado State:</i>					
Engineering Grants		CBET-1444758	47.041	-	13,768
<i>Passed Through University of Connecticut:</i>					
Education and Human Resources		DGE-2022036	47.076	-	20,291
Total Research and Development Cluster				1,315,556	2,873,774
Total National Science Foundation				<u>1,315,556</u>	<u>2,873,774</u>
<b>Department of Health and Human Services</b>					
<i>Passed Through University of Texas:</i>					
Allergy and Infectious Diseases Research		5U01AI151807-02	93.855	-	84,065
Allergy and Infectious Diseases Research		5U01AI151807-03	93.855	-	6,216
Total Department of Health and Human Services				<u>-</u>	<u>90,281</u>
<b>Total Federal Expenditures</b>				<u>\$ 1,348,460</u>	<u>\$ 3,267,734</u>

See accompanying Notes to Schedule of Expenditures of Federal Awards..

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.  
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
YEAR ENDED JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Basis of Presentation**

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of the Cary Institute of Ecosystem Studies, Inc., under programs of the federal government for the year ended June 30, 2022. The information in the Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

Because the Schedule presents only a selected portion of the operations of the Cary Institute of Ecosystem Studies, Inc., it is not intended to, and does not, present the financial position, changes in net assets, functional expense or cash flows of the Cary Institute of Ecosystem Studies, Inc.

**Basis of Accounting**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. For cost-reimbursement awards, such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. For performance-based awards, expenditures reported represent amounts earned.

**NOTE 2 INDIRECT COST RECOVERY**

Cary Institute of Ecosystem Studies, Inc., did not recover the 10% de minimis indirect cost rate allowed under Section 200.414 of the Uniform Guidance

**NOTE 3 - RECONCILIATION OF SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS TO FINANCIAL STATEMENTS**

The following is a reconciliation of the total federal grants and contracts as reported in the Cary Institute of Ecosystem Studies, Inc.'s financial statements to the federal expenditures reported in the schedule of expenditures of federal awards:

Government grants and contracts reported in the financial statements	\$ 3,719,022
Nonfederal government grants and contracts	<u>(451,288)</u>
Expenditures in the Schedule of Expenditures of Federal Awards	<u>\$ 3,267,734</u>

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL  
STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors  
Cary Institute of Ecosystem Studies, Inc.  
Millbrook, New York

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Cary Institute of Ecosystem Studies, Inc., which comprise of the statement of financial position, related statement of activities, functional expenses and cash flows as of and for the year ended June 30, 2022, and the related notes to the financial statements, and have issued our report thereon dated REPORT DATE.

***Report on Internal Control Over Financial Reporting***

In planning and performing our audit of the financial statements, we considered Cary Institute of Ecosystem Studies, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Cary Institute of Ecosystem Studies, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Cary Institute of Ecosystem Studies, Inc.'s internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

***Report on Compliance and Other Matters***

As part of obtaining reasonable assurance about whether Cary Institute of Ecosystem Studies, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

***Purpose of This Report***

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose

**CliftonLarsonAllen LLP**

West Hartford, Connecticut  
REPORT DATE

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
YEAR ENDED JUNE 30, 2022**

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**Section I – Summary of Auditors' Results**

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**Financial Statements**

1. Type of auditors' report issued: Unmodified
2. Internal control over financial reporting:
  - Material weakness(es) identified? \_\_\_\_\_ yes        x   no
  - Significant deficiency(ies) identified? \_\_\_\_\_ yes        x   none reported
3. Noncompliance material to financial statements noted? \_\_\_\_\_ yes        x   no

**Federal Awards**

1. Internal control over federal programs:
  - Material weakness(es) identified? \_\_\_\_\_ yes        x   no
  - Significant deficiency(ies) identified that are not considered to be material weakness(es)? \_\_\_\_\_ yes        x   none reported
2. Type of auditors' report issued on compliance for federal programs: Unmodified
3. Any audit findings disclosed that are required to be reported in accordance with state requirements? \_\_\_\_\_ yes        x   no

**Identification of Major Federal Programs**

**Assistance Listing Number(s)**

47.076/47.070/47.074/  
47.078/47.050/47.041

**Name of Federal Program or Cluster**

Research and Development Cluster

Dollar threshold used to distinguish between Type A and Type B programs:

\$   750,000  

Auditee qualified as low-risk auditee?

  x   yes      \_\_\_\_\_ no

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)**  
**YEAR ENDED JUNE 30, 2022**

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***Section II – Financial Statement Findings***

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Our audit did not disclose any matters required to be reported in accordance with *Government Auditing Standards*.

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***Section III – Findings and Questioned Costs – Major Federal Programs***

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Our audit did not disclose any matters required to be reported in accordance with 2 CFR 200.516(a).

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**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**

**FINANCIAL STATEMENTS**

**YEARS ENDED JUNE 30, 2022 AND 2021**

DRAFT

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.  
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## INDEPENDENT AUDITORS' REPORT

Board of Trustees  
Cary Institute of Ecosystem Studies, Inc.  
Millbrook, New York

### Report on the Audit of the Financial Statements

#### ***Opinion***

We have audited the accompanying financial statements of Cary Institute of Ecosystem Studies, Inc., which comprise the statement of financial position as of June 30, 2022 and 2021, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Cary Institute of Ecosystem Studies, Inc., as of June 30, 2022 and 2021, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinion***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Cary Institute of Ecosystem Studies, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Cary Institute of Ecosystem Studies, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Cary Institute of Ecosystem Studies, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Cary Institute of Ecosystem Studies, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated REPORT DATE, on our consideration of Cary Institute of Ecosystem Studies, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Cary Institute of Ecosystem Studies, Inc.'s internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Cary Institute of Ecosystem Studies, Inc.'s internal control over financial reporting and compliance.

Board of Trustees  
Cary Institute of Ecosystem Studies, Inc.

**CliftonLarsonAllen LLP**

West Hartford, Connecticut  
REPORT DATE

DRAFT

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**STATEMENTS OF FINANCIAL POSITION**  
**JUNE 30, 2022 AND 2021**

	<u>2022</u>	<u>2021</u>
<b>ASSETS</b>		
Cash and Cash Equivalents	\$ 1,084,117	\$ 2,002,356
Investments	120,937,518	150,914,459
Grants and Contracts Receivable	931,746	1,003,158
Pledges Receivable	557,563	591,450
Other Assets	211,319	151,806
Property and Equipment, Net	<u>19,510,090</u>	<u>16,941,712</u>
Total Assets	<u>\$ 143,232,353</u>	<u>\$ 171,604,941</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Accounts Payable and Accrued Expenses	\$ 372,854	\$ 2,207,661
Deferred Revenue	808,744	9,236
Accrued Vacation	600,598	593,437
Post-Retirement Benefits	599,457	585,394
Capital Lease Obligation	<u>8,974</u>	<u>13,327</u>
Total Liabilities	2,390,627	3,409,055
<b>NET ASSETS</b>		
Without Donor Restrictions	45,708,021	41,810,898
With Donor Restrictions	<u>95,133,705</u>	<u>126,384,988</u>
Total Net Assets	<u>140,841,726</u>	<u>168,195,886</u>
Total Liabilities and Net Assets	<u>\$ 143,232,353</u>	<u>\$ 171,604,941</u>

See accompanying Notes to Financial Statements.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**YEAR ENDED JUNE 30, 2022**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>OPERATING REVENUES</b>			
Government Grants and Contracts	\$ 3,719,022	\$ -	\$ 3,719,022
Private Grants and Contributions	1,052,608	3,302,644	4,355,252
Other Income	54,966	-	54,966
Auxiliary Enterprises	115,154	-	115,154
Tuition and Fees	950	-	950
Investment Return Designated for Operations	-	5,787,233	5,787,233
Net Assets Released from Restrictions	14,657,101	(14,657,101)	-
Total Operating Revenues	<u>19,599,801</u>	<u>(5,567,224)</u>	<u>14,032,577</u>
<b>OPERATING EXPENSES</b>			
Program Services:			
Science	6,979,905	-	6,979,905
Education	533,444	-	533,444
Auxiliary Enterprises	521,826	-	521,826
Outreach, Public Programs, and Visitation	334,951	-	334,951
Library	272,039	-	272,039
Grounds	303,229	-	303,229
Total Program Services	<u>8,945,394</u>	<u>-</u>	<u>8,945,394</u>
Supporting Services:			
Finance and Administration	2,110,018	-	2,110,018
Executive Management	437,797	-	437,797
Development	640,725	-	640,725
Total Supporting Services	<u>3,188,540</u>	<u>-</u>	<u>3,188,540</u>
Total Operating Expenses	<u>12,133,934</u>	<u>-</u>	<u>12,133,934</u>
Change in Net Assets from Operations	<u>7,465,867</u>	<u>(5,567,224)</u>	<u>1,898,643</u>
<b>OTHER CHANGES IN NET ASSETS</b>			
Investment Gain, Net in Excess (Deficiency) of Amounts Designated for Operations	<u>(3,568,744)</u>	<u>(25,684,059)</u>	<u>(29,252,803)</u>
Total Other Changes in Net Assets	<u>(3,568,744)</u>	<u>(25,684,059)</u>	<u>(29,252,803)</u>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<u>3,897,123</u>	<u>(31,251,283)</u>	<u>(27,354,160)</u>
Net Assets - Beginning of Year	<u>41,810,898</u>	<u>126,384,988</u>	<u>168,195,886</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 45,708,021</u>	<u>\$ 95,133,705</u>	<u>\$ 140,841,726</u>

See accompanying Notes to Financial Statements.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**YEAR ENDED JUNE 30, 2021**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>OPERATING REVENUES</b>			
Government Grants and Contracts	\$ 4,212,783	\$ -	\$ 4,212,783
Private Grants and Contributions	1,653,478	2,315,429	3,968,907
Other Income	20,683	-	20,683
Auxiliary Enterprises	103,439	-	103,439
Investment Return Designated for Operations	-	5,674,618	5,674,618
Net Assets Released from Restrictions	7,804,598	(7,804,598)	-
Total Operating Revenues	<u>13,794,981</u>	<u>185,449</u>	<u>13,980,430</u>
<b>OPERATING EXPENSES</b>			
Program Services:			
Science	8,016,467	-	8,016,467
Education	720,453	-	720,453
Auxiliary Enterprises	296,287	-	296,287
Outreach, Public Programs, and Visitation	361,020	-	361,020
Library	256,348	-	256,348
Grounds	302,381	-	302,381
Total Program Services	<u>9,952,956</u>	<u>-</u>	<u>9,952,956</u>
Supporting Services:			
Finance and Administration	1,835,596	-	1,835,596
Executive Management	458,981	-	458,981
Development	656,902	-	656,902
Total Supporting Services	<u>2,951,479</u>	<u>-</u>	<u>2,951,479</u>
Total Operating Expenses	<u>12,904,435</u>	<u>-</u>	<u>12,904,435</u>
Change in Net Assets from Operations	890,546	185,449	1,075,995
<b>OTHER CHANGES IN NET ASSETS</b>			
Investment Gain, Net in Excess (Deficiency) of Amounts Designated for Operations	4,964,197	24,105,377	29,069,574
Loss on Donated Property Held for Sale	(903,623)	-	(903,623)
Other Changes in Net Assets	<u>4,060,574</u>	<u>24,105,377</u>	<u>28,165,951</u>
<b>INCREASE IN NET ASSETS</b>	4,951,120	24,290,826	29,241,946
Net Assets - Beginning of Year	<u>36,859,778</u>	<u>102,094,162</u>	<u>138,953,940</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 41,810,898</u>	<u>\$ 126,384,988</u>	<u>\$ 168,195,886</u>

See accompanying Notes to Financial Statements.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**YEAR ENDED JUNE 30, 2022**

	Program Services	Management and General	Fundraising	Total
<b>EXPENSES</b>				
Salaries	\$ 4,118,093	\$ 1,380,226	\$ 406,182	\$ 5,904,501
Benefits and Taxes	1,402,412	291,344	140,329	1,834,085
Subcontracts	1,409,307	-	-	1,409,307
Outside Services	498,975	171,820	36,661	707,456
Depreciation and Amortization	761,592	79,536	16,013	857,141
Insurance	-	256,385	-	256,385
Supplies	269,837	94,609	7,160	371,606
Occupancy	127,267	11,965	2,354	141,586
Miscellaneous	42,674	145,422	7,153	195,249
Accounting Services	-	65,680	3,450	69,130
Printing and Publications	140,970	991	6,920	148,881
Fellowships	29,980	-	-	29,980
Telephone	15,891	41,383	76	57,350
Vehicle and Travel Expenses	108,320	5,983	2,390	116,693
Conferences and Meetings	15,964	1,272	8,894	26,130
Postage	4,134	1,104	2,631	7,869
Legal	-	-	500	500
Interest and Fees	-	85	-	85
	<u>-</u>	<u>85</u>	<u>-</u>	<u>85</u>
Total Expenses	<u>\$ 8,945,416</u>	<u>\$ 2,547,805</u>	<u>\$ 640,713</u>	<u>\$ 12,133,934</u>

See accompanying Notes to Financial Statements.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**YEAR ENDED JUNE 30, 2021**

	Program Services	Management and General	Fundraising	Total
<b>EXPENSES</b>				
Salaries	\$ 4,747,960	\$ 1,205,988	\$ 401,728	\$ 6,355,676
Benefits and Taxes	1,594,486	441,874	138,554	2,174,914
Subcontracts	1,711,291	-	-	1,711,291
Outside Services	767,953	90,149	45,676	903,778
Depreciation and Amortization	462,491	41,223	4,094	507,808
Insurance	-	278,511	625	279,136
Supplies	189,835	51,791	10,541	252,167
Occupancy	168,597	19,569	4,181	192,347
Miscellaneous	57,617	37,280	31,202	126,099
Accounting Services	-	91,500	3,250	94,750
Printing and Publications	90,197	(12,222)	10,538	88,513
Fellowships	78,297	-	-	78,297
Telephone	18,053	42,025	46	60,124
Vehicle and Travel Expenses	54,129	677	90	54,896
Conferences and Meetings	7,723	1,763	4,321	13,807
Postage	3,767	1,454	2,056	7,277
Legal	-	2,995	-	2,995
Interest and Fees	560	-	-	560
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenses	<u>\$ 9,952,956</u>	<u>\$ 2,294,577</u>	<u>\$ 656,902</u>	<u>\$ 12,904,435</u>

See accompanying Notes to Financial Statements.



**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**STATEMENTS OF CASH FLOWS**  
**YEARS ENDED JUNE 30, 2022 AND 2021**

	2022	2021
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase (Decrease) in Net Assets	\$ (27,354,160)	\$ 29,241,946
Adjustments to Reconcile Increase (Decrease) in Net Assets to		
Net Cash Used by Operating Activities:		
Depreciation and Amortization	857,141	507,808
Donated Property and Equipment	-	(663,065)
Realized and Unrealized (Gains) Losses on Investments, Net	22,529,347	(63,204,075)
(Increase) Decrease in Operating Assets:		
Grants and Contracts Receivable	71,412	230,941
Pledges Receivable	33,887	111,300
Other Assets	(59,513)	3,048,984
Increase (Decrease) in Operating Liabilities:		
Accounts Payable and Accrued Expenses	(1,834,807)	2,079,159
Deferred Revenue	799,508	(184,361)
Accrued Vacation	7,161	(54,523)
Post-Retirement Benefits	14,063	11,273
Net Cash Used by Operating Activities	(4,935,961)	(28,874,613)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from Sale of Investments	22,526,765	67,089,995
Purchase of Investments	(15,079,171)	(28,067,211)
Purchase of Property and Equipment	(3,425,519)	(8,985,163)
Net Cash Provided by Investing Activities	4,022,075	30,037,621
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Payments on Capital Lease Obligation	(4,353)	(6,880)
Net Cash Used by Financing Activities	(4,353)	(6,880)
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	(918,239)	1,156,128
Cash and Cash Equivalents - Beginning of Year	2,002,356	846,228
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	\$ 1,084,117	\$ 2,002,356

See accompanying Notes to Financial Statements.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Organization**

The Cary Institute of Ecosystem Studies, Inc. (the Institute), formerly named The Institute of Ecosystem Studies, Inc., is a nonprofit research and educational institution incorporated under the laws of the state of New York. The Institute is dedicated to the creation, dissemination and application of knowledge about ecological systems.

**Basis of Accounting and Presentation**

The financial statements of the Institute have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). Accordingly, the accounts of the Institute are reported in the following net asset categories:

*Net Assets Without Donor Restrictions* – Net assets without donor restrictions represent available resources other than donor-restricted contributions. These resources may be expended at the discretion of the board of trustees. The board has designated a portion of net assets without donor restrictions to function as an endowment.

*Net Assets With Donor Restrictions* – Net assets with donor restrictions represent 1) contributions that are restricted by the donor as to purpose or time of expenditure, 2) accumulated investment gains and income on endowment investments that have not been appropriated for expenditure, and 3) resources that have donor-imposed restrictions that require that the principal be maintained in perpetuity but permit the Institute to expend the income earned thereon.

**Measure of Operations**

The Institute's measure of operations includes all operating revenues and expenses that are an integral part of its programs, including net assets released from donor restrictions to support operations. The measure of operations also includes distributions from the endowment in accordance with the Institute's endowment spending policy. The measure of operations excludes income and gains or losses on endowment that exceed or are less than the distribution determined by the spending policy, other nonendowment-related investment income, donated property held for sale and losses related to donated property sold.

**Use of Estimates**

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect certain reported amounts and disclosures in the financial statements. Actual results could differ from those estimates. The most significant estimates relate to the valuation of alternative investments and the post-retirement medical liability.

**Cash and Cash Equivalents**

Cash equivalents are defined as highly liquid investments with original maturities of 90 days or less. As of June 30, 2022 and 2021, endowed cash of \$631,176 and \$1,447,016, respectively, was included in Cash and Cash Equivalents on the statements of financial position.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Cash and Cash Equivalents (Continued)**

The Institute maintains deposits in financial institutions that may, at times, exceed federal and other depository insurance limits. Management believes that the Institute's deposits are not subject to significant credit risk.

**Investment Valuation and Income Recognition**

The Institute's investment portfolio consists of a wide range of securities and investment vehicles whose purpose is to help support the cost of the Institute's operations. Investments are reported at fair value. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. Investments in marketable equity and all debt securities are reported at market value in the statements of financial position. However, certain assets in the portfolio relate to investments in a variety of limited partnerships. These partnerships, in turn, may invest in listed and unlisted stocks, corporate bonds and other fixed income securities, as well as other limited partnerships and financial instruments that are illiquid, and may also engage in various forms of arbitrage. As a result, the market value of certain partnership investments is, of necessity, based on estimates as discussed in Note 2. These estimated values could differ significantly from values that would have been determined had there been a ready market for the underlying investments. Purchases and sales of securities are recorded on the trade date basis. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date. Net appreciation includes the Institute's gains and losses on investments bought and sold as well as held during the year. Realized and unrealized gains and losses on these investments are reported in the statement of activities and changes in net assets as increases or decreases in net assets without donor restrictions unless their use is temporarily or permanently restricted by explicit donor stipulations or by law.

**Property and Equipment**

Property and equipment acquisitions and improvements thereon that exceed \$5,000 are capitalized at cost and depreciated on a straight-line basis over their estimated useful lives, which range from 4 to 35 years. Repairs and maintenance are charged to expense as incurred.

**Contributions, Including Government Grants and Contracts**

In accordance with Accounting Standards Update (ASU) No. 2018-08, certain governmental grants and contracts received by a nonprofit, including certain awards to fund capital expenditures, are generally considered to be contributions rather than exchange transactions since there was not commensurate value transferred between the resource provider and the Institute. Promises to give that are subject to donor-imposed conditions (i.e., a donor stipulation that includes a barrier that must be overcome and a right of return of assets) are recognized when the conditions on which they depend are substantially met, that is, when the conditional promise becomes unconditional. Unconditional contributions are recognized when promised or received, as applicable, and are considered to be available for unrestricted use unless specifically restricted by the donor. Contributions receivable expected to be collected in more than one year are discounted to their present value.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Contributions, Including Government Grants and Contracts (Continued)**

The Institute reports contributions of cash and other assets as donor-restricted support if they are received with donor stipulations that limit their use. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the accompanying statements of activities as Net Assets Released from Restrictions. Contributions received whose restrictions are met in the same period are presented as net assets without donor restrictions.

The Institute has been awarded approximately \$6.4 million in grants and contracts that have not been advanced or expended as of June 30, 2022 and 2021 and, accordingly, are not recognized in the financial statements. Government grants and contracts are conditioned on incurring qualified program expenses or meeting performance measures.

The Institute reports gifts of property and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions on how the assets are to be used and gifts of cash or other assets that must be used to acquire property and equipment are reported as restricted support. Absent donor stipulations about how long those assets must be maintained, the Institute reports expirations of donor restrictions when the assets are placed in service.

Contributed services are recognized in the financial statements if they enhance nonfinancial assets or require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. General volunteer services do not meet these criteria for recognition. However, many volunteers have donated significant amounts of time in developing the Institute's programs.

**Functional Allocation of Expenses**

The costs of providing various programs and other activities have been summarized on a functional basis in the statement of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Expenses directly attributable to a specific functional area are reported as expenses of those functional areas. Natural expenses attributable to more than one functional expense category are allocated using a variety of cost allocation techniques such as time and effort, usage or square footage.

**Income Taxes**

The Institute is exempt from federal and state income taxes as a public charity under Section 501(c)(3) of the Internal Revenue Code (the Code) and is exempt from federal income tax under Section 501(a) of the Code; however, the Institute is subject to federal income tax on any unrelated business taxable income.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Subsequent Events**

In preparing these financial statements, management has evaluated subsequent events through REPORT DATE, which represents the date the financial statements were available to be issued.

**NOTE 2 FAIR VALUE MEASUREMENTS**

Generally accepted accounting principles establish a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described below:

*Level 1* – Inputs to the valuation methodology are unadjusted quoted prices for identical assets in active markets that the Institute has the ability to access.

*Level 2* – Inputs to the valuation methodology include:

- quoted prices for similar assets in active markets;
- quoted prices for identical or similar assets in inactive markets;
- inputs other than quoted prices that are observable for the asset;
- inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset.

*Level 3* – Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. As a practical expedient, certain investments are measured at fair value on the basis of net asset value; its classification as Level 2 or 3 will be impacted by the ability to redeem the investment at net asset value at the measurement date. If there is uncertainty or the inability to redeem an investment at net asset value in the near term subsequent to the measurement date, the investment is categorized as Level 3.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 2 FAIR VALUE MEASUREMENTS (CONTINUED)**

**Financial Instruments Measured at Fair Value**

The following is a description of the valuation methodologies and investment strategies used for assets measured at fair value:

***Money Market Funds*** – Money market funds are valued at the quoted net asset value of shares reported in the active market in which the funds are traded. The purpose of this investment is to maintain safe, highly liquid assets as opposed to generating significant yield.

***Fixed Income*** – Fixed income is valued at the closing price reported in the active market in which the individual securities are traded. As a result, credit quality is a core emphasis of this allocation. The redemption period for these investments is daily, with no advanced notice.

***Equity*** – Equity is valued at the closing price reported in the active market in which the individual securities are traded. This investment class seeks to provide long-term capital appreciation. Equity managers are selected with the objective of building a portfolio that is diversified by geographic region, economic sector, industry and market capitalization. The objective in selecting equity managers is to generate average annual compounded returns over the relevant broad market indices (i.e., the S&P 500, the Russell 1000, MSCI EAFE and MSCI World), net of fees, over full market cycles (5-10 years). The redemption period for these investments ranges from daily to semiannually, with 0-30 days' notice and varying lockup

***Alternative Assets*** – Interests in alternative assets are valued using net asset values as determined by the investment manager of the fund. This net asset value is based on the fair value of the underlying assets and liabilities of the related fund at the measurement date. This investment class may include both “absolute return strategies” and long/short “equity hedge” strategies. Absolute return strategies typically involve event-driven, stressed and distressed credit, and spread-based arbitrage investments. Absolute return strategies tend to be both flexible and opportunistic. They incorporate differentiated drivers of return compared to traditional investment strategies, and, as a result, they are expected to produce returns that exhibit relatively low correlation to broad market indices over longer time horizons. Equity hedge managers typically make both long and short investments and produce returns that can be expected to correlate more closely with the performance of the equity markets than would the performance of the absolute return strategies, though with lower volatility than traditional “long only” equity managers. Investments in alternative assets are generally subject to an initial lockup of 12-24 months or longer and thereafter investors can typically withdraw quarterly or annually with advance notice. The managers' underlying investments may themselves be less liquid, but the investment cycle is substantially shorter than for private equity. Over time, alternative assets should generate equity-like returns with lower volatility than equity markets.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 2 FAIR VALUE MEASUREMENTS (CONTINUED)**

**Financial Instruments Measured at Fair Value (Continued)**

***Real Assets*** – Real assets are valued at the quoted net asset value of shares held by the Institute at year-end or valued using net asset values as determined by the investment manager of the fund. Real asset strategies tend to be utilized to diversify portfolio risk. They incorporate differentiated drivers of return compared to traditional investment strategies, and, as a result, they are expected to produce returns that exhibit relatively low correlation to broad market indices over longer time horizons.

***Hybrid*** – Interests in hybrid investments are valued using net asset values as determined by the investment manager of the fund. This net asset value is based on the fair value of the underlying assets and liabilities of the related fund at the measurement date. This investment class seeks to capitalize on opportunistic investments across the credit spectrum.

***Private Investments*** – Interests in private investments are valued using net asset values as determined by the investment manager of the fund. This net asset value is based on the fair value of the underlying assets and liabilities of the related fund at the measurement date. This investment class encompasses diverse strategies including buyout/growth, venture capital and control-oriented distressed. These investments generally have four to six-year investment periods and approximately 10-year fund lives. Private investments are expected to generate higher returns than public market strategies. The performance of funds raised and managed by the same team following similar strategies can vary significantly from one period to the next. Thus, investment in this asset class requires diversification across not only managers, strategies, and geographies but also “vintage years.”

***Investments Managed by Others*** – The investments managed by others are valued at the quoted fair value of the underlying assets held at year-end.

There have been no changes in the methodologies used at June 30, 2022 and 2021.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 2 FAIR VALUE MEASUREMENTS (CONTINUED)**

The following is a summary of the source of fair value measurements for assets as of June 30, 2022:

		Fair Value Measurements at Report Date Using							
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investments Measured at NAV				
ASSETS		Total							
Money Market Funds	\$	3,674,750	\$	3,674,750	\$	-	\$	-	
Fixed Income:									
Domestic		13,525,610		13,525,610		-		-	
Equity:									
Global Equity - Managed		34,611,478		-		-		34,611,478	
Domestic Equity - Managed		13,129,300		-		-		13,129,300	
Emerging Equities - Managed		5,754,060		-		-		5,754,060	
Alternative Assets:									
Absolute Return		14,288,578		-		-		14,288,578	
Equity Hedge		6,547,473		-		-		6,547,473	
Real Assets		8,380,479		-		-		8,380,479	
Hybrid		5,257,455		-		-		5,257,455	
Private Investments:									
Fund of Funds		14,757,794		-		-		14,757,794	
Buyout/Growth		969,752		-		-		969,752	
Investments Managed by Others		40,789		-		40,789		-	
Total Assets at Fair Value		\$ 120,937,518	\$	17,200,360	\$	40,789	\$	-	\$ 103,696,369



**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 2 FAIR VALUE MEASUREMENTS (CONTINUED)**

The following is a summary of the source of fair value measurements for assets as of June 30, 2021:

	Total	Fair Value Measurements at Report Date Using			
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Investments Measured at NAV
<b>ASSETS</b>					
Money Market Funds	\$ 3,496,335	\$ 3,496,335	\$ -	\$ -	\$ -
Fixed Income:					
Domestic	23,066,168	23,066,168	-	-	-
Equity:					
Global Equity - Managed	46,659,260	-	-	-	46,659,260
Domestic Equity - Managed	17,533,446	-	-	-	17,533,446
Emerging Equities - Managed	8,078,374	-	-	-	8,078,374
Alternative Assets:					
Absolute Return	15,996,483	-	-	-	15,996,483
Equity Hedge	10,042,353	-	-	-	10,042,353
Real Assets	5,996,260	-	-	-	5,996,260
Hybrid	3,570,398	-	-	-	3,570,398
Private Investments:					
Fund of Funds	14,933,313	-	-	-	14,933,313
Buyout/Growth	1,496,974	-	-	-	1,496,974
Investments Managed by Others	45,095	-	45,095	-	-
Total Assets at Fair Value	\$ 150,914,459	\$ 26,562,503	\$ 45,095	\$ -	\$ 124,306,861

(a) Certain investments that are measured at fair value using the net asset value per share (or its equivalent) practical expedient, which is a reasonable estimate of fair value, have not been classified in the fair value hierarchy. The fair value amounts presented in this table are intended to permit reconciliation of the fair value hierarchy to the amounts presented in the statements of financial position.

There were no transfers between levels of investments during the years ended June 30, 2022 and 2021.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 2 FAIR VALUE MEASUREMENTS (CONTINUED)**

Additional information regarding investments that report fair value based on net asset value per share or unit as of June 30 is as follows:

<u>June 30, 2022</u>	<u>Fair value</u>	<u>Unfunded Commitments</u>	<u>Redemption Frequency</u>	<u>Redemption Notice Period</u>
Global Equity - Managed	\$ 34,611,478	\$ -	Quarterly, Semiannually	30 days
Domestic Equity - Managed	13,129,300	-	Daily	0 days
Emerging Equities - Managed	5,754,060	-	Quarterly, Annually	90 days
Absolute Return	14,288,578	-	Quarterly, Semiannually Monthly, and Every Third Anniversary Expiring 1/1/2022	60-65 days
Equity Hedge	6,547,473	-	and 4/1/2022	60-180days
Real Assets	8,380,479	5,950,000	Illiquid	Illiquid
Hybrid	5,257,455	2,742,526	Illiquid	Illiquid
Fund of Funds	14,757,794	7,643,750	Illiquid	Illiquid
Buyout/Growth	969,752	64,155	Illiquid	Illiquid
Total	<u>\$ 103,696,369</u>	<u>\$ 16,400,431</u>		
<u>June 30, 2021</u>				
Global Equity - Managed	\$ 46,659,260	\$ -	Quarterly, Semiannually	30 days
Domestic Equity - Managed	17,533,446	3,537,819	Daily	0 days
Emerging Equities - Managed	8,078,374	-	Quarterly, Annually	90 days
Absolute Return	15,996,483	-	Quarterly, Semiannually Monthly, and Every Third Anniversary Expiring 1/1/2022	60-65 days
Equity Hedge	10,042,353	-	and 4/1/2022	60-180days
Real Assets	5,996,260	5,880,000	Illiquid	Illiquid
Hybrid	3,570,398	3,372,818	Illiquid	Illiquid
Fund of Funds	14,933,313	6,940,000	Illiquid	Illiquid
Buyout/Growth	1,496,974	64,155	Illiquid	Illiquid
Total	<u>\$ 124,306,861</u>	<u>\$ 19,794,792</u>		

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 3 GRANTS AND CONTRACTS RECEIVABLE**

Grants and contracts receivable consist of the following at June 30:

	2022	2021
Government Agencies (Primarily Federal Agencies)	\$ 829,810	\$ 839,235
University and Other Research Institutions	97,113	163,923
Foundations	4,823	-
Total Grants and Contracts Receivable	<u>\$ 931,746</u>	<u>\$ 1,003,158</u>

At June 30, 2022 and 2021, grant proceeds in the amount of \$672,497 and \$6,891, respectively, were advanced to the Institute but not expended and, accordingly, are included in the accompanying financial statements as deferred revenue. Revenue on these grants will be recognized as expenditures are incurred.

**NOTE 4 PLEDGES RECEIVABLE**

Unconditional pledges receivable as of June 30 are expected to be collected as follows:

	2022	2021
Receivable in Less Than One Year	\$ 264,000	\$ 226,000
Receivable in One to Five Years	293,563	365,450
Total Pledges Receivable	<u>\$ 557,563</u>	<u>\$ 591,450</u>

**NOTE 5 OTHER ASSETS**

Other assets consisted primarily of donated residential property held for sale in Union Vale, New York. The property was reported at its appraised value of \$3,000,000 as of June 30, 2020. The property was sold during the year ended June 30, 2021 with proceeds to benefit the Institute. The Institute recognized a loss on the sale of the property, reported as Loss on Donated Property Held for Sale on the statements of activities and changes in net assets.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 6 PROPERTY AND EQUIPMENT**

Property and equipment consist of the following at June 30:

	2022	2021
Land	\$ 3,472,403	\$ 3,472,402
Land Improvements	1,068,922	1,065,622
Buildings	8,653,581	8,661,806
Building Improvements	17,442,673	6,217,888
Equipment, Furniture, and Fixtures	4,393,059	4,013,731
Construction in Progress	10,119	9,343,786
Subtotal	35,040,757	32,775,235
Less: Accumulated Depreciation and Amortization	15,530,667	15,833,523
Property and Equipment, Net	<u>\$ 19,510,090</u>	<u>\$ 16,941,712</u>

Depreciation and amortization expense was \$857,141 and \$507,808, for the years ended June 30, 2022 and 2021, respectively.

As of June 30, 2021 the Institute incurred costs related to building renovation of \$9,343,786. The estimated time of completion is December 2021 with an estimated total cost of completion of approximately \$13,500,000.

**NOTE 7 LEASE COMMITMENT**

**Capital Lease**

The Institute entered into a capital lease for a copier expiring in July 2024. The lease agreement requires monthly principal and interest payments of \$134. The Institute also entered into a postage lease agreement expiring June 2024. The lease agreement requires monthly principal and interest payments of \$229. The Institute also entered into a vehicle lease agreement for four vehicles expiring April 2021. The lease agreement requires monthly principal and interest payments of \$66 for each vehicle, with a payout option at the end of the lease of \$57 for each vehicle. As of June 30, 2021, all vehicles leases have been paid off.

The following is a summary of property under capital lease as of June 30:

	2022	2021
Equipment	\$ 22,171	\$ 22,171
Less: Accumulated Amortization	13,197	8,844
Net Equipment Under Capital Lease	<u>\$ 8,974</u>	<u>\$ 13,327</u>

Amortization expense relative to the above property is included in depreciation and amortization expense as disclosed in Note 6.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 7 LEASE COMMITMENT (CONTINUED)**

**Capital Lease (Continued)**

At June 30, 2022, minimum future payments under the capital leases were as follows:

<u>Year Ending June 30,</u>	<u>Amount</u>
2023	\$ 4,353
2024	4,353
2025	268
Total	<u>\$ 8,974</u>

**NOTE 8 LIQUIDITY AND AVAILABILITY OF RESOURCES**

The Institute's financial assets available within one year of the statements of financial position date for general expenditure are as follows:

	<u>2022</u>	<u>2021</u>
Cash and Cash Equivalents	\$ 473,193	\$ 252,545
Investments	9,646,394	7,955,428
Grants and Contracts Receivable	931,746	1,003,159
Pledges Receivable	264,000	411,443
Other Assets	64,232	40,262
Financial Assets Available Within One Year	<u>11,379,565</u>	<u>9,662,837</u>
Board-Authorized Endowment Draw for Next Fiscal Year	<u>6,078,788</u>	<u>5,787,233</u>
Total Financial Assets Available to Management for General Expenditure Within One Year	<u>\$ 17,458,353</u>	<u>\$ 15,450,070</u>

**Liquidity Management**

The Institute maintains a policy of structuring its financial assets to be available as its general expenditures, liabilities and other obligations come due. In addition, the Institute invests cash in excess of weekly requirements in short-term investments. The Institute's governing board has designated a portion of its resources without donor restrictions for the endowment in the amount of \$17,503,752. These funds are invested for long-term appreciation and current income but remain available and may be spent at the discretion of the board. In addition to financial assets available to meet general expenditures over the next 12 months, the Institute operates with a balanced budget and anticipates collecting sufficient revenue and utilizing approved appropriation of endowment assets to cover general expenditures.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 9 NET ASSETS WITH DONOR RESTRICTIONS**

	2022	2021
Endowment Restricted in Perpetuity	\$ 80,485,832	\$ 80,485,832
Accumulated Gains and Income on Endowment Assets		
Available for Appropriation by the Board of Trustees	12,746,104	42,080,724
Time Restrictions:		
Future Periods	12,000	51,000
Manglesdorf Trust	-	106,581
Purpose Restrictions:		
Building Renovations	-	1,946,060
Science Innovation Fund	644,357	654,355
Strategic Planning	360,775	360,775
Lyme Disease Research	-	2,104
Urban Ecology Research	-	154,660
Science and Education Initiatives	779,756	429,612
Forest Ecology Research	64,165	69,524
Program and Outreach Initiatives	40,716	43,761
Total	<u>\$ 95,133,705</u>	<u>\$ 126,384,988</u>

**NOTE 10 NET ASSETS RELEASED FROM RESTRICTIONS**

Net assets were released from restrictions by incurring expenses satisfying the following purpose or time restrictions for the years ended June 30:

	2022	2021
Board Appropriations of Accumulated		
Gains and Income	\$ 9,522,233	\$ 6,939,618
Building Renovations	4,600,861	-
Science and Education Initiatives	279,906	149,837
Urban Ecology Research	154,666	345,375
Lyme Disease Research	40,252	283,198
Passage of Time	39,000	37,750
Science Innovation Fund	14,824	14,100
Forest Ecology Research	5,359	34,720
Total	<u>\$ 14,657,101</u>	<u>\$ 7,804,598</u>

**NOTE 11 ENDOWMENT**

GAAP provides accounting standards on the net asset classification of donor-restricted endowment funds for a nonprofit organization that is subject to an enacted version of the New York Prudent Management of Institutional Funds Act (NYPMIFA). GAAP also provides for other disclosures concerning an organization's endowment funds whether or not the organization is subject to NYPMIFA. The state of New York introduced legislation in 2009, and NYPMIFA was enacted in 2010.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 11 ENDOWMENT (CONTINUED)**

The Institute's policy has always been to classify accumulated gains and income on donor-restricted endowment assets as net assets with donor restrictions until appropriated for expenditure.

The Institute's endowment consists of a board-designated fund and nine individual funds established for a variety of purposes. As required by GAAP, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Endowment net asset composition by type of fund as of June 30 is as follows:

June 30, 2022	Without Donor Restriction	With Donor Restriction	Total
Board-Designated Endowment Funds	\$ 17,503,752	\$ -	\$ 17,503,752
Donor-Restricted Endowment Funds:			
Original Donor-Restricted Gift Amount and Amounts Required to be Maintained in Perpetuity by Donor	-	80,485,832	80,485,832
The Portion of Perpetual Endowment Funds Subject to a Time Restriction Under UPMIFA	-	12,746,104	12,746,104
Total	<u>\$ 17,503,752</u>	<u>\$ 93,231,936</u>	<u>\$ 110,735,688</u>
June 30, 2021			
Board-Designated Endowment Funds	\$ 20,446,409	\$ -	\$ 20,446,409
Donor-Restricted Endowment Funds:			
Original Donor-Restricted Gift Amount and Amounts Required to be Maintained in Perpetuity by Donor	-	80,485,832	80,485,832
The Portion of Perpetual Endowment Funds Subject to a Time Restriction Under UPMIFA	-	42,080,724	42,080,724
Total	<u>\$ 20,446,409</u>	<u>\$ 122,566,556</u>	<u>\$ 143,012,965</u>

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 11 ENDOWMENT (CONTINUED)**

Changes in endowment net assets for the years ended June 30 are as follows:

June 30, 2022	Without Donor Restriction	With Donor Restrictions	Total
Endowment Net Assets - Beginning of Year	\$ 20,446,409	\$ 122,566,556	\$ 143,012,965
Investment Return, Net	(2,942,657)	(19,812,387)	(22,755,044)
Endowment Net Assets Appropriated for Expenditure	-	(5,787,233)	(5,787,233)
Additional Appropriation for Building Renovations	-	(3,735,000)	(3,735,000)
Endowment Net Assets - End of Year	<u>\$ 17,503,752</u>	<u>\$ 93,231,936</u>	<u>\$ 110,735,688</u>
June 30, 2021			
Endowment Net Assets - Beginning of Year	\$ 15,941,674	\$ 99,755,375	\$ 115,697,049
Investment Return, Net	4,504,735	29,750,799	34,255,534
Endowment Net Assets Appropriated for Expenditure	-	(5,674,618)	(5,674,618)
Additional Appropriation for Building Renovations	-	(1,265,000)	(1,265,000)
Endowment Net Assets - End of Year	<u>\$ 20,446,409</u>	<u>\$ 122,566,556</u>	<u>\$ 143,012,965</u>

**Funds with Deficiencies**

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or NYPMIFA requires the Institute to retain as a fund of perpetual duration. In accordance with GAAP, there were no deficiencies of this nature that are reported in net assets with donor restrictions as of June 30, 2022 and 2021.

**Return Objectives and Risk Parameters**

The Institute has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Institute must hold in perpetuity. Under this policy, as approved by the board of trustees, the endowment assets are invested in a manner that is intended to provide sufficient liquidity, preserve capital in inflation-adjusted terms, and grow capital with moderate risk. Actual returns in any given year may vary.



**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 11 ENDOWMENT (CONTINUED)**

**Strategies Employed for Achieving Objectives**

To satisfy its long-term rate-of-return objectives, the Institute relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current income (interest and dividends). The Institute targets a diversified asset allocation to achieve its long-term return objectives within prudent risk constraints.

**Spending Policy and How the Investment Objectives Relate to Spending Policy**

The Institute has a policy of appropriating for distribution each year 5% of the endowment fund's average fair value over the prior 20 quarters through the calendar year-end preceding the fiscal year in which the distribution is planned. The actual amount spent was \$5,787,233 and \$5,674,618 for the years ended June 30, 2022 and 2021, respectively. In establishing this policy, the Institute considered the long-term expected return on its endowment. The policy is consistent with the Institute's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return. The Institute has a policy that permits spending from underwater endowment funds depending on the degree to which the fund is underwater, unless otherwise precluded by donor intent or relevant laws and regulations. During the year ended June 30, 2020, the board appropriated an additional \$5 million from the endowment without donor restrictions to support building renovations. \$3,735,000 and \$1,265,000 were drawn from the additional \$5 million appropriation during the years ended June 30, 2022 and 2021, respectively.

**NOTE 12 PENSION AND OTHER POSTRETIREMENT BENEFITS**

Retirement benefits for professional staff are provided under a defined contribution program with the Teachers Insurance and Annuity Association and College Retirement Equities Fund (TIAA and CREF). The Institute makes biweekly contributions to TIAA and CREF based on eligible employees' earnings. Contributions for the years ended June 30, 2022 and 2021 were \$458,715 and \$554,728, respectively.

The Institute participates in the Cultural Institution Retirement System (CIRS) Pension, 401(k) Savings, and Group Life and Welfare Benefits Plans. Each plan is a multiemployer plan covering employees from multiple cultural institutions and NYC daycare centers.

The CIRS pension plan (EIN number 11-2001170, Plan number 001) offers benefits related to years of service and final average salary. Eligible employees enter the plan on the first day of the month after completing 12 months of service and attainment of age 21. Participants become 100% vested after five years of service. CIRS is responsible for administering the benefits of the pension plan and investing the plan assets. For the plan years 2022 and 2021, the zone status under the Pension Reform Act is certified by the pension plan's actuary to be in the green zone and, therefore, there are no surcharges for the pension plan, and no financial improvement plan or rehabilitation plan is required. The Institute's pension expense related to this plan was \$103,425 and \$126,078 for the years ended June 30, 2022 and 2021, respectively.

**CARY INSTITUTE OF ECOSYSTEM STUDIES, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**JUNE 30, 2022 AND 2021**

**NOTE 12 PENSION AND OTHER POSTRETIREMENT BENEFITS (CONTINUED)**

Eligible employees may participate in the 401(k) Savings and Group Life and Welfare Benefits Plans on the first day of the month after completing three months of service and attainment of age 21. The requirement for all participants to contribute at least 2% of their salary on either an after-tax basis or a pre-tax basis was eliminated as of January 1, 2017. The employer may make matching contributions to the 401(k) plan; however, as specified in the current Collective Bargaining Agreement, the match has been suspended until further notice. The Institute's expenses for the 401(k) Savings Plan, Group Life and Welfare Benefits Plans and the administrative costs for all three plans was \$14,163 and \$18,401 for the years ended June 30, 2022 and 2021, respectively.

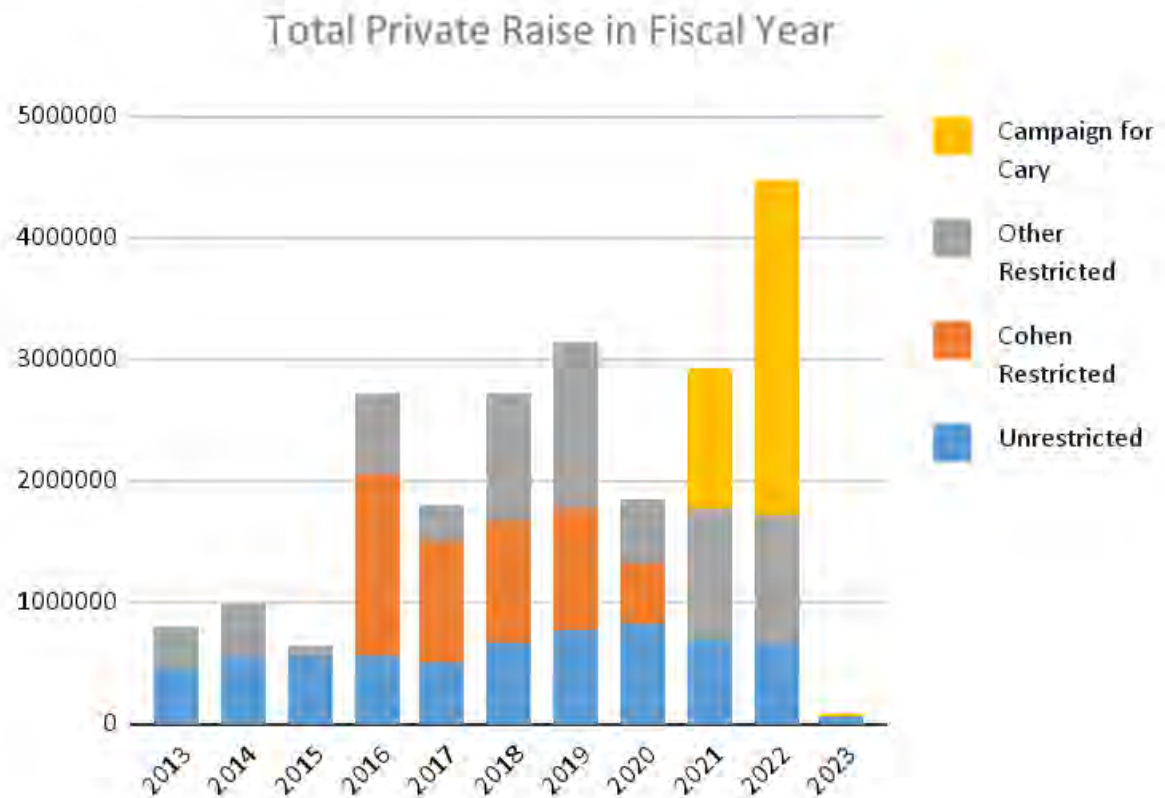
In addition, the Institute has a Post-Retirement Medical Plan (the Plan) for eligible retired employees. Under the terms of the Plan, certain medical care expenses are reimbursed subject to a \$1,200 limit per eligible retiree for any calendar year. Substantially all of the Institute's employees may become eligible for those benefits when they retire and reach normal retirement age. Included in accrued expenses is a postretirement medical liability of \$599,457 and \$585,394 for the fiscal years 2022 and 2021, respectively. For the years ended June 30, 2022 and 2021, approximately \$16,673 of postretirement benefit expense was recognized. Payments of \$12,610 and \$15,400 were made to beneficiaries in fiscal years 2022 and 2021, respectively. This Plan is no longer applicable to new employees who began their employment on or after January 1, 2012.

DEVELOPMENT

## Development Report

Fiscal Year 2023

July 1, 2022 - Oct 18, 2022



As happens with the early part of the Fiscal year, things in Development start slowly and build. We have been notified of an \$80,000 gift to support Rick Ostfeld's lab. This is from an individual donor who has long supported his lab but whose health is now frail. We expect the final distribution from the Lavoy estate this fiscal year.

Last year was one for the record books and yet this year needs to be one dedicated to rebuilding after the multi-year loss of in-person events and the impact of the capital campaign.

- **Foundation Grants**

It is too early to make predictions as to how the fiscal year will turn out but the sheer amount of activity since the close of the last fiscal year bodes well. We are adding to the list of foundations we are cultivating and hope that interest in Jane

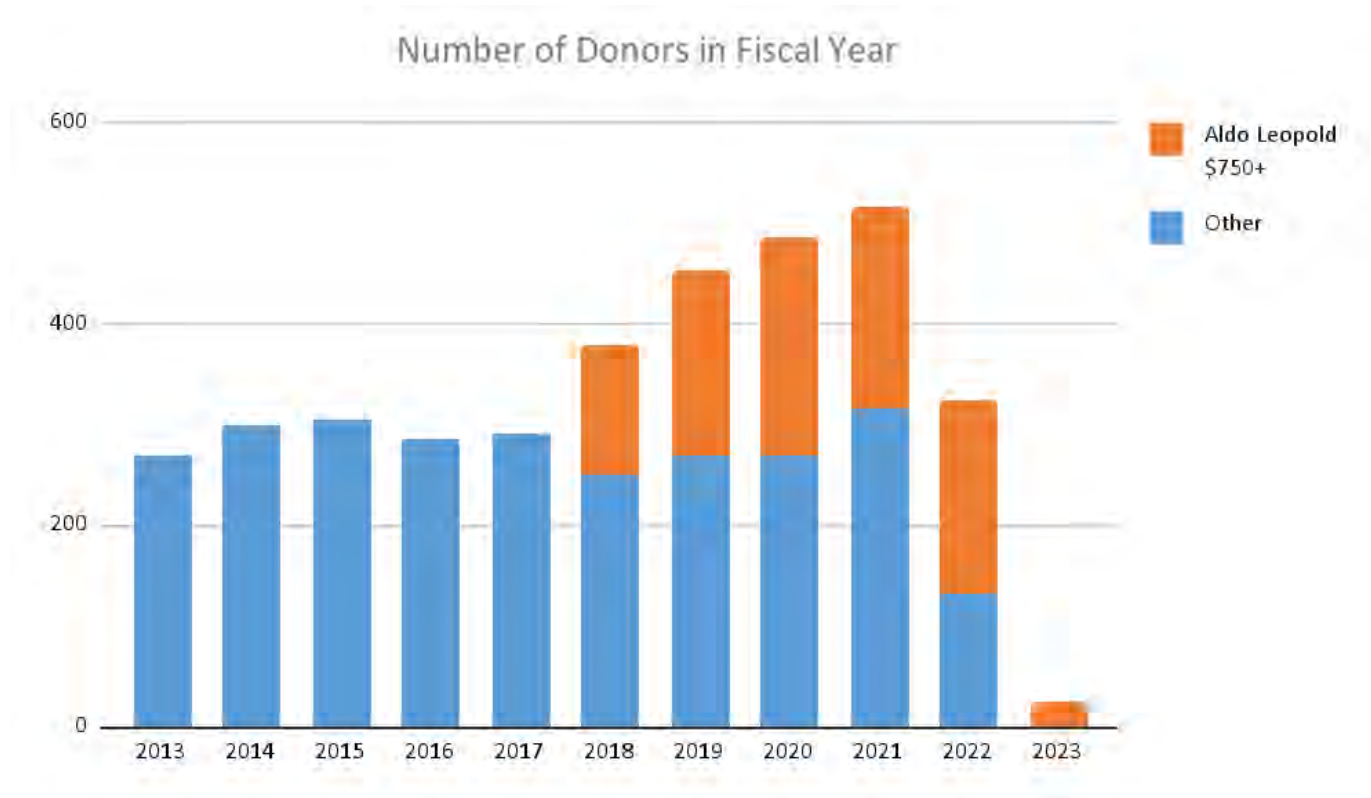
Lucas's work will soon build, now that more than half of her plots have been installed.

- o Winslow Hansen submitted a \$10M grant over 5 years to the Moore Foundation. Their board will review the application in early November
- o The Bezos Earth Fund reached out to Steward Pickett to set up a meeting
- o Barbara Han expects to receive funding from The Gordon and Betty Moore Foundation as an outgrowth of her Lang Assael Family Science Innovation Fund grant to partner with NASA for zoonotic disease modeling
- o Jane Lucas submitted a grant to the USDA in August for her *Stressed Out Soils* project
- o We are waiting to hear back on our proposal to National Fish and Wildlife Foundation \$1.3M to support urban ecological research in the Hudson Valley Estuary Region
- o The Education program remains popular with funders
  - We were notified that we are to receive \$75,000 over three years from NYS DEC to expand the Mid Hudson Young Environmental Scientist (MHYES) program
  - We are waiting to hear from Dutchess County on a proposal for \$5,000 in schoolyard ecology program supplies
  - We are gearing up to request Data Jam sponsorships, grants to support MHYES and camp, and other support for this year's educational offerings
- ***The Campaign for Cary***
  - o Although officially closed, we continue to take in payment for both booked and unbooked pledges.
- **Aldo Leopold Society**
  - o We ended the last fiscal year at 193 Aldo-level donors, down from the 200 in 2021 and the peak of 215 in 2020. We believe the continued slide has to do with the lack of Friday Night at Cary lectures and other face-to-face events.
  - o To that end, we are continuing to host small, outdoor cocktail gatherings on Cary's property. Attendance has been good at these, averaging about 20 people. The response from attendees has been phenomenally positive. Jane Lucas, Barbara Han, and Peter Groffman hosted events. Winslow Hansen, Alan Berkowitz, Evan Gora, Kathie Weathers, and Sarah Batterman have all agreed to host one this fiscal year.
  - o We hosted one hybrid Friday Night at Cary lecture as well and are scheduling more going forward.
  - o We invited a select group of donors to a special dinner party at Jane Lucas's research site near Cary's Environmental Monitoring Station. Twenty-five people attended. While not a fundraiser, we are using the event to cultivate stronger relationships with our top prospective major gift donors.
- **Friends**

- o The lack of in-person lectures and other events and the loss of *The Tick Project* continue to negatively impact the Friends program. The program lost 122 donors from its peak in 2021.
- o We hosted 2 walks for Friends donors while a third had to be canceled
- o We hosted a tour of the building on Oct 14 as a way to recruit new Friends. Nine people attended.
- o We will soon debut fundraising for the education programs. While we have raised funds via camp families in the past, we now plan a broader effort for funding for all our educational programs.
- o We continue efforts to raise funds for the Catskill Science Collaborative in that region of the state. That program is planning to host a few educational programs after which we can solicit attendees for support.

- **Total Number of Donors**

- o We were down 25% from the previous year, primarily due to the loss of Friends level donors



- **The Tick Project**

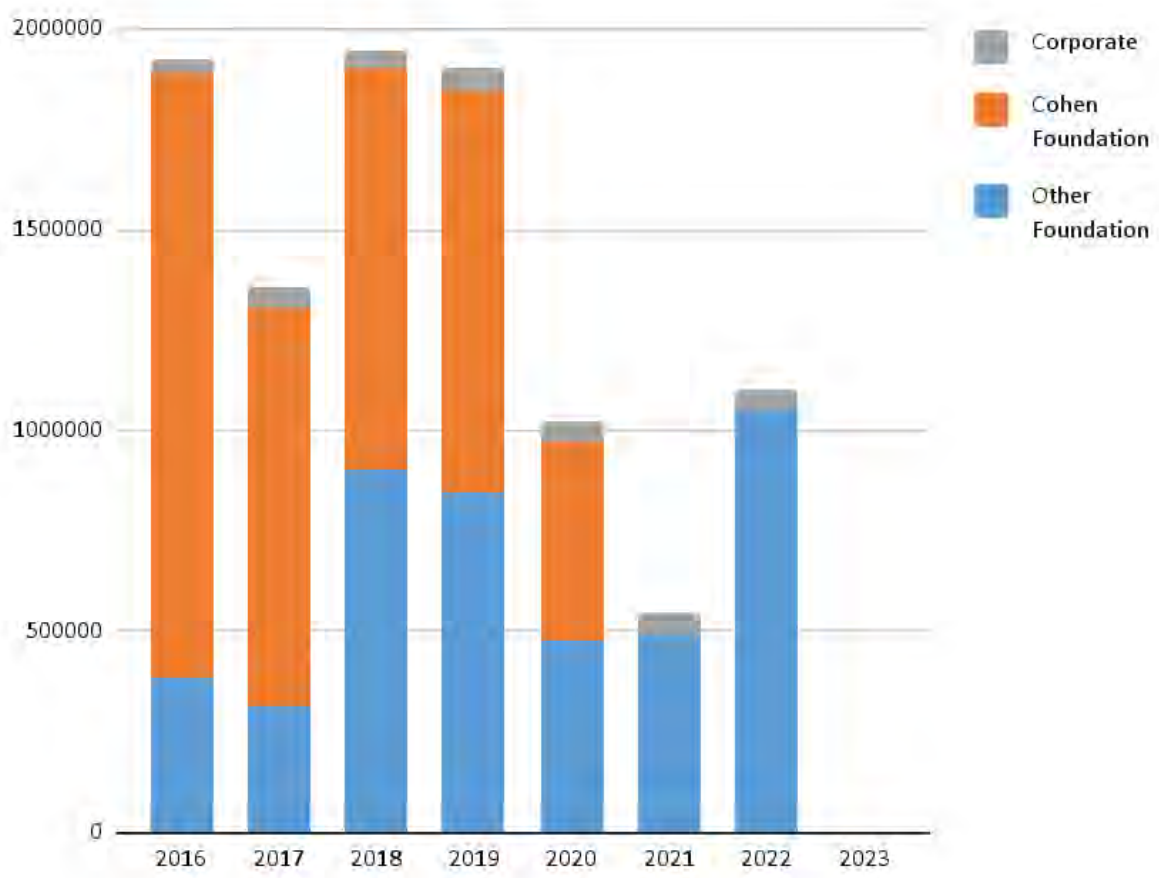
- o We officially concluded fundraising efforts for this project although we will continue to reach out to these donors to support Rick Ostfeld's other research and to support all of Cary's research programs.
- o As noted above, we are expecting a new gift to support the lab

- **Events**

- o We did not host a Fall lunch this year on our property owing to Covid restrictions at the time of planning
  - o We plan to host Spring Lunch on Tuesday, April 25. The speakers will be Rick Ostfeld and Felicia Keesing
  - o The Ned Ames Honorary lecture and cocktail party will be held on Friday June 2. The speaker is to be determined.
  - o We are not planning to host an Autumn Celebration this year
  - o We are planning the return of Fall Lunch on Sept. 17, 2023
  - o As noted above, we will continue to offer free cocktail events on Cary's campus
- Mary Flagler Cary Legacy Society
    - o After a two-year hiatus, we will again recruit for new members of the society via mail solicitation starting in January, 2023. We did not elect to send such letters during the pandemic.

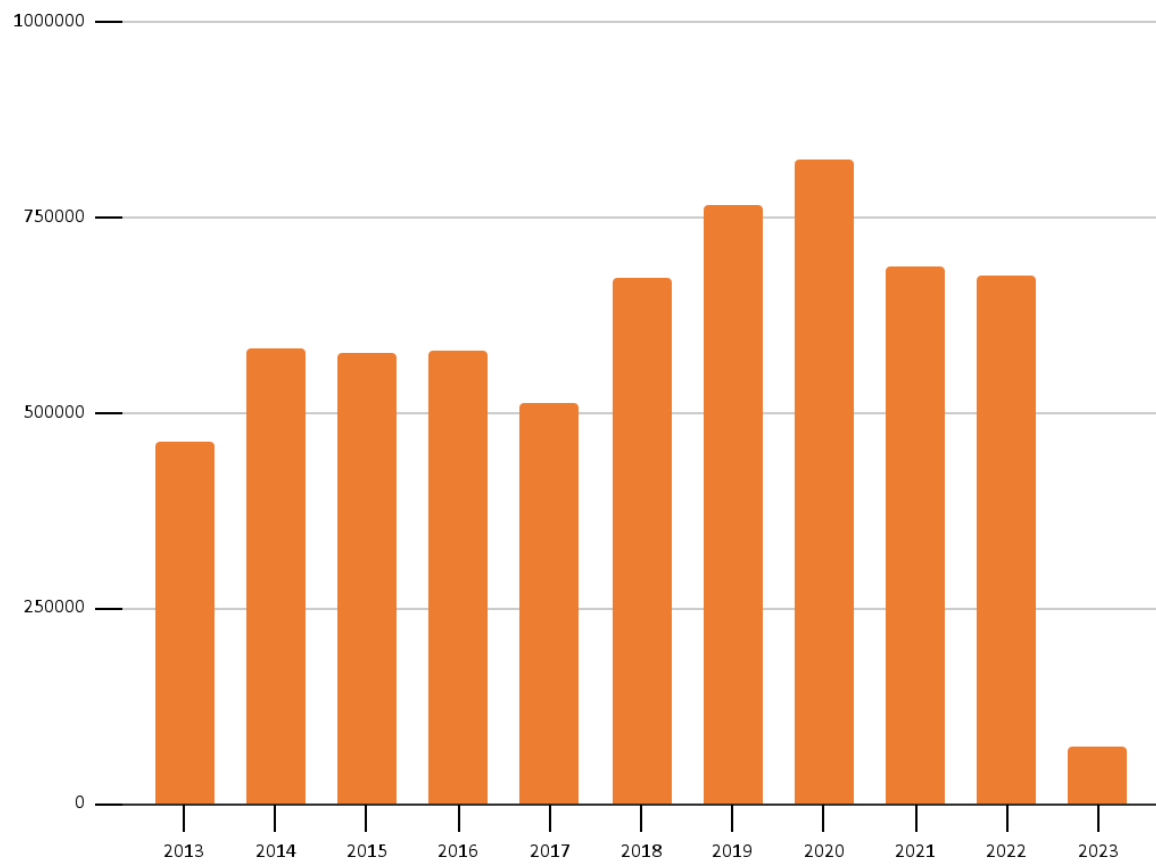
Additional Charts:

Foundation and Corporate Support in Fiscal Year





## Unrestricted Private Raise in Fiscal Year



TRUSTEESHIP

## Elective Trustees

Name	Year Started	Term Serving	Term Ending	Maximum Term-Limit
Beinecke, Frances	2017	2nd	<b>2023</b>	2029
Bernhardt, Emily	2018	2nd	2024	2030
Tozer Brown, Farran	2019	2nd	2025	2031
Burke, Indy	2019	2nd	2025	2031
Cassirer, Hugo	2014	3rd	<b>2023</b>	2026
Drake, John	2019	2nd	2025	2031
Ewing, Eric	2021	1st	2024	2033
Hewitt, Elizabeth	2020	1st	<b>2023</b>	2032
Hilpman, Elizabeth	2012	4th	2024	2024
Jarvis, Erich	2022	1st	2025	2034
Joseph, Everette	2018	2nd	2024	2030
Kim, Soohyung	2015	3rd	2024	2027
Kraiem, Rubén	2021	1st	2024	2033
Mackin, Robbianne	2021	1st	2024	2033
McKenzie, Christophe	2017	2nd	<b>2023</b>	2029
Poston, Muriel	2022	1st	2025	2034
Roosevelt, Simon	2022	1st	2025	2034
Schmidt, Ralph	2011	4th	2023	<b>2023</b>
Senzel, Martin	2011	4th	2023	<b>2023</b>
Ulm, Scott	2013	4th	2025	2025
Wieland, Kim	2020	1st	<b>2023</b>	2032

## Ex-Officio Board Member

Ginsberg, Joshua	2014	President
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## Appointive Trustees

Collins, J. Barclay	2009
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## Honorary Trustees

Long, Gretchen	1993-2000; Honorary Trustee 2000 - present
Ames, Ned	1993-2008, 2010-2022; Honorary Trustees 2022-present

## **Founding Trustees**

Ames, Edward A.

Blum, Jeanne C.†

Briggs, Winslow R.†

Hubbard, Thomas J.†

Likens, Gene E.

Long, Gretchen

Lovejoy, Thomas E.†

Risser, Paul G.†

Rorer, John E. Talbot,

Lee M.† Thorne,

Oakleigh B.†

† Deceased

Approved 11/2/2022

**PROPOSED**  
**Cary Institute**  
**Officers and Committees of the Board of Trustees**

**Officers**

Ulm	Chair
Hewitt	Co-Vice Chair
Kim	Co-Vice Chair
Wieland	Treasurer
Mackin	Secretary
Ginsberg	President, <i>ex officio</i>
Talbot	Assistant Secretary & Assistant Treasurer, <i>ex officio</i>

**Executive Committee**

Ulm	
Beinecke	
Cassirer	
Ginsberg	<i>ex officio</i>
Hewitt	
Hilpman	
Kim	
Mackin	
Senzel	
Wieland	

**Audit Committee**

Senzel	Chair
McKenzie	Deputy Chair
Roosevelt	
Talbot	<i>ex officio</i>
Ulm	<i>ex officio</i>

**Trusteeship Committee**

Beinecke	Chair
McKenzie	Deputy Chair
Cassirer	
Forbes	<i>ex officio</i>
Ginsberg	<i>ex officio</i>
Kraiem	
Mackin	
Roosevelt	
Schmidt	
Ulm	<i>ex officio</i>

**Buildings & Grounds Committee**

Cassirer	Chair
Ewing	Deputy Chair
Ginsberg	<i>ex officio</i>
Schmidt	
Merritt	<i>ex officio</i>
Talbot	<i>ex officio</i>
Ulm	<i>ex officio</i>

**Investment Committee**

Hilpman	Chair
Hewitt	Deputy Chair
Benardete	<i>of counsel</i>
Tozer Brown	
Ginsberg	<i>ex officio</i>
Talbot	<i>ex officio</i>
Ulm	
Wieland	

**Finance Committee**

Wieland	Chair
Tozer Brown	
Burke	
Hewitt	
Kim	
Talbot	<i>ex officio</i>
Ulm	

**Development Committee**

Mackin	Chair
Ewing	Deputy Chair
Beinecke	
Tozer Brown	
Forbes	<i>ex officio</i>
Ginsberg	<i>ex officio</i>
Hilpman	
Kim	
Quillen	<i>ex officio</i>
Ulm	<i>ex officio</i>

**Science Advisory Committee**

Bernhardt	Chair
Burke	
Drake	
Ginsberg	<i>ex officio</i>
Jarvis	
Poston	

**DEI Committee**

Kim	Chair
Drake	
Ginsberg	<i>ex officio</i>
Hewitt	
Jarvis	
McKenzie	
Poston	
Ulm	<i>ex officio</i>

## Cary Institute of Ecosystems Studies Trusteeship Committee

### Board prospect procedure routing

<b>Prospect Name:</b>	Beth Comstock
<b>Current Position:</b>	Retired, author
<b>Candidate Website:</b>	<a href="https://en.wikipedia.org/wiki/Beth_Comstock">https://en.wikipedia.org/wiki/Beth_Comstock</a> <a href="https://www.bethcomstock.info/about-beth/">https://www.bethcomstock.info/about-beth/</a>
<b>Degrees</b>	BS, Biology from The College of William and Mary
<b>Introduced by:</b>	Joshua Ginsberg
<b>Date:</b>	10/26/22
<b>Other referrals:</b>	

#### Short Bio:

Beth began her career as an intern in public broadcasting with a particular interest in telling science stories. This led her to roles at CBS and Turner Broadcasting. From there, she returned to NBC News for a turnaround project after a "fake news" scandal nearly collapsed the division. Beth moved to GE where worked directly under Jack Welch. She served at GE as Chief Marketing Officer, creating the Ecomagination campaign. Beth was President of Integrated Media at NBC Universal and, under Jeff Immelt, was promoted Vice-Chair of GE, which was NBC Universal's parent company.

While at GE, Beth operated GE Business Innovations, which developed new businesses, markets, and service models. Among her roles was exploring clean energy futures. This unit includes GE Lighting, GE Ventures & Licensing and GE sales, marketing and communications.

She is the author of *Imagine it Forward* (2018), a book on leadership.

Beth's board experience includes:

- Nike, Inc; former member of the board of directors (resigned in 2022)
- Cooper Hewitt, Smithsonian Design Museum; former board member and former Chair
- National Geographic, Board member

Beth is married with two adult daughters and lives in Millbrook, mostly full time. She and her husband are doing an ecological restoration of their property and she has been actively engaged with Cary for the last few years, attending 10 events and lectures. Josh Ginsberg gave her a tour of the TESB on Monday, October 24, and she expressed interest in doing more with the Institute.

**Trusteeship Committee discussion:**

via email 10/31/22

**Approach approved by Board:**

**Introductory meeting with President**

**Date of introductory meeting w President**

**Person who arranged intro meeting**

**Location:**

**Campus tour?**

**Financial expectation made clear?**

**By whom?**

**Comments:**

**Follow-up needed before invitation:**

**Invitation to join (verbal) by:**

**Invitation Date:**

**Letter from Chair officially inviting to join**

**Letter Date**

**Accepted?**

**Acceptance Date?**

**Status Update:**

<b>Slate of Officers</b>	<b>Name</b>	
Board Chair	Scott Ulm	
Co-Vice Chair	Elizabeth Hewitt	
Co-Vice Chair	Soohyung Kim	
Treasurer	Kim Wieland	
Secretary	Robbianne Mackin	
<b>Re-appointments</b>	<b>Name</b>	<b>Term</b>
Trustee	Farran Tozer Brown	2 <sup>nd</sup> Term
Trustee	Indy Burke	2 <sup>nd</sup> Term
Trustee	John Drake	2 <sup>nd</sup> Term
Trustee, Board Chair	Scott Ulm	4 <sup>th</sup> Term
<b>Of Counsel</b>	<b>Honorary</b>	<b>New Trustees</b>
Steven Benardete	Ned Ames	Elizabeth 'Beth' Comstock
<b>Committees</b>	<b>Chair</b>	<b>Deputy Chair</b>
Audit	Martin Senzel	Christopher McKenzie
Buildings & Grounds	Hugo Cassirer	Eric Ewing
DEI	Soohyung Kim	
Development	Robbianne Mackin	Eric Ewing
Finance	Kim Wieland	
Investment	Elizabeth Hilpman	
Trusteeship	Frances Beinecke	Christopher McKenzie
Science Advisory	Emily Bernhardt	



# OUTREACH & MEDIA

# Communications Update – November 2022

## Public Programs

Cary Institute's public-facing events remain primarily virtual. Whenever possible, we are offering in-person seating to Cary supporters and hosting hybrid programs in the Lovejoy Auditorium. We are working to maintain our virtual reach, and continue to engage with participants across the US and abroad. Marketing efforts are steadily growing our Mailchimp email list and Eventbrite followers. Recordings of past events are posted to [Cary Institute's website](#) and [YouTube](#) channel. We are in the process of planning offerings on road salt, lake management, and pharmaceutical pollution to soils.

## Upcoming Events

November 10 at 7pm ET, Predicting the Next Pandemic (hybrid)  
Cary Science Conversation featuring Cary disease ecologist Barbara Han

## Past Events (since last report, virtual unless noted)

June 3, [Saltwater Intrusion, Sea Level Rise, and the Spread of Ghost Forests](#),  
Cary Science Conversation featuring Cary Trustee Dr. Emily Bernhardt, Duke University  
(485 registrants, 252 attendees)

June 11, Invasive Forest Pests Walk (in-person)  
Featuring Cary forest ecologist Gary Lovett  
(22 registrants, 11 attendees)

June 29, [Composting: An Ecological Perspective](#)  
Featuring Cary community ecologist Jane Lucas  
(620 registrants, 223 attendees)

September 9, [Refuge: America's Wildest Places](#)  
Featuring photographer Ian Shive, in collaboration with the Millbrook Garden Club  
(virtual: 536 registrants, 175 attendees; in-person: 80 registrants, 59 attendees)

September 11, Hudson River Valley Ramble - Forest Ecology Walk (in-person)  
Featuring Cary forest ecologist Emeritus Charles Canham  
(31 registrants, 8 attendees)

October 1, Preparing for Fall – Forest Ecology Walk (in-person)  
Featuring Cary wildlife biologist Mike Fargione  
(32 registrants, 16 attendees)

October 15 at 10am ET, Nature's Clock: Fern Glen Phenology Walk (in-person)  
Featuring Cary Environmental Monitoring Program Manager Vicky Kelly  
(31 registrants, event canceled due to illness)

October 20, [Big Trees, Lightning, and the Future of Tropical Forests](#) (virtual)  
Cary Science Conversation featuring Cary Research Fellow Dr. Evan Gora  
(340 registrants as of Oct 19)

## Press Relations

Since June of 2022, our scientists and research have appeared in 150+ print and digital news outlets, nationally and internationally, with an estimated ad value of \$10 million. Communications assisted on an OpEd by Emma Rosi and Steve Hamilton that was successfully placed in the *Chicago Tribune*. You can access a selection of press coverage [here](#); highlights are listed below.

## Media Highlights

June 6, 2022, [Felicia Keesing on ticks](#), *A Way to Garden Podcast*

June 7, 2022, [Tick that makes you allergic to meat is spreading across US](#), *Independent UK/Sunday Mirror/Yahoo*

June 9, 2022, [Experts predict a ‘normal’ tick year on the Cape](#), *Boston 25 News/Yahoo*

June 14, 2022, [Lone star ticks may be gaining population in region](#), *Times Union*

June 21, 2022, [Squirrels could make monkeypox a forever problem](#), *The Atlantic*

June 26, 2022, [Tick hunting: The prey are tiny, and the bait Is human](#). *The New York Times*

June 29, 2022, [Your lawn questions, answered](#). *The New York Times*

July 5, 2022, [A lethal tick-borne disease is spreading in the US, driven by climate change](#), *Grist*

July 7, 2022, [The quest for a ‘tick map’](#), *Scientific American*

July 14, 2022, [Taking your boat out? Check for mussels](#). *Times Union*

July 21, 2022, [Why tick-borne diseases have reached ‘epidemic proportions’](#), *MSN/National Geographic*

July 25, 2022, [How Lyme disease became unstoppable](#), *The Nation*

August 1, 2022, [Stephen Hamilton and Emma Rosi: Helium balloons impose a toll on our air, land and sea](#), *Chicago Tribune*

August 3, 2022, [Animal reservoirs—Where the next SARS-CoV-2 variant could arise](#), *JAMA Network*

August 22, 2022, [Cary Institute asks Congress for hearing on invasive species](#), *Times Union*

August 23, 2022, [Why mature and old forests are so important for climate mitigation and adaptation](#), *The Hill*

August 29, 2022, [Student scientists present findings of summer research](#), *Mid-Hudson News*

September 11, 2022, [The ancient subarctic forests at risk from climate change and war](#), *Financial Times*

October 19, 2022, [Which Animals Catch COVID? This Database Has Dozens of Species and Counting](#), *Scientific American*

Since January, Cary's Dave Strayer has been contributing monthly columns to the *Great Lakes Echo*. These pieces are also published as features on the Cary website, and promoted across Cary's social media platforms. Columns since the last board book:

June 3, 2022, [June: The cruelest month?](#), *Great Lakes Echo*

July 1, 2022, [July: Stay cool](#), *Great Lakes Echo*

August 5, 2022, [August: Dibs on the water](#), *Great Lakes Echo*

September 2, 2022, [September: Connections](#), *Great Lakes Echo*

October 7, 2022, [October: The smells of autumn](#), *Great Lakes Echo*

## **Targeted Science Support**

We are working with Cary Emeritus Gary Lovett on a blog series on forest pests, to continue promoting [Tree-SMART Trade](#). Installments since the last board book include: [Beech Bark Disease](#), and [7 Facts about the Hemlock Woolly Adelgid](#). Access all of the blog posts, and additional insight on invasive forest pests, on [Cary's website](#).

In collaboration with Cary Emeritus Stuart Findlay, we designed two informational panels that display harmful algal bloom readings (chlorophyll and phycocyanin) detected in the Hudson River and the Wallkill, one of its tributaries. Information will be shared online and as part of a kiosk near Marist College. This work, funded by a grant from the Hearst Foundation, is an expansion of the Hudson River Ecological Conditions Observing System (HRECOS).

The Communications team provided editorial, design, and technical support to a lake management project led by Cary's Chris Solomon. Materials for the [Lake Resilience and Systems Thinking Resource Hub](#) can be found online and include videos, scenario building one-pagers, a glossary, and [additional resources](#) for lake managers and stakeholders.

Communications continues to provide support to the hybrid Thursday Scientific Seminars. This includes creating EventBrite listings, promoting the events, posting the videos, and assisting in the auditorium as-needed. The hybrid Zoom Webinar option has allowed Cary staff to tune in remotely, and allowed networking with colleagues from around the world. You can view [past seminars](#) here.

## **Education & Outreach**

The Communications team is working with Cary's Education Program to update and roll out the 2023 Hudson Data Jam Competition. This offering has been increasing in popularity; datasets will be updated for the upcoming competition, with a focus on streamlining the process for teachers.

On September 10, we organized Cary's presence at Millbrook Community Day. Cary's table was hosted by Drs. Shannon LaDeau, Sarah Batterman, Alan Berkowitz, and Communications Assistant Maribeth Rubenstein. An updated display on Cary's research areas, public events, and other information was presented, along with a hands-on nitrogen-fixing experiment, and Cary's solar dashboard (see below).

## **Building & Grounds**

A [solar dashboard](#) has been developed that showcases metrics on how the solar array is offsetting Cary's electricity use. The dashboard is accessible online and displayed at a kiosk near the entrance of Cary's Bateson Conference Center.

## **Development**

Communications is working closely with the Development team on an overhaul of the donation interface on Cary's website. This required an integration with the NEON CRM. Supporting pages are also being refreshed.

In an effort to engage donors, this summer and fall the development office organized a series of in-person events to offer to Aldo members and Friends. As needed, Communications networked these events to the public if seats were remaining.

## **Newsletters**

Our print newsletter has been redesigned; the fall/winter 2022 issue will have a new look. We continue to grow our Mailchimp e-newsletter list as we network our virtual programs, and are at 7,027 Cary e-newsletter subscribers and 10,663 public event contacts. In addition to the public-facing monthly e-newsletter and targeted event e-blasts, the Communications team also compiles content for an internal monthly e-newsletter sent by Cary President Joshua Ginsberg.

## **Website**

Site metrics are trending upward after a decrease in engagement during COVID (2020-2021) with 256K users and 490K page views in the past 12 months. Top pages include the definition of ecology, our scientists, the careers page, Hudson River and Hudson Data Jam curriculum materials, and the REU Program. Top posts include blogs on forest offsets (Canham), invasive species (Strayer), environmental balance (Groffman), and why people should care about climate change (Schlesinger).

Our social media feeds continue to grow; we suspect there might be a general trend to access information on social media vs traditional websites. During the winter we will be conducting a site audit/update and mapping ways to increase traffic via coordinated social media posts that link back to Cary's website. Focus will be given to developing content on fire ecology, agro-ecology, and tropical ecology. We would also benefit from public-friendly blog pieces authored by Steward Pickett, Rick Ostfeld, and Barbara Han, as they are among our top-ranked staff (in terms of organic search).

# SCIENTIFIC & ADMINISTRATIVE STAFF

## Staffing Chart Scientific and Administrative Positions as of November 2, 2022

Scientific Staff/Research Fellows



**Joshua R. Ginsberg,**  
President

Reports to the President —

Reports to the Comptroller and Senior Director of Administration —

Reports to Senior Director of Advancement —

Administrative Staff



**Sarah A. Batterman**  
Biogeochemist  
(+1)



**Alan R. Berkowitz**  
Plant Ecologist and Head  
of Education  
(+5)



**Evan Gora**  
Quantitative Ecologist



**Peter M. Groffman**  
Microbial Ecologist  
(+2)



**Stephen K. Hamilton**  
Aquatic Ecologist



**Barbara A. Han**  
Disease Ecologist  
(+2)



**Winslow D. Hansen**  
Forest Ecologist



**Shannon L. LaDeau**  
Disease Ecologist  
(+1)



**Jane M. Lucas**  
Community Ecologist



**Timon McPhearson**  
Urban Ecologist



**Richard S. Ostfeld**  
Disease Ecologist  
(+7)



**Steward T.A. Pickett**  
Plant Ecologist  
(+2)



**Emma J. Rosi**  
Aquatic Ecologist  
(+2)



**Christopher T. Solomon**  
Aquatic Ecologist  
(+2)



**Kathleen C. Weathers**  
Biogeochemist  
(+2)



**Holly A. Talbot**  
Comptroller and Senior Director  
of Administration  
(+9)



**Amanda Johnson**  
Grants Manager and  
Compliance Officer  
(+1)



**Jon G. Keeling**  
Manager of Information  
Technology



**Patricia A. Jones**  
Manager of  
Human Resources



**Fred Merritt**  
Director of Physical Plant  
and Grounds  
(+14)



**Heather Malcom  
Parsons**  
Safety Officer



**Amy C. Schuler**  
Director of Information  
Services



**Catherine Forbes**  
Senior Director of  
Advancement  
(+6)



**Amanda Phillips de  
Lucas**  
Science Communication  
Manager for Foundation  
and Corporate Relations



**Lori M. Quillen**  
Director of  
Communications  
(+3)



**Deborah M. Fargione**  
Assistant to the President  
(+2)



**Michael J. Fargione**  
Manager of Field Research  
and Outdoor Programs  
(+1)



**Denise A. Schmidt**  
Director of Laboratory  
Research Facilities  
(+1)