SAN DIEGO AIR & SPACE MUSEUM CONNECTIONS

The San Diego Air & Space Museum enjoys a wide range of affiliations and associations with a growing number of important organizations recognized locally, nationally and internationally.
VISION
The San Diego Air & Space Museum, one of the world’s premier air and space-themed science center and museum, inspires our next greatest generations to achieve excellence in their lives by challenging their innate human pioneering spirit and encouraging the necessary risk-taking required to achieve global innovation success.

MISSION
PRESERVE...INSPIRE...EDUCATION...CELEBRATE!

PRESERVE significant artifacts of air and space history and technology.

INSPIRE excellence in science, technology, engineering and mathematics.

EDUCATE the public about the historical and social significance of air and space technology and its future promise as a pathway to advanced innovations.

CELEBRATE aviation and space flight history and technology.

VALUES
The San Diego Air & Space Museum adheres to impeccable professional standards as it preserves, interprets, educates and shares its rich aviation and space resources:

• To act as exceptional stewards on behalf of the general public and earn the trust of our donors and members by caring for our collections. Interpret our collections accurately and use society’s generosity in a beneficial manner conducive to the spirit of excellence on behalf of the common good for all.

• To inspire an interest in science, technology, engineering, mathematics (STEM) and innovation, as well as history. Inspire the necessary risk-taking in future generations to ensure continued exploration of the outer bounds of what can be.

• To educate through public outreach and engagement.

• To honor the legacy of aviation and space flight technology and the men and women who forged the path for others to emulate.
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BOARD OF DIRECTORS

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Dear Friends:

Another outstanding year at the San Diego Air & Space Museum! Thanks to all of you who supported and visited. We’re very grateful to our loyal investors, dedicated staff, great volunteers, docents and members for helping us continue to be one of the world’s premier air and space-themed museum and science center.

In the pages of this report, you’ll get a colorful summary of our accomplishments over the past fiscal year. From our comprehensive STEM education programs, collections and exhibits, library and archives, special events, and more, our reputation as a state-of-the-art museum intensifies each year.

Total attendance of 278,198 was the highest on record! Our educators positively enriched the lives of nearly 25,000 students. In addition, 36 education events drew almost 27,000 participants. And, I’m delighted to share, we exceeded budgeted revenue last year by more than $700,000.

Our SPEED: Science in Motion exhibition left at the end of 2018, but for the entire year SPEED delighted kids and adults alike with an exciting line-up of the fastest planes, jets, rockets, cars, motorcycles, boats and bicycles in the world. Replacing SPEED in early 2019 is an ambitious project we’ve taken on in-house that will transform and revitalize this area with a new exhibit, SPACE: Our Greatest Adventure. Not a small feat! It is only fitting we focus on Space as our nation celebrates 50 years of Apollo. Check our website for updates on the scheduled opening of SPACE in March 2019.

In November, the International Air & Space Hall of Fame Celebration again highlighted the importance of aviation and space, technology and innovation. Several very deserving people and organizations were honored for their remarkable contributions to the advancement of mankind in these fields. You’ll learn more about them in the following pages.

In December, we debuted an exhibit dedicated to the life and accomplishments of Walter M. Schirra—one of the most notable pioneer astronauts in the history of American spaceflight. Also in 2017, some of Neil Armstrong’s most personal items, including a handwritten letter from Charles Lindbergh, were placed on display in the Theodore Gildred Rotunda.

Please enjoy this Annual Report and experience for yourself the programs, exhibits and events that inspired, educated and entertained visitors from across the globe in Fiscal Year 2018. We look forward to the challenges of engaging next year’s audiences, and continuing to work with you to make the San Diego Air & Space Museum a place where memories are worth repeating.

James G. Kidrick
President & CEO
FISCAL YEAR 2018: BY THE NUMBERS

ATTENDANCE
- More than 278,198
- More than 72,212 people visited the Museum at no cost on Free Tuesdays, December Nights, through Title One school groups and as active duty military (free entry, the only Balboa Park attraction to do so), a 2.4% increase over the previous fiscal year

EDUCATIONAL PROGRAMMING
- The Education department enriched the lives of 24,960 students through its onsite programming
- The Museum’s 36 education events drew 26,844 participants
- 142 schools visited the Museum

STAFF AND VOLUNTEERS
- 77 paid staff including full-time, part-time and on-call positions
- Dedicated volunteer workforce of 131 plus
- Volunteers provided 31,558 hours of service
- Volunteers ranged in age from 15 to over 97

COLLECTIONS
- Added 123 donations to the collection
- Inventoried and photographed over 700 pieces of art
- Digitized 24,000 photos and 600 films from Library & Archives collection, placing online for greater access

ONLINE & SOCIAL MEDIA
- In FY18, the Museum’s website received 718,574 views
- Website Sessions/Visits – 261,643
- Website Unique Visitors – 209,876
- More than 38 million views of the Museum’s digital images on Flickr
- Flickr – Library & Archives, more than 8,000 Followers
- More than 600 films added to the Museum’s YouTube channel
- 1,317,892 views of the Museum’s films on YouTube with over 10 million minutes of watch time
- YouTube – Library & Archives, 8,699 subscribers (significant increase from year before – 5,704)
- Facebook – 15,979 Followers
- Twitter – 5,812 Followers
- Instagram – 1,267 Followers
- Pinterest – 1,056 Followers
EXHIBITIONS

• Be the Astronaut (February 2017 to December 2017)
• SPEED: Science in Motion (February 2018 to June 2018)
• Rare personal artifacts from Neil Armstrong, the first man to walk on the Moon
• Celebrating Wally Schirra, the only person to fly in the Mercury, Gemini and Apollo space programs
• Created three Online Exhibits (spotlighting significant anniversaries in aviation history)

“The San Diego Air & Space Museum is a tremendous asset to our community and a great example of why San Diego’s reputation as a cultural destination continues to grow. Not only is it a world-class attraction, the museum also enriches the lives of its visitors through learning and education.”

Joe Terzi
President & CEO
San Diego Tourism Authority
The San Diego Air & Space Museum (SDASM) is a 501 (c) (3) non-profit State and Federal Corporation.

Established in 1961, SDASM was the first aero-themed museum to be accredited by the American Association of Museums in 1981 (now the American Alliance of Museums).

The SDASM is the twelfth institution in California to be awarded Smithsonian Affiliate status.

In 2007, the Museum was designated by the California State Legislature as California’s official Air & Space Museum and Education Center.

The Museum is known throughout the world for its collection of extraordinary and historically significant aircraft, spacecraft and research materials.

More than 120 aircraft and space vehicles are on exhibit at the Museum’s three locations.

Exhibits include rare and unique aircraft engines, instruments, models and equipment, as well as aviation-related medals, trophies, art, uniforms and spacesuits.
CARING FOR THE COLLECTIONS

The Museum adheres to the highest Alliance of American Museum standards and maintains extensive internal policies and procedures outlined as best business practices for the preservation of its collections. The Museum has continued to develop and extend its activities to help prevent damage to vulnerable parts of its collections. More than two million artifacts allow visitors to immerse and engage in a rich array of stories from the lives of the men and women who changed the world through flight and space exploration.

To date, more than 300,000 photos and 5,000 films have been digitized and placed online. The Museum has received over 230 million online views since initiating its digitization program. Seven hundred of the Museum’s 2,000 pieces of art work have been photographed for collection management and to place online for public view. The Museum also manages and preserves more than 4 million photographs, 30,000 books, 10,000 reels of film, 300 special collections, 12,000 technical drawings, 8,000 aircraft manuals 6,000 technical drawings and other materials.

In FY18, staff completed work to improve the storage room containing more than 2,000 pieces of artwork. Each piece was photographed, cataloged and re-shelved using improved storage techniques. Environmental controls were also improved in this area. Work continues in the artifact and uniform storage areas to inventory and rehouse the collections in safer enclosures.

Staff and volunteers also processed material given to the Museum by donors over the years to produce the Pacific Southwest Airlines Collection. The collection consists of more than 90 boxes of materials, including thousands of documents, photographs, slides, manuals and memorabilia. The various items were arranged into logical groups and rehoused in archival permanent storage containers. Assembling the materials into one cohesive collection entailed organizing the records and artifacts into eight different categories: I. History of Pacific Southwest Airline; II. Corporate Documents; III. Operations–Facilities, aircraft, training and flight operations; IV. Audio-visual Materials; V. Miscellaneous; VI. Artifacts; and VII. Aircraft Manuals. More information about the PSA Collection, as well as a detailed guide, can be found on the Museum’s website.

NOTABLE ACQUISITIONS

The Museum received 123 donations of artifacts and archival materials in FY18. One significant donation included the addition of the Allan Francis Bonnalie archival collection. Included are log books, correspondence, maps and charts, blueprints, scrapbooks, Bonnalie’s service records in World War I (1918-1921), certificates and military orders, manuscripts of writings by Bonnalie, and journals kept while traveling to Afghanistan, Bolivia, Yugoslavia, Mexico and around the United States. Another donation included an original pencil sketch drawn by Virgie Westbrook in 1932 depicting a Ford Trimotor flying over Balboa Park, the Cabrillo Bridge and California Tower.

“WE’RE INSPIRED BY HOW THE SAN DIEGO AIR AND SPACE MUSEUM ENCOURAGES FUTURE LEADERS BY CONNECTING KIDS FROM ALL BACKGROUNDS TO THE WONDERS OF SPACE AND FLIGHT.”

Brad Tilden
Chairman & CEO of Alaska Air Group
The Museum’s interactive, fun attractions and educational exhibitions focus on two equally-important narratives:

- How great teams of dedicated men and women displayed pioneering leadership throughout the meteoric advances in air and space technologies.
- How the progressive leaps in air and space innovations have positively impacted virtually every industry worldwide in the more than 100 years since Orville and Wilbur Wright invented powered flight.

In addition to its permanent galleries, the Museum continues to add new special exhibitions on a regular basis. Two new exhibits added in FY18 included rare personal items from Neil Armstrong and never-before-displayed artifacts from Wally Schirra.

Neil Armstrong, October 2017

Armstrong is one of the most famous figures in world history. His “That’s one small step for man, one giant leap for mankind” as he set foot on the Moon is one of the most iconic and recognizable quotes of all time. And now visitors to the Museum can view a few of Armstrong’s most deeply personal possessions in the Theodore Gildred Rotunda.

Highlighting the display is a personal handwritten letter Armstrong received from another world-famous aviator—Charles Lindbergh—who in May 1927 made aviation history by becoming the first person to fly solo across the Atlantic Ocean. Lindbergh wrote the letter to Armstrong to congratulate him after he landed on the Moon. The letter is dated July 27, 1969, just a few days after Armstrong and Buzz Aldrin became the first men on the Moon.

Also on display is an official Apollo 11 mission patch. Another highlight includes Armstrong’s personal flight helmet, which he wore during astronaut training while flying specially equipped T-38 “Talon” jet trainers. Visitors can also see Armstrong’s VF-51 squadron patch from the Korean-era conflict which he proudly carried onboard during the Apollo 11 mission to the Moon. The display also includes an invitation from President and Mrs. Nixon inviting the Apollo 11 astronauts to a special celebration at the Century Plaza Hotel in Los Angeles on August 13, 1969.

The personal artifacts are on loan from the Armstrong family.

Wally Schirra, December 2017

Walter “Wally” M. Schirra, Jr. (Captain, USN, Ret.) was born March
12, 1923, in Hackensack, New Jersey and graduated from the U.S. Naval Academy in 1945. During the Korean War, he flew 90 combat missions for the U.S. Air Force as an exchange pilot and was awarded the Distinguished Flying Cross. In 1959, Schirra was selected as one of the seven original Mercury astronauts. In 1962, he became the fifth American in space, piloting the Mercury-Atlas 8 (Sigma 7) on a six-orbit mission lasting 9 hours, 13 minutes and 11 seconds. He was the only astronaut to fly in America’s first three space programs, including Mercury, Gemini 6A in 1965, and Apollo 7 in 1968.

The Schirra exhibit is a tribute to the astronaut’s legacy and his important contributions to air and space exploration. Included are his Mercury spacesuit, flight jacket, medals, a large 38-inch Mercury Atlas model and other artifacts. In addition, the exhibit features Schirra’s Emmy and the award winning video of his interview with Walter Cronkite.

SPECIAL EXHIBITIONS
SPEED: Science in Motion  
(February 2018 to June 2018)

During FY18, the Museum hosted SPEED: Science in Motion, a special exhibition exploring the science, technology, engineering and math behinds the fastest vehicles in the world. Each month featured a different theme in SPEED, highlighted by a two-week visit and special evening showcasing the iconic BULLITT 1968 Mustang Fastback driven by Steve McQueen in the film of the same name. The BULLITT appeared at the Museum through the generosity of the Kiernan Family, led by the owner of the car Sean Kiernan, whose father Robert Kiernan originally purchased the Mustang in 1974. SPEED will be replaced in FY19 by a new gallery titled SPACE: Our Greatest Adventure.
ONLINE EXHIBITS

The Museum added three new online exhibits in FY18:

Women of Flight Anniversary Exhibit
In recognition of the 108th anniversary of Ramonde de Laroche receiving her pilot’s license from the International Aeronautics Federation, the Museum is honoring several significant women from aviation history.

100th Anniversary of Scheduled U.S. Airmail
Celebrating the 100th anniversary of the introduction of scheduled U.S. airmail service and how it impacted the nation’s history.

The Museum’s remarkable history is documented in this exhibit, from the devastating 1978 fire which virtually destroyed the Museum, to its acclaimed status today.

BEAM ACCESSIBILITY TOUR
In addition to on-site tours, the Museum also offers an innovative and exciting program which widens access to previously underserved populations. The BEAM Accessibility Tour allows visitors to enjoy the Museum through a virtual presence device. This technology helps visitors telecommute to the Museum from remote locations, using personal computers to “drive” the BEAM. Virtual visitors are accompanied by qualified docents who guide them on real-time, interactive tours of the Museum. These virtual tours are offered at no cost to those unable to visit the Museum due to medical or physical disabilities. The BEAM program also has been expanded and is offered, at a nominal fee, to members of the general population who are unable to visit the Museum in person.

“The San Diego Air & Space Museum brings aerospace history alive and helps to create an environment where young people will generate a passion for the world of flight.”

General Lloyd W. “Fig” Newton–USAF (Ret.)
First African-American pilot in the U.S. Air Force Thunderbirds
The Museum maintains a robust Restoration Department, consisting of 57 active volunteers.

During FY18, these dedicated men and women contributed 12,432 hours to the restoration and creation of the Museum’s most important artifacts.

Many of the volunteers are professionals from aerospace companies in the San Diego region.

Others are from different professions who are willing to learn the requisite skills needed to build and restore aircraft, ranging from simple gliders to complicated space vehicles.

The quality of the Restoration department is nationally recognized, noted by its work for the National Museum of Naval Aviation and the Smithsonian’s National Air & Space Museum.

The Restoration Department contributes to the Museum’s ongoing efforts to create and maintain evocative, life-like exhibits. The Restoration Department has two locations, including its main site in Balboa Park and at the Gillespie Field Annex in El Cajon.
BALBOA PARK

In 1935, industrialist Howard Hughes created the H-1 Racer bearing his name. By attaching an 850 horsepower engine to one of the cleanest airframes ever produced, Hughes set records for straight-away speed for a land plane at 350 miles per hour. He also set the record for transcontinental flight with a time of seven hours and 28 minutes, averaging a speed of 332 miles per hour and establishing Hughes and his companies as formidable players in aviation circles.

For the past several years, the Balboa Park restoration team has been constructing from scratch a reproduction of the Hughes racer. Due to the complexity of the aircraft, the restoration team is reverse engineering the construction plans because there are no original drawings. Covering the main wing sections, top and bottom, is nearing completion. Drawings for the ailerons and flaps are in the works while our woodworkers are attaching thin sheets of plywood to the wing leading edges. The next steps are to install the interior components in the aft section of the fuselage before skinning the entire area.

GILLESPIE FIELD ANNEX

The hangars at Gillespie Field house the Museum’s second restoration center. Every restoration project completes its journey at the Annex with paint and decals. Restoration work of all kinds, especially wood and fabric construction, takes place at the Annex.

Current projects include the ground-up reproduction of a 1927 Boeing FB-5 bi-plane fighter. The large upper wing spar, rib and aileron parts are nearly completed, and portions of the wing are now covered with plywood. The fuselage is nearing completion with the fabrication and installation of the aluminum panels well along the way. Covering the rear fuselage with fabric will complete that portion of the aircraft.

Volunteers are also restoring to flying condition a 1943 Aeronca L-3. Used by the military as a liaison aircraft during World War II, the craft will be finished in its original olive drab paint scheme with appropriate military markings.

MODEL SHOP

The Museum also hosts an elaborate model shop staffed by talented volunteers at Gillespie Field. The team creates museum-quality models from large-scale airliners to rockets and gliders. The Museum turns to the modelers when it is in need of a specialty, such as a large-scale model of an aircraft too large to fit in the Balboa Park facility. The shop recently completed a 1/9 scale model of a B-17 Flying Fortress that now hangs in the World War II Gallery at the main location in Balboa Park. This extremely detailed model is an excellent addition to the Museum and adds immeasurably to the story of aerial warfare in World War II. The shop is also nearing completion of a 1/6 scale model of the turbine Bonanza that long time library volunteer Dennis Stewart flew around the world.

In FY18, Larry Warden, who worked for the Supermarine company during World War II as a design engineer on the fabled Spitfire, crafted six radio controlled mid-war era British fighter aircraft in 1/6 scale. Warden, who is 96 years old, flew all six of the amazingly accurate creations before donating them to the Museum. The collection hangs above the Balboa Park restoration area for basement visitors to enjoy.
LIBRARY AND ARCHIVES

- The Museum’s Library & Archives (L&A) houses the nation’s largest private, aerospace collection.

- The Museum is known worldwide for its highly successful, continuing efforts to offer its collections for education and research purposes, both on-site and digitally.

- The L&A is an essential and important resource for aviation authors, historians, researchers and the general public.

- The L&A processed more than 49 donations in FY18. Along with many books and photographs, there were several special donations in FY18:
  - The Everett Cassagneres collection, which included 12 boxes of research papers on early Ryan aircraft;
  - The pilot logbook of Major Michael G. McPharlin, RAF, with the last entry of June 6, 1944;
  - Personal items and memorabilia that belonged to George Dong, an aircraft mechanic and member of the ground crew for the original B-24 “Witchcraft,”
  - The Allan F. Bonnalie collection, which contains materials related to Mr. Bonnalie’s life and long career in aeronautics;
- Seven boxes of research materials used by Curtis L. Peebles for his book, “Watch the Skies,” and other published books and articles;
- The Ray Kamm collection, which contains slides, newsletters, and personal papers related to the 1986 flight of Voyager;
- The Robert C. Kemp collection, containing eight boxes of his books, working papers, as well as original art. Kemp was an artist and illustrator at Convair in San Diego for 40 years; and
- The Museum also received significant materials to add to its extensive Jay Miller collection.

The L&A also supports the Museum’s education, exhibit and restoration programs by providing historical background, photographs, films and documents. The L&A managed several projects and initiatives in FY18, and assisted an increased number of outside researchers. The L&A continues to make significant progress in preserving and adding to the Museum’s collections, and in providing greater online access for researchers, scholars, educators and students around the world.

- The L&A is helped by more than 30 dedicated volunteers who contributed 5,886 hours during FY18.
- Volunteers digitized and cataloged more than 25,000 images and 600 films.
- Volunteers prepared articles for the Museum’s website, newsletters and other publications.

“THE SAN DIEGO AIR & SPACE MUSEUM NOT ONLY BRINGS HISTORY TO LIFE, BUT IT ALSO LOOKS TO THE FUTURE BY SUPPORTING SCHOLARSHIPS FOR SAN DIEGO COUNTY HIGH SCHOOL SENIORS INTERESTED IN STUDYING STEM.”

Ellen Ochoa
NASA Astronaut and first Hispanic woman in space
• In FY18, the Museum received 36 million views of its now more than 300,000 online digital images.
• The Museum’s more than 5,000 online films have now received almost one million views.
• There have been 230 million views of the Museum’s images since initiating its digitization program in 2010.

RESEARCH

Last year the, Library & Archives responded to a growing number of inquiries from around the world. The L&A answered more than 10,629 telephone and email information requests. There were 27 onsite high-level research specialists, and the global audience increased significantly through improved access and visibility of the L&A’s records on the Internet.

In FY18, the Library & Archives department received inquiries from more than 15 states, as well as countries from around the world, including Canada, France, Australia, United Kingdom, Russia, Denmark, China, Mexico, Sweden and Spain. Many well-known organizations also requested assistance, including the University of London, Hong Kong Museum of History, Muzeum Śląska Opolskiego, National Geographic, Smithsonian Channel, History.Net, City of Ottawa Archives, National Air & Space Museum, University of Holy Cross, Travel Channel, Wright Brothers National Memorial, San Diego History Center, Association des Géologues du Bassin de Paris and the Mystic Stamp Company.

The L&A assisted more than 45 authors and producers in their research and preparation of books, films, newspaper and magazine articles, as well as with online magazines, multi-media displays and exhibits, promotional catalogs, marketing ads and commercial websites. Topics included the History of Airships, the China Clipper, “Concord-The Supersonic Dream,” Cliff Henderson, “Atomic Age Declassified—Spies in Space,” “If I Leave Here Tomorrow—A Film About Lynyrd Skynyrd,” Convair Aircraft, Donald Douglas, 747 at 50-The Story of an Icon,” Dole Air Race, Louise Thaden and “Over Both Poles: Epic Flights Around the World.”

Drawings, photographs and basic information about various aircraft are often requested. In FY18 requests for information included the P51-D, F-4B Phantom II, B-25, PT-22, Bell XS-1, F6F Hellcat, CH-47 Chinook, NA O-47, Atlas Agena, F4U Corsair, A-1 Triad, Douglas SBD Dauntless, Convair Liners, B-32, Spitfire, Convaircar, Stits Flut-R-Bug, XF2Y-1 Sea Dart and the Ryan NYP.

GRANT PROJECTS

Institute of Museum and Library Services
Museums for America Grant

The Museum library and curatorial staff continue to work on a three-year IMLS grant funded project to increase online access to its renowned aerospace-related collections. This grant provides for cataloging, photographing and displaying the additional items so they can be accessed through existing social media sites. Benefits extend to many audiences. Particularly teachers, researchers (including scholars, students, aviation enthusiasts, authors and film producers), as well as other museum professionals. These audiences are able to use existing online resources to find and access rare artifacts without having to physically visit the Museum. The general public also can tag images with additional information, which can be stored with the objects’ metadata. To date, more than 2,000 objects have been photographed, cataloged and placed online.
**EDUCATION**

- In FY18, the Education Department enriched the lives of 24,960 students.
- The Museum’s 36 education events drew 26,884 participants in FY18.
- During the past year, 142 different schools visited the Museum.

The Museum’s approach to education encompasses programs for preschoolers, students, teachers, families, everyday visitors and special groups. The Education Department stresses STEM education, as well as the history of aviation and spaceflight.

The Museum’s educational programs include interactive workshops, outreach programs and summer camps. To match the ever-changing needs of schools, the Education Department has recalibrated its curriculum, focusing on students directly designing and building engineering projects using deeper, inquiry-based learning practices. The Education Department also continues to engage thousands of students through the School in the Park program, where the Museum is a vital part of students’ formal academic experience and formative years.

The most familiar educational activity involves visits by classes from local schools, which are central to the Museum’s role as an educational institution. In an effort to increase the number of students who visit the Museum, the Education Department has continued to develop new programming, including family days, competitions, special one-day festival-type events such as Space Day, and partnerships with local universities.

Within the Park, the Education Department partnered with fellow institutions to offer cross-curricular education, including summer camp collaborations. Education also hosted partners such as NASA, local robotics groups, Higher Orbits and Tijuana’s El Trompo Interactive Museum to showcase their innovations as part of the Museum’s family events. Outside the park, continued participation in collaborations such as local library events and the San Diego Festival of Science and Engineering reached thousands of new families through hands-on educational activities.

**FLY YOUR RIDE! STEM CHALLENGE**

The Museum launched the innovative and fun Fly Your Ride! STEM challenge in 2012. Middle and high school teams from all over Southern California work to design and build miniature flying cars. Their final products are tested to see if they can fly over an
ever-increasing gap after going down a Museum-built ramp. The challenge is specifically designed to appeal to students who do not generally excel at science fairs. The competitions are hosted in the Pavilion of Flight, and the excitement of the students, their families and other audience members as they watch the cars fly creates an engaging and enjoyable community event. Fly Your Ride is generously sponsored by SDG&E, the ISTAT Foundation and the Kenneth T. & Eileen L. Norris Foundation.

- 320 teams entered Fly Your Ride in FY18, including 287 middle school and 33 high school teams.
- 426 students, including 355 middle schoolers and 71 high schoolers, submitted blueprints.

LITTLE ENGINEERS

Beginning in January 2018, the Education Department began offering Little Engineers, a new preschool program for children ages 3-5. Little Engineers offers hands-on STEM enrichment classes, with 40% of students returning for all five of the offered sessions. Classes utilize the entire museum as a learning lab, and introduce students to science and engineering through creativity and fun.
SPECIAL EVENTS

The Museum’s Special Events create unique opportunities to introduce new audiences to San Diego’s premier venue, while also serving to strengthen ties with diverse communities from throughout the region and beyond.

The Museum hosted three special in-house events in FY18:

- 2017 Hall of Fame Celebration (450 plus attendees)
- Scholarship Awards Event (100 attendees)
- Annual Charity Golf Tournament (144 golfers, 200 attendees)

The Museum is also widely-known for its exceptional third-party events. Special Events produces corporate and personal events throughout the year, each enjoying the Museum’s ambiance, entertainment and education opportunities. The Museum offers a unique venue for reunions, conventions, holiday parties, corporate events, weddings, receptions and tradeshows.
Accommodations Include:

- Sit-Down Dinners for 700
- Standing Reception/Food Stations for 1,500
- Stage, Up-Lighting and State-of-the-Art Audio-Visual System
- Tables, Chairs, Bars, Cocktail Tables and Linens
- Full Access to Museum Exhibits
- 3D/4D Theater (one of only four in San Diego and the only one in Balboa Park)
- Interactive Photo Booth
- Docent-Led Tours
- Flight Path Grill/Observation Deck
- Interactive Flight Simulators

Free Parking

Thanks to the Special Events staff, the Museum enhanced its community relations efforts by hosting more than 65 special events, reunions, tours and dinners, and drew a total of nearly 14,000 visitors in FY18. Additionally, Special Events plays an important role in defining the Museum by facilitating the celebration of milestone events and the achievements of pioneering aviators, astronauts, engineers and more.
MUSEUM EVENTS

Through the efforts of its expert Special Events team and dedicated staff, the Museum hosted two memorable events in FY18, including the always much-anticipated annual International Air & Space Hall of Fame Celebration and the 34th Annual Charity Golf Tournament. Proceeds from both events benefit the Museum’s education programs.

INTERNATIONAL AIR & SPACE HALL OF FAME CELEBRATION

Since 1963, the Museum has welcomed more than 230 of the most famous men and women in aviation and space history into the International Air & Space Hall of Fame. The distinguished Hall of Fame class of 2017 included:

• **THE AMERICAN INSTITUTE OF AERONAUTICS AND ASTRONAUTICS (AIAA)**, is the world’s largest aerospace technical society. With nearly 30,000 individual members from 85 countries, and 95 corporate members, AIAA brings together industry, academia and government to advance engineering and science in aviation, space and defense.

• The Atlas Rocket Program, America’s first Intercontinental Ballistic Missile (ICBM) and NASA’s most preferred space launch vehicle in history.
• HUDSON B. DRAKE, former president of Ryan Electronics and the Ryan Aeronautical Companies, a legendary game-changer in the many fields of aerospace, defense and electronics for more than four decades.

• EMBRY-RIDDLE’S GOLDEN EAGLES FLIGHT TEAM (Prescott, AZ campus), the winningest intercollegiate flying team of the last two decades! Thirty consecutive regional championships and 11 National championships, including back-to-back nationals in 2016 and 2017.

• JOHN HERRINGTON, NASA astronaut and the first Native American to walk in space.

• CHRISTA MCAULIFFE, first person selected for the NASA Teacher in Space Program, McAuliffe flew on the ill-fated Space Shuttle Challenger; awarded the prestigious Congressional Space Medal of Honor.

• JOHN J. MONTGOMERY, San Diego’s own aviation pioneer, inventor, professor, physicist and innovator-Montgomery Field.

• CHANCE VOUGHT, American aviation pioneer, engineer and the founder of the world-renowned Vought Aircraft Company. His accomplishments saved lives…ensuring increased combat readiness on the front lines of America’s Navy.

34TH ANNUAL CHARITY GOLF TOURNAMENT

A longstanding tradition—this tournament brings golfers from across Southern California and beyond. Held at Coronado Municipal Golf Course, it’s a day of serious (and not so serious) golf, followed by cocktails, dinner, awards and fun auction bidding. The dedication of the golf committee and the presenters, Corky’s Pest Control and the San Diego International Airport, ensured that the August 2017 tournament was a huge success.
Of all of the incredible assets at the Museum, the men and women who make up its core Volunteers, Interns, Docents and Staff are easily the most valuable. Together they constitute a remarkable group and are a critical connection to the Museum’s distinguished past, a vital part of its everyday activities, and a key force in driving its future success. They truly are the heart and soul of the Museum.

STAFF

The senior Staff team remained stable during FY18, significantly contributing to the Museum’s overall excellence and commitment to future planning. Providing opportunities for growth and advancement is a primary focus for Museum management and has resulted in very low turnover through all levels of the organization. A significant number of Staff members started with the Museum in entry level positions and now hold positions in accounting, education, special events, facilities and senior management. The Museum employed 77 paid staff including full-time, part-time and on-call positions.
VOLUNTEERS
The Museum benefits greatly from the hardworking and unselfish Volunteers. In FY18, the volunteer work force of 131 plus collectively provided 31,558 hours of service. Every area of the Museum benefits from the support and expertise of its volunteers—from docent-led tours, to restoration efforts, education, special events, Library & Archives, collection care and research.

Volunteers by department in FY18 included:

- **Docents**: 39
- **Balboa Park Restoration**: 37
- **Gillespie Field Restoration**: 20
- **Library & Archives**: 27
- **Other**: 5

INTERNSHIPS
The Museum offers internships for high school, undergraduate and graduate level students in both the Library & Archives and Restoration. The internships can be completed for academic credit, depending upon school policy. Library & Archives internships provide students with an opportunity to test their developing archival skills in a professional environment where they use current best practices and technologies. Interns work with archivists on challenging and rewarding projects which can be used as examples of professional experience. Restoration is also an active and engaging area where capable interns can assist with interesting and unique projects.

DOCENTS
Of all the Volunteers who give their time to make the Museum successful, Docents most frequently come in contact with visitors. Docents serve as guides and teachers, sharing the excitement and history of flight with Museum guests. Docents not only guide both scheduled and unscheduled tours through the Museum and the Restoration area, but also make themselves available throughout the Museum’s galleries to enhance the visitor experience.
Recognizing a critical nexus between celebrating the past and building the future, the Museum operates the San Diego Air & Space Technology Center/Low Speed Wind Tunnel (LSWT). The facility plays a key role in aircraft development and research by providing aerodynamic test services for aircraft manufacturers from the United States and around the world.

Located at Lindbergh Field in downtown San Diego, the Wind Tunnel began operations in 1947 as a division of Consolidated Vultee. Typical of many aerospace assets, the facility has been owned and operated by a distinguished list of industry giants, including Convair, General Dynamics and Lockheed. In 1994, Allied Aerospace/Micro Craft acquired it and operated the facility until 2006, when the Museum assumed ownership and operations.

In the past, the LSWT conducted aero-testing for numerous military and civilian development programs, including the F-106, B-58, F-111, F-16, Global Hawk UAV Tomahawk Cruise Missile and Advanced Cruise Missile. Today, the LSWT serves the testing needs of Cessna, Boeing, Gulfstream, Northrop Grumman, General Atomics, Raytheon and Lockheed Martin.

The engineers and crew at LSWT are busy conducting aero-tests for multiple clients with highly-innovative developmental products in both aerospace and general industry.

In addition, the facility and crew provide aero-testing for athletes involved in cycling and sliding sports. The US Olympic Cycling, Ski and Luge teams frequently utilize the facility to develop specialized equipment and to optimize their technique as a part of their training to compete on the world stage.

The LSWT helped to usher in the “Jet Age” in 1947, and remains to this day a vital asset available to the aerospace industry as it develops the technologies necessary to shape the future of air and space travel.
The San Diego Air & Space Museum inspires young people to tackle the challenges of science, technology, engineering and mathematics, and to make a difference in the world through an innovative, adventurous spirit. To further these goals, the Museum selected 11 graduating seniors from San Diego County high schools to receive a total of $41,500 in scholarships in FY18. Over the past 29 years, 304 talented high school seniors have been awarded a total of $896,500 through the Museum’s Scholarship Program.

The deserving FY18 scholarship awardees:

**SAN DIEGO AIR & SPACE MUSEUM SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS SCHOLAR**
- Brian Hoon Hoh, Otay Ranch High School
  - Massachusetts Institute of Technology

**BILL GIBBS ENDOWMENT SCHOLARS**
- Liam E. Fowler, Westview High School
  - University of California, San Diego
- Lorenzo Xavier Van Munoz, University City High School
  - California Institute of Technology
CONVAIR ALUMNI ASSOCIATION ENDOWMENT SCHOLARS

Allyson Marie Bailey, Scripps Ranch High School
- Texas Christian University
Riley Wilson Ellis, Valhalla High School
- Reed College, Portland
Trevor A. Howat, Mt. Carmel High School
- San Diego State University
Megan Linda Sardina, University City High School,
- University of California, Los Angeles
Daniel William Turner, Carlsbad High School
- University of California, Los Angeles
John Paul Wood, Coronado High School
- University of California, Los Angeles

R. A. REARWIN ENDOWMENT SCHOLARS

Tristan S. Hooker, Del Norte High School
- San Diego State University

JENNINGS KELLY SCARBOROUGH SCHOLAR

Angelo Tomas Cervantes, Mountain Valley Academy
- Arizona State University

Tax deductible contributions are always welcomed to enhance permanent funds used for these scholarships. The Museum’s Scholarship Program also offers a unique opportunity to remember loved ones by establishing scholarships in their name.

“I WAS VERY IMPRESSED WITH THE EXHIBITS AND THE WORKSHOPS FOR YOUNG PEOPLE AVAILABLE AT THE SAN DIEGO MUSEUM. IT WAS MY FIRST TRIP, AND THERE WAS MUCH TO SEE. I WILL DEFINITELY BE BACK FOR MORE. FANTASTIC WORK GOING ON THERE!”

Peggy Whitson
NASA Astronaut and holder of the record for the most time spent in space by an American
## FINANCIAL REVIEW

### CONSOLIDATE STATEMENT OF ACTIVITIES
**JUNE 30, 2018 AND 2017**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue and Support:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>$3,005,906</td>
<td>$2,871,370</td>
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<tr>
<td>Tech Center</td>
<td>1,391,996</td>
<td>733,491</td>
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<tr>
<td>Contributions</td>
<td>1,058,685</td>
<td>843,902</td>
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<tr>
<td>Other revenue and activities</td>
<td>1,049,765</td>
<td>880,102</td>
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<td>Third party events</td>
<td>854,986</td>
<td>670,077</td>
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<tr>
<td>Government appropriations</td>
<td>331,675</td>
<td>380,352</td>
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<tr>
<td>Education</td>
<td>116,880</td>
<td>103,508</td>
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<td>Grants</td>
<td>99,313</td>
<td>120,604</td>
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<td>Memberships</td>
<td>48,653</td>
<td>50,879</td>
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<tr>
<td>Commissions</td>
<td>24,777</td>
<td>29,240</td>
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<tr>
<td>Net assets released from restrictions, satisfaction of program restrictions</td>
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<td>-</td>
</tr>
<tr>
<td><strong>Total Operating Revenue and Support</strong></td>
<td>7,982,636</td>
<td>6,683,525</td>
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<tr>
<td><strong>Operating Expenses:</strong></td>
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<td>Program services</td>
<td>6,162,318</td>
<td>5,389,469</td>
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<td>Supporting services:</td>
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<tr>
<td>Management and general</td>
<td>1,073,536</td>
<td>976,176</td>
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<tr>
<td>Fundraising</td>
<td>351,198</td>
<td>387,254</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>7,587,052</td>
<td>6,752,899</td>
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<tr>
<td><strong>Increase (decrease) in Operations</strong></td>
<td>395,584</td>
<td>(69,374)</td>
</tr>
<tr>
<td><strong>Non-Operating Revenue:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment return</td>
<td>75,158</td>
<td>(14,288)</td>
</tr>
<tr>
<td><strong>Increase/decrease in Net Assets</strong></td>
<td>470,742</td>
<td>(83,662)</td>
</tr>
<tr>
<td><strong>Net Assets, beginning</strong></td>
<td>7,218,261</td>
<td>7,301,923</td>
</tr>
<tr>
<td><strong>Net Assets, ending</strong></td>
<td>$7,689,003</td>
<td>$7,218,261</td>
</tr>
</tbody>
</table>

Accompanying notes to consolidated financial statements can be found in the Museum's Annual Independent Audit Report.
2018 Operating Revenue & Support

- Admissions
- Tech Center
- Contributions
- Other revenue and activities
- Third party events
- Government appropriations
- Education
- Grants
- Memberships
- Commissions
We express our sincere appreciation and gratitude to our Donors and Partners who support our mission.
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ACIJET
Jeff & Sara Ackley
Steve & Bekka Adkinson
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Reinvestment Program  
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Crown Point Catering  
Walter Crutchfield  
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Jack & Jean Davis  
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Robert Fagnant
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Waxie Sanitary Supply
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Kent Yang
Evangeline Yguerabide
Robert Young
Mary Yount
Tony Yousif
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James Zazas
Keith Zeber
David & Lynne Zimet
Jack Zolezzi
Debbie Zuercher
YOU CAN MAKE A DIFFERENCE: JOIN THE TEAM!

Contributions to the Museum ensure both present and future generations are energized by the achievements of the pioneers of aviation and space history. Financial gifts from donors, members and other friends support the Museum’s exhibits, collections and education programs: with an emphasis on science, technology, engineering and mathematics (STEM).

There are many ways to support the Museum. Your donation can be initiated the following ways:

CASH DONATIONS
It’s easy to support the Museum by mail or online. You can designate your gift to a project or program, or make a gift in memory of a loved one at:
http://sandiegoairandspace.org/support/donate/donate.

MEMBERSHIP
Become a member—a real value for unlimited visits and great benefits, including invitations to members only events and discounts on ticketed events such as the annual Hall of Fame Celebration. Select your membership level and start enjoying at:
http://sandiegoairandspace.org/support/become-a-member.

ESTATE PLANNING
Enjoy the prestige and deep personal satisfaction of making a gift through your estate. You don’t need to be wealthy to establish a tax-advantaged gift. Some of the ways you can make a significant gift now or later are through Wills/Bequests, Appreciated Assets, Life Insurance, Retirement Plans and Charitable Trusts.

IN-KIND DONATIONS & VOLUNTEER OPPORTUNITIES
Donations of aviation-related materials are also welcome. Potential donations will be screened and accepted in accordance with the Museum’s Collection Management Policy. Gifts are considered outright donations, to be used in the best interest of the Museum and the public, and they become the sole and irrevocable property of the San Diego Air & Space Museum.

Gifts to the Museum are tax deductible.

If you’re interested in learning more, please call the Museum at (619) 234-8291, Ext. 109.