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.
MISSION STATEMENT

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...EDUCATE...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 and innovation, as well as history.

• To 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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Dear Friends:

Looking back at 2019, I feel very proud of the accomplishments of the San Diego Air & Space Museum! From new exhibits, new educational programs, and the host of 50th Anniversary Apollo celebrations, the Museum experienced a flurry of activity every day last year! A big thank you to all of you who made this special year happen!

In December, we hosted an evening highlighting Apollo 8 Astronaut Bill Anders and his wife Valerie (Bill captured the famous Earthrise photo during the Apollo 8 mission). This was followed by the Apollo 9 50th Anniversary; with all three crew members featured, Commander James McDivitt, Command Module Pilot Dave Scott and Lunar Module Pilot Rusty Schweickart, as well as Flight Directors Gerry Griffin and Gene Kranz. Other Apollo astronauts in the audience included Tom Stafford and Buzz Aldrin.

Apollo 11 was celebrated during a special evening with Charlie and Dotty Duke. They both shared experiences during Apollo 11 and Apollo 16. You can learn more about all these Apollo missions and celebrations in the following pages.

As you read through the 2019 Annual Report, you should feel proud, too! Throughout these pages you’ll see the fabulous education programs, events, celebrations, Library & Archives achievements, restorations and so much more. This is possible because of you!

The Museum’s attendance last year was more than 280,000! Our educators, all of whom are committed to providing the most effective and fun experiences for engagement in science, technology, engineering and math (STEM) positively impacted the lives of nearly 23,000 students. Our dedicated volunteers provided close to 30,000 hours of service. They are the soul of the Museum.

Our newest exhibition, SPACE: Our Greatest Adventure, has surpassed expectations. This past, present and future depiction of space exploration was a staff creation and one of the best exhibits the Museum has ever created. If you haven’t seen it yet, come visit!

Of course, our International Air & Space Hall of Fame Celebration again delighted over 500 guests in our Pavilion of Flight as we honored the best of the best for their remarkable accomplishments in aviation and space, technology and innovation. You’ll learn more about them in the following pages.

So whoever you are – donor, visitor, member, researcher, student, veteran – you share this year’s achievements of the San Diego Air & Space Museum. After all, it is YOU who makes the Museum what it is. A place to learn, explore and remember. Please enjoy this Annual Report and see what we’ve done … together.

James G. Kidrick
President & CEO
FISCAL YEAR 2019: BY THE NUMBERS

ATTENDANCE
- More than 280,000
- More than 74,000 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).

EDUCATIONAL PROGRAMMING
- The Education department enriched the lives of 22,611 students through its onsite programming
- The Museum’s 41 education events drew 23,089 participants
- 112 different schools visited the Museum

STAFF AND VOLUNTEERS
- 75 paid staff including full-time, part-time and on-call positions
- A dedicated volunteer workforce of 129
- Volunteers provided 30,000 plus hours of service
- Volunteers ranged in age from 18 to over 99

ONLINE & SOCIAL MEDIA
- In FY19, the Museum’s website received 729,805 views
- Website sessions/Visits: 268,388
- Website Unique Visitors: 215,566
- More than 40 million views of the Museum’s digital images and films offered online
- Flickr – Library & Archives, more than 8,500 Followers
- More than 900 films added to the Museum’s YouTube channel
- 1.6 million views of the Museum’s films on YouTube
- YouTube – Library & Archives, 12,500 subscribers
- Facebook – 19,000 plus Followers
- Twitter – 6,087 Followers
- Instagram – 1,912 Followers

FIFTY YEARS OF APOLLO CELEBRATIONS
- “Apollo 9: One Step Closer to the Moon” (2019)
- “Apollo 11 50th Anniversary Celebration” (2019)
- “The Day We Walked on the Moon” (2019)

SPECIAL EXHIBITIONS AND GALLERIES
- SPACE: Our Greatest Adventure
- EUREKA: Interactive Science for All
The last two years have offered a special opportunity to celebrate the accomplishments of NASA’s Apollo program, and with the deep personal relationships the Museum shares with so many of the luminaries of the program, the San Diego Air & Space Museum has afforded guests from all over the world a remarkable opportunity to connect with some of America’s greatest historical figures.

**EARTHRISE: AN EVENING WITH BILL AND VALERIE ANDERS**

The fifty years of Apollo celebrations kicked off on December 20, 2018, when more than 350 guests were treated to a unique and special evening at the Museum during the Apollo 8 “Earthrise,” the first-ever manned mission to the Moon, which resulted in one of history’s most iconic photos taken by San Diego’s own Bill Anders.

Bill and his wonderful wife Valerie and their entire extended family graciously shared their stories and experiences with the guests, who were treated to a behind-the-scenes look into San Diego’s true space power couple.

“Anyone who has ever seen ‘Earthrise’ knows how important this photo is to the understanding of the true nature of our planet,” said Jim Kidrick, President & CEO of the Museum. “We are extremely grateful to Bill and Valerie Anders and their entire family for sharing this special evening with our guests.”

Apollo 8 was just the second manned spaceflight in the Apollo program. The three-astronaut crew — Commander Frank Borman, Command Module Pilot James Lovell and Lunar Module Pilot Anders — became the first humans to fly atop the massive Saturn V; travel beyond low Earth orbit; see Earth as a whole planet; enter the gravity of and orbit another celestial body; see the far side of the Moon with their own eyes; witness an Earthrise; escape the gravity of another celestial body; and re-enter Earth’s gravity.
APOLLO 9
A HISTORIC CELEBRATION
APOLLO 9: ONE STEP CLOSER TO THE MOON

In 2019, NASA celebrated the 50th Anniversary of four historic Apollo flights starting in March with the flight of the San Diego Air & Space Museum’s Command Module Apollo 9. On hand at the once-in-a-lifetime celebration were all three crew members of Apollo 9, including Commander James McDivitt, Command Module Pilot David Scott and Lunar Module Pilot Rusty Schweickart, as well as Flight Directors Gerry Griffin and Gene Kranz.

Apollo 9 was just the third manned spaceflight in the Apollo program. The three-astronaut crew paved the way for later lunar exploration with a series of milestones, including the first Extravehicular Activity of the Apollo program, NASA’s first two-man EVA, the first manned test flight of the Lunar Module, the first test of the Portable Life Support System (PLSS) and the first docking of two manned American spacecraft.

The crew told never-before-told stories about their mission with the Museum’s guests during a panel discussion and were later joined on stage by Griffin and Kranz, who shared inside knowledge about the importance of the critical steps taken toward later lunar exploration during the Apollo 9 mission.

Of note, in addition to all three crew members of Apollo 9 and flight directors, the evening was a who’s who of the Apollo program. Also on hand were Bill Anders (Apollo 8) and his wife Valerie, Apollo 10 Commander Tom Stafford, and Apollo 11 Lunar Module Pilot Buzz Aldrin.

PHOTO: Apollo 9 crew (L to R): James McDivitt, David Scott and Rusty Schweickart.
APOLLO 11
50TH CELEBRATION
APOLLO 11 50TH ANNIVERSARY CELEBRATION

More than 200 special guests got an intimate look into Charlie and Dotty Duke’s experiences during the Apollo 11 and 16 missions to the Moon at the San Diego Air & Space Museum during a private evening in July.

Duke, who was the Lunar Module Pilot and moonwalker during Apollo 16, is also known as the voice of mission control as the CAPCOM for the historic Apollo 11 mission when Michael Collins, Buzz Aldrin and Neil Armstrong first sent men to the Moon’s surface. Duke was speaking directly with Aldrin and Armstrong as they stepped onto the Moon and is world-famous for his calm southern drawl.

Charlie and Dotty shared stories about their and their family’s lives during the Apollo missions, including how the families of all of the astronauts got together at each other’s homes during the program.

Charlie also is famous for leaving a photograph of him, Dotty and their two young sons, Thomas and Charles, on the Moon during one of his three moonwalks during the Apollo 16 lunar landing in April 1972.

“THE DAY WE WALKED ON THE MOON”

Apollo 11 was one of mankind’s most incredible achievements, and the Museum celebrated the accomplishments of Neil Armstrong, Buzz Aldrin and Michael Collins in grand style exactly fifty years to the day of historic mission to the Moon, when more than 650 guests attended a screening of The Day We Walked on the Moon, a special documentary from the Smithsonian Channel commemorating the Apollo 11 Moon landing.

“More than half a billion people gathered around the world to watch the historic Moon landing on July 20, 1969, and we recreated their sense of global wonder right here in our Pavilion,” said Kidrick. “What better way and place to celebrate mankind’s most historic achievement – Armstrong, Aldrin and Collins’ epic journey to the Moon – than at our Museum exactly fifty years to the day of one of history’s most defining moments.”

COMING IN 2020: CELEBRATING THE 50TH ANNIVERSARY OF APOLLO 13

And the fun isn’t over yet. The Museum will be the home of the official star-studded celebration of the 50th Anniversary of legendary Apollo 13 mission in April of 2020. Stay tuned for more details.

PHOTO: Charlie Duke
INTERNATIONAL AIR & SPACE HALL OF FAME

THE MOST PRESTIGIOUS OF ITS KIND IN THE WORLD!

Since 1963, the International Air & Space Hall of Fame at the San Diego Air & Space Museum has honored the world’s most significant pilots, crew members, visionaries, inventors, aerospace engineers, business leaders, preservationists, designers and space explorers.

Famous legends such as the Wright Brothers, Charles Lindbergh, Neil Armstrong and Amelia Earhart are honored in the hall, as well as NASA Mercury, Gemini and Apollo astronauts and luminaries who changed the world forever through their adventurous spirit.

Notable inductees also include Buzz Aldrin, Chuck Yeager, Igor Sikorsky, Wernher von Braun, Jack Northrop, Jackie Cochran, William Boeing, Sr., Reuben H. Fleet, Glenn Curtiss, Walter Zable Sr., Fran Bera, Wally Schirra, Bill Anders, Jim Lovell, T. Claude Ryan, Jimmy Doolittle, Bob Hoover, Ellen Ochoa, Peggy Whitson, Linden Blue, Patty Wagstaff, and many, many more.

To see the entire list of the world’s greatest air and space adventurers, visit: http://sandiegoairandspace.org/exhibits/online-exhibit-page/international-air-space-hall-of-fame.
The San Diego Air & Space Museum (SDASM) is a 501 (c) (3) non-profit organization.

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).

Only the twelfth institution in California to be awarded Smithsonian Affiliate status.

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

Known throughout the world for its collection of extraordinary and historically significant aircraft, spacecraft and research materials.

More than 120 aircraft and space vehicles 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.

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.
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.

The L&A staff is currently in the midst of an extensive collections cleaning project. The goal of the project to clean both the Museum’s collections and storage spaces. The collections require stable temperatures, humidity, minimal light exposure, consistent air circulation and proper shelf storage to prolong their life and preserve their integrity. The collections include books, diaries, technical manuals, periodicals of historic value and other types of unique paper materials that are one of a kind and irreplaceable. In addition to paper materials, the collections contain films, audio recordings, video tapes and photo negatives, which require additional care unique to each material type.

Cleaning and reorganization of the collections also are taking place in the film archives and archival storage room. Materials in the film room were removed from the shelving to dust and wipe down both the objects and the shelves. The materials primarily include 16mm and 35mm films housed in metal canisters and box storage containers which are sorted by source, such as Ryan or Convair, then restacked onto the shelves by source and film type. Some had damaged or lost labels which were also replaced. In addition, about 350 videos from the Atlas collection and 55 reel-to-reel tapes from the Apollo collection were sorted, cataloged and rehoused into archival storage boxes.

NOTABLE FY19 ACQUISITIONS

Library & Archives

Along with books and photographs, the Museum received several special donations in FY19, including the David Myhra collection, which includes photographs, manuscripts, letters and cassette tapes pertaining to his research and interviews of Walter and Reimar Horten and their development of the Ho229.

The family of Bob Battenfield, who worked in the space division at Ryan during the 1960s, donated documents, photos, news articles, publications and patches related to Apollo missions. Other donations included 20 original photographs of the 1927 Dole Air Race; a collection of B-24 Liberator Club newsletters; and two family photo Christmas cards from “the Morgans, Lindberghs, and Morrows,” with one signed by Edith Yates, an aunt to Anne Spencer Morrow, the wife of Charles Lindbergh. L&A also received two large collections of personal papers which complement each other historically: from Ev Cassagneres and Ed Morrow.

Curatorial

The Museum received a Lockheed P2V aircraft from Neptune Aviation in Missoula, Montana in October 2018. While the P2V was originally designed as a medium bomber during the latter days of World War II, it would ultimately be fitted with two J-34 jet engines in addition to the twin Wright R-3350 radial engines and serve the Navy primarily as a maritime patrol aircraft. The former fire bomber received by the Museum served the Navy
well into the cold war era until it was replaced by the Lockheed P-3 Orion. The P2V is on display at Gillespie Field.

The Museum’s exhibits department took on the task of restoring two cockpit simulators which were recently placed on the gallery floor. The first is a twin engine general aviation trainer donated by Embry-Riddle University in Prescott, Arizona. Complete with instrumentation, throttle quadrant, rudder pedals and recorded air traffic control transmissions, the cabin class sim provides an exciting interactive experience for the Museum’s visitors. An authentically detailed A-4 Skyhawk cockpit on loan from the Navy, which was also beautifully restored and placed on the gallery floor, provides visitors with an experience of an actual cockpit. More than a few former A-4 pilots have enjoyed a vicarious homecoming of sorts, climbing into the cockpit and managing the controls as they had once before.

“AS A YOUNG BOY GROWING UP IN SAN DIEGO, I WANTED TO LEARN EVERYTHING ABOUT AIRPLANES. NOW WE HAVE THE AIR & SPACE MUSEUM FOR PEOPLE OF ALL AGES TO ENJOY AND LEARN ABOUT FLIGHT AND SPACE MISSIONS. FOR ME, IT’S LIKE A DREAM COME TRUE.”

Ron Roberts
San Diego County Board of Supervisors (Retired)

PHOTO: Museum’s P2V at Gillespie Field
EXHIBITIONS

The Museum’s interactive, fun 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 impacted virtually every industry worldwide in the decade since Orville and Wilbur Wright invented powered flight.

SPACE: OUR GREATEST ADVENTURE

The Museum underwent a major transformation in March 2019 with the debut of the new “SPACE: Our Greatest Adventure” special exhibit. Educational, interactive, unique, and most importantly - FUN! - SPACE explores mankind’s ongoing quest for the stars and how technologies developed during the space program impact our lives on a daily basis.

SPACE immerses visitors in the continuing narrative of space exploration, telling the story of the quest to send humans beyond Earth’s bonds, to landing men on the Moon, establishing a permanent presence in space through the Space Shuttle
program and the International Space Station, landing rovers and probes on Mars, and the future efforts to send mankind deeper into space through both the public and private sectors.

SPACE places an emphasis on interactivity, from simple flip boards to interactive smart touch screens, video monitors, a simulator where visitors can land the Space Shuttle or dock it with the International Space Station, a climb-in Mercury capsule, and selfie stations on the Moon and Mars.

The SPACE experience also includes the Museum’s actual Apollo 9 Command Module “Gumdrop,” examples of Mercury and Gemini space capsules and a full Apollo Command Service Module. On loan from NASA’s Jet Propulsion Laboratory in Pasadena is a full-scale model of the “Curiosity” Mars rover. Learning stations emphasizing careers and future opportunities in science, technology, engineering and math propel explorers of all ages into the endless possibilities of “SPACE: Our Greatest Adventure.”
ONLINE EXHIBITS
The Museum added two new important online exhibits over the past year:

*Elm Farm Ollie: The Story of the First Cow to Take Flight*

On February 18, 1930, the first cow to ever take flight ascended into the sky in a Ford Tri-Motor. As part of the celebration of the International Air Exposition in St. Louis, Elm Farm Ollie was flown from Bismarck, Missouri, to St. Louis, a distance of 72 miles. Elm Farm Ollie was the first cow to take flight and the first cow to be milked on a plane.

*Mary Ford Personal Papers*

The Library & Archives recently received a very special donation of material that once belonged to Mary Estelle Zerbel Hooper Ford, a remarkable woman with an illustrious aviation career. Mary Ford was born on August 4, 1920 in Marquette, Michigan. She began her professional career as an actress but gave it up when she earned a pilot’s license in 1940. She spent 19 years as a commercial pilot and flight instructor. Later in life, she earned a degree in Library Sciences as well as a teaching credential.

**BEAM ACCESSIBILITY TOUR**

In addition to on-site tours, the Museum also offers an innovative and exciting program that widens access to previously underserved populations through the BEAM Accessibility Tour. The BEAM allows visitors to enjoy the Museum through a virtual presence device, allowing them to telecommute from remote locations by using personal computers to “drive” the BEAM. Virtual visitors are accompanied by qualified docents who guide the visitors 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 is offered, at a nominal fee, to members of the general population who are unable to visit the Museum in person.
The Museum maintains a robust Restoration Department, consisting of nearly 60 active volunteers.

During FY19, these dedicated men and women contributed 12,184 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 mph. He also set the record for transcontinental flight with a time of seven hours and 28 minutes, averaging a speed of 332 mph and establishing Hughes and his companies as formidable players in aviation circles.

Over the past year, the Restoration Department has made great strides in restoring or creating a number of aircraft. The basement crew in the Balboa Park facility has progressed to the very busy interior of the Hughes H-1 Racer project. The maze of levers, switches, controls, tubing, and wiring is being duplicated by the machine shop, metal workers, a CAD operator and a 3D printer. Duplicating the original will take time, but the dedicated team of volunteers up to the task.

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. Important Restoration work, especially wood and fabric construction, takes place at the Annex.

The Museum has added the Holy One to the list of ongoing projects. This very important and historical artifact, blessed by the Pope after landing in St. Peter’s Square in 1959, has been moved into the restoration hangar where disassembly is underway. "Holy One" will be a long term project but one with ultimately gratifying results. Additional volunteers at Gillespie Field continue to make progress in the virtual ground-up construction of a 1927 Boeing FB-5 biplane fighter. With the bulk of the fuselage complete, covering the rear half with fabric is all that remains. The undercarriage has been fabricated and attached, allowing the aircraft to rest on its landing gear for the first time since the project began. Additionally, work proceeds on the Aeronca L-3 World War II Liaison aircraft. The Aeronca should be completed in flying condition within a year.

MODEL SHOP

The Gillespie Field Annex also is home to an elaborate model shop staffed by talented volunteers. 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 large-scale models of aircraft too large to fit in the Balboa Park facility.
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.

With more than 300,000 digitized photos and films now online, the L&A is the largest source in the world for aerospace history.

Last year the Museum received 40 million views of its digital images and films online.

The Museum has now received 270 million views of its images since initiating its digitization program in 2010.

The Museum’s YouTube account received 1.5 million views in FY19, up 50% from the previous year, putting the Museum just under 6.5 million views since its films went online in 2015.

L&A processed more than 55 donations during FY19.

The L&A staff is supported by more than 30 dedicated volunteers, who contributed 5,193 hours this past year.
In FY19, the Museum’s volunteers digitized and cataloged more than 25,000 images and 550 films; processed, organized and cared for the collections; assisted with book sales and other fundraising activities; and prepared articles for the Museum’s website, newsletters and other publications.

RESEARCH REQUESTS

During FY19, the Library & Archives staff responded to a growing number of inquiries from around the world, answering more than 12,204 telephone and email requests. There were 18 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.

L&A received inquiries from more than 21 states and 11 countries from around the world. Many well-known organizations also requested assistance, including CNN, Steinway & Sons, the Deutsches Museum, the University of British Columbia, the Wisconsin Aviation Hall of Fame, the Federal Aviation Administration, the County of San Diego Airports, Mystic Seaport Museum, the Pennsylvania Historical & Museum Commission, the Kennesaw State University Museum of History and Holocaust Education, the Ontario Heritage Trust, Georgetown University and Underwriters Laboratories.

L&A assisted more than 45 authors and producers in their research and preparation of books, films, newspaper and magazine articles, online magazines, multi-media displays and exhibits, promotional catalogs, marketing advertisements and commercial websites. Topics included the “Women Air Force Service Pilots of WWII,” “Aussie Inventions That Changed the World,” “Flying Cars,” “the Dole Air Race,” “Pre-WWII Transatlantic Flights,” “the Sea Dart,” “the Hell’s Angels Stunt Flyers,” “Wing Walker Lillian Boyer,” “Helen Richey,” “Edgar Schmued,” “the Space Race and Space Stations,” “Breaking the Sound Barrier,” “Civil Air Transport Travel Posters,” “Yuri Gagarin,” “Lincoln Beachey,” “Pacific Southwest Airlines” and “Electric Motorcycles.”

L&A receives frequent requests for drawings, photographs and basic information about various aircraft. Subject information requests included the Ryan ST, various home-built aircraft including the Babcock Teal, the PT-22, the Stits Flit-R-Bug, the Aerosport Quail, the Junker Ju388L, the North American AT-6A, the Convair 880 and 990, the Boeing 727, the Boeing B-17 Flying Fortress, the Douglas SBD Dauntless and the North American P-51 Mustang.

SPOTLIGHTED COLLECTIONS

The L&A received two significant donations of archival materials that contain an interesting cross-reference. Back in 2009, the L&A received the Ed Morrow papers, and, in 2018, an additional donation was made and combined with the original into one collection. Together, this collection contains photographs, negatives, magazines, books, newspapers, correspondence, blueprints and drawings that range from the late 1920s to modern day. Ed Morrow worked for Ryan Airlines as a metal fittings expert and draftsman, and was one of the original team members who built Charles Lindbergh’s Spirit of St. Louis in 1927.

Everett “Ev” Cassagneres was born February 7, 1928, and spent over twenty-five years as the Ryan
Aircraft historian, creating a personal archive that grew to be the largest private collection of Ryan memorabilia in the world. As a result of his many years of research, Cassagneres also became acquainted with Charles Lindbergh and his wife, Anne Morrow.

The Everett Cassagneres collection at the Museum contains Ryan aircraft files, correspondence, photographs, official records, publications and personal papers. Together with the Morrow Special Collection, these two excellent collections are noteworthy and especially important to San Diego’s early development as the “Air Capital of the West.” Both are available for research. Detailed finding aids can be found online at: http://sandiegoairandspace.org/collection/special-collections

BOOK ADDITIONS

The L&A also received a large book donation from Dr. Roger Bilstein, a distinguished aviation scholar and Professor Emeritus of History at the University of Houston. When accepting book donations, L&A selects materials pertaining to the general scope of aerospace history and which are relevant to the mission of the Museum. Dr. Bilstein’s donation enhances the Museum’s collection of American 20th century aviation history and adds a unique perspective to aerospace technology in various industries.

As of June 10, 2019, 99 books from Dr. Bilstein’s donation have been added to the Library’s collection. Of these, 92 are new titles, with seven additional copies of titles already owned. A majority of these are monographs. The donation also included several periodicals. A respected professor of aviation history, Bilstein had a relationship with many of the authors. As a result, many of these books are autographed.

The scope of the donation covers a wide variety of subjects including biography, juvenile literature, air traffic management, experimental aircraft, weaponry, and commercial aviation. Various aspects of aviation history are covered including special topics in the history of NASA, the history of various aviation corporations, and the history of specific aircraft. Several items in his donation significantly added to the Museum’s collection in the use of aviation in agriculture.

DIGITIZING CONVAIR COMPANY NEWSLETTERS

The Museum raised $3,000 to digitize its “Convairiety” and “General Dynamics News” newsletters, which were published bi-weekly by Consolidated-Vultee, Convair and General Dynamics from 1948 to the company’s closing in 1993. The newsletters are an outstanding potential resource for information about the company and its products and people. But, without scanning and providing computer search capability, they were seldom accessed.

San Diego’s Consolidated-Vultee Aircraft Corporation (later known as Convair) began publication of “Convairiety” in 1948, a company newsletter, with the name being changed to “General Dynamics News” in 1961. The last issue of the newsletter was in 1993 at the closing of the company’s facilities in San Diego. “Convairiety” was distributed to keep Convair employees connected and to improve internal communication at the company. It was founded with the following objectives: 1. To help make Convair the best aircraft manufacturing company in the business; 2. To help make
Convair, the best place to work in the business; and 3. To help make Convair personnel the best informed in the business. The newsletter was published every other Wednesday, and chronicled life at Convair, product news, employee profiles, aviation news, local news excerpts, as well as a variety of other topics of potential interest, including employee recreational activities, with different editions eventually published for different branches and divisions of the company. These newsletters have proven to be a “gold mine” for researchers at the Museum who are seeking information about Convair programs and products, as well as information about company employees. The Museum has a near-complete set of these newsletters. Once scanned, they will be word searchable and potentially become one of the Museum’s most popular and useful resources.

This will be particularly true in the Museum’s administration of the Convair Alumni Association (CAA) scholarship program. In 1997, the CAA provided Convair Recreation Association funds to the Museum, as well as funds from the General Dynamics Corporation, to support scholarships for San Diego County high school graduating seniors who are direct descendants of former employees of Consolidated Aircraft Corporation, Consolidated-Vultee Aircraft Corporation, or the Convair, Astronautics or Space Systems Divisions of General Dynamics Corporation, and who worked in the San Diego area.

Since that time, 142 scholars have enjoyed the support of a Convair Alumni Association Scholarship, totaling $489,600. But, confirming applicant eligibility has become challenging for the Museum’s Scholarship Committee with the passage of time. Applicants for the CAA scholarship are expected to provide proof of their ancestor’s employment with the company, but, today, the ancestor cited for scholarship eligibility is a grandparent, or a great-grandparent, with formal employment documentation often no longer available. The scanned newsletter project will open up an extensive resource in this effort. Once the digitization project is completed, there will be 1,170 issues, typically eight pages each, totaling 9,360 pages.

Company newsletters were also produced for the Fort Worth, Texas location. This historic “bomber plant” began operations in 1942 as part of Consolidated Aircraft. In the ensuing years, it operated as Consolidated Vultee (1943-1954), Convair (1954-1974), General Dynamics (1974-1993), Lockheed (1993-1995) and Lockheed Martin (1995-present). These newsletters provide an enlightening view of life inside the mile-long plant, highlighting aviation history made in Fort Worth, and the men and women behind that history. They have been digitized, and receive many hundreds of views a month, reinforcing the value and need of our project. They can be found at: https://texashistory.unt.edu/explore/collections/CONVAIR/

The “Convairity” newsletter is now accessible to the visually impaired (audio dictated), once again assisting the Museum in realizing its mission of reaching underserved audiences.

**CURATORIAL COLLECTIONS ONLINE**

The L&A staff is working closely with the Curatorial department to catalog and photograph the Museum’s collections, and to place these photos online using the Museum’s Flickr site. Only a portion of the object collections is viewable in the Museum’s gallery areas. This project enables the Museum to bring visual access to objects currently in storage. But, this is a more involved process than many would think, and much time is spent preparing objects for imaging. Many of the objects in the collection are more than century old, and extreme care must be taken when handling.
A specially prepared room was designed for the cataloging and imaging process. The variety of objects that have been cataloged is impressive and includes artwork, helmets, uniforms, trophies, aircraft instruments and medals. As a result, the public has become engaged in the project as the images have been placed on the L&A’s Flickr site. L&A has received many comments helping the Museum identify or add to the background of the individual objects.

One of the most unusual objects discovered thus far is a customized parachute made by the Irving Parachute Company for the 5-year-old daughter of Gladys Hartung, a member of the 99s. Keep an eye on the Museum’s Flickr stream because you never know what this project will uncover next! Since L&A initiated this project, more than 1,433 images of Museum objects have been uploaded, and they have received over 250,000 views.

“THE SAN DIEGO AIR AND SPACE MUSEUM IS A VALUED PARTNER AND TEAMMATE IN THE AEROSPACE AND ASTRONAUTICS WORLD. THE MUSEUM’S HALL OF FAME INDUCTION CEREMONY IS SECOND TO NONE AND IS MY FAVORITE EVENT OF THE YEAR.”

Ward Wilson
Director, Boeing Defense Space & Security, San Diego Field Office
EDUCATION

The Museum’s Education department creates authentic learning experiences for explorers of all ages. Grounded in the past, present, and future of aviation and spaceflight, the Education department emphasizes topics in science, technology, engineering, and mathematics (STEM), and encourages critical thinking and innovation to empower future generations to solve real-world problems.

IN THE MUSEUM

To increase engagement with the Museum, the Education department designed interactive cart programs on the museum floor, allowing visitors to get hands-on with concepts and artifacts relating to the exhibits around them. The re-introduction of weekend Family Days in the Education Center provides monthly activities for children and families such as recycled robots, wind-powered rovers, and glider engineering.

Since January 2018, the Education Department has been offering Little Engineers, a weekly preschool program for children ages 3-5 and their parents. Little Engineers offers hands-on STEM enrichment classes, utilizing the entire museum as a learning lab and introducing students to science and engineering through creativity and fun.

For middle school students, the Museum hosts the annual Fly Your Ride STEM challenge. Teams of students from throughout Southern California design and build miniature flying cars, and the final products are flown over an ever-increasing gap after launching from a Museum-built ramp. Fly Your Ride was created to encourage creative participation in STEM fields from students who don’t typically engage in the sciences, and is generously sponsored by SDG&E, the ISTAT Foundation and the Kenneth T. & Eileen L. Norris Foundation.

The Museum is of course host to thousands of students visiting each year on school field trips, and offers on-site STEM workshops to enhance their informal learning with an inquiry-based, Next Generation Science Standards-aligned set of curricula for all grade levels. The Education Department also engages with several thousand students through the School in the Park and Expeditionary Learning programs, establishing the Museum as a critical part of many students’ formal academic experience.

IN THE COMMUNITY

Reaching beyond the Museum’s walls, the Education department collaborates with fellow institutions within San Diego’s STEM
Ecosystem to participate in community events such as the San Diego Festival of Science and Engineering, STEM in Your Backyard, TEDx El Cajon, and numerous local family science nights. In addition, the Education department works with the San Diego Unified School District, the San Diego Children’s Discovery Museum, and the Fleet Science Center to offer professional development for early childhood educators to increase their STEM literacy in the classroom. The Museum also partners with local aerospace organizations to offer ground school to employees interested in pursuing their private pilot license.

All of the Museum’s hands-on workshops are also available to San Diego County schools as outreach programs, bringing the Museum’s resources and expertise into local classrooms. The Museum also purchased a StarLab Digital Portable Planetarium, allowing students to tour the galaxy without leaving their school.

PHOTO: Classroom inside the Museum’s new StarLab Planetarium
SPECIAL EVENTS

The Museum provides a one-of-kind venue to introduce new audiences to one of San Diego’s leading experiences, while also building unique bonds with diverse communities from throughout Southern California. In addition to numerous third-party events, the Museum hosted three special in-house celebrations in FY19:

- 2018 Hall of Fame Celebration (350 attendees)
- Scholarship Awards Event (100 attendees)
- Golf Tournament (144 golfers, 200 attendees)

Widely-known for its exceptional third-party events, the Museum’s excellent Special Events team produces corporate and personal occasions, each embracing the Museum’s ambiance, entertainment and education opportunities. The Museum offers an exclusive setting for reunions, conventions, holiday parties, corporate events, weddings, receptions, tradeshows and more.
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
• Interactive Flight Simulators
• 3D/4D Theater (one of only four in San Diego and the only one in Balboa Park)
• Interactive Apollo astronaut themed Photo Booth
• Personal Docent-Led Tours
• Flight Path Grill/Observation Deck
• Free Parking

The Special Events team annually strengthens the Museum’s community relations efforts, hosting more than 65 special events, reunions, tours and dinners, drawing a total of nearly 14,000 visitors in FY19. Additionally, Special Events enjoys a critical role in defining the Museum by facilitating and celebrating milestone events and the achievements of pioneering aviators, astronauts, engineers and more.
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 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 2018 included:

PEGGY WHITSON held the record for most days spent in space of any NASA astronaut – with a total of 665. Whitson was the first female commander of the International Space Station (ISS) with Expedition 16, and in 2017 became the first female astronaut to command the ISS twice.

ELLEN OCHOA became the first Hispanic woman in the world to go to space in 1993, serving on a nine-day mission aboard the Space Shuttle Discovery. A veteran of four flights, Ochoa logged nearly 1,000 hours in space. She retired as the Director of Johnson Space Center in May 2018. She was the JSC’s first Hispanic director, its second female and 11th overall director.

BRAD TILDEN’S passion for Alaska Airlines redefined travel fare expectations for airline customers – and ensured the highest quality air travel experience. A 25-year veteran of Alaska Airlines, he now serves as Chairman/CEO of Alaska Air Group, parent company of Alaska Airlines, Horizon Air and the recently acquired Virgin America.

BRUCE N. WHITMAN joined FlightSafety International in 1961 and served as Chairman, President & CEO. He also served as Chairman of the USO of Metropolitan New York and Chairman of the Audit Committee and member of the Executive Committee of Orbis International. Whitman was a Trustee of the Air Force Academy Falcon Foundation. He was Chairman Emeritus of the Congressional Medal of Honor Foundation, Director Emeritus of the Civil Air Patrol and an Emeritus Board Member of the Smithsonian National Air and Space Museum.

GENERAL LLOYD W. “FIG” NEWTON was the first African-American pilot in the U.S. Air Force Thunderbirds. A retired United States Air Force four-star general, he served as Commander, Air Education and Training Command from 1997-2000. Newton was a superb command pilot with more than 4,000 flying hours, including in the F-117 stealth fighter.

MAJOR RICHARD I. BONG is America’s all-time “Ace of Aces,” downing 40 enemy planes in the Pacific theater of WWII while flying the P-38 Lightning fighter. His many decorations for outstanding skills and extraordinary courage included America’s highest award – the Medal of Honor. He died on August 6, 1945,
at the young age of 24 while testing one of our first fighter jets (P80). Thousands attended his funeral, and many more lined the route to the Wisconsin cemetery where he is buried.

**THE CORPORATE ANGEL NETWORK AND AIR CHARITY NETWORK** are national charitable organizations whose missions are to transport those in serious need. Corporate Angel Network’s sole mission is to transport cancer patients to hospitals, at no cost, in order to receive a specialized form of treatment. Air Charity Network provides free air transportation to specialized health care facilities or distant destinations due to family, community or national crisis.

**35TH ANNUAL CHARITY GOLF TOURNAMENT**
A longstanding tradition – the 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 silent auction and always anticipated fun live auction. A dedicated hard-working golf committee ensured the August 2018 tournament was a huge success. A big thank you to our presenting sponsors Corky’s Pest Control and Kaiser Permanente.
The next time you visit the Museum you’ll be immersed in many wonderful and enjoyable experiences, from historic aircraft and spacecraft to interactive learning experiences and a memorable venue second-to-none in Balboa Park.

But of all of the incredible assets at the Museum, the men and women who make up its core Volunteers, Docents and Staff are easily the most valuable. They constitute a remarkable group and are a critical resource to understanding the Museum’s distinguished past, a vital driver of its every-day activities, and a key force in driving its future success. They are the true heart and soul of the Museum.

STAFF

Just as in year’s past, the Museum’s senior Staff remained remarkably stable during FY19, significantly contributing to the Museum’s ongoing excellence and commitment to future planning. Providing opportunities for growth and advancement is a primary focus for Museum management and has resulted in 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. During FY19, the Museum employed 75 paid staff including full-time, part-time and on-call positions.
VOLUNTEERS

The Museum benefits greatly from the hardworking and unselfish Volunteers. In FY19, the volunteer workforce of 129 collectively provided 29,798 hours of service. Every department 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. The Museum’s Volunteers ranged in age from 18 to 99 in FY19.

Volunteers by department in FY19

<table>
<thead>
<tr>
<th>Department</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Docents</td>
<td>45</td>
</tr>
<tr>
<td>Balboa Park Restoration</td>
<td>32</td>
</tr>
<tr>
<td>Gillespie Field Restoration</td>
<td>26</td>
</tr>
<tr>
<td>Library &amp; Archives</td>
<td>28</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

INTERNSHIPS

The Museum offers internships for 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. The Library & Archives also offers internships for high school students. Restoration also is 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, serving as guides and teachers and sharing the excitement of flight and space exploration with Museum guests. Docents guide both scheduled and unscheduled tours through the Museum and Restoration area, and also make themselves available throughout the Museum’s galleries to enhance the visitor experience.

“THE VITALITY, INNOVATION AND INSPIRATION OF THE AVIATION INDUSTRY DEPENDS ON ENGAGING THE MINDS AND IGNITING THE PASSIONS OF UP-AND-COMING GENERATIONS. WHILE THE SAN DIEGO SPACE & AIR MUSEUM IS A HOUSE THAT HONORS THE PAST, IT IS ALSO A HOME TO THE PROGRAMS, LEARNING INITIATIVES AND COMMUNITY INVOLVEMENT THAT ENABLES EVERYONE TO ENGAGE WITH THE FUTURE OF AVIATION. FOR THOSE WITH A SENSE OF ADVENTURE, A WILLINGNESS TO EXPLORE AND A NEED TO ACHIEVE…I WOULD SIMPLY SAY, ‘WELCOME HOME TO THE SAN DIEGO AIR & SPACE MUSEUM.’”

Joan Sullivan Garrett
Founder, MedAire
International Air & Space Hall of Fame Class of 2019
LOW SPEED WIND TUNNEL & TECHNOLOGY CENTER

Recognizing a critical connection between celebrating the past and building the future, the Museum operates the San Diego Air & Space Technology Center/Low Speed Wind Tunnel (LSWT) on the eastern edge of Lindbergh Field in downtown San Diego. 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 globe.

Considered by many one of the most historic buildings in 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 aerotests 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 in its development of 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 12 graduating seniors from San Diego County high schools to receive a total of $45,000 in scholarships in FY19. Over the past 30 years, 316 talented high school seniors have been awarded a total of $941,500 through the Museum’s Scholarship Program.

The deserving FY19 scholarship awardees:

**BILL GIBBS ENDOWMENT SCHOLARS**

**Nicholas J. Ciepley**, La Costa Canyon High School, Massachusetts Institute of Technology

**Devon D. Overbey**, Mt. Carmel High School, Harvey Mudd College

**Joshua G. Pawlak**, San Dieguito Academy, California Institute of Technology
CONVAIR ALUMNI ASSOCIATION ENDOWMENT SCHOLARS

Holly E. King, Liberty Charter High School, University of Maryland

Emily M. Parise, Eastlake High School, University of California, San Diego

Callie N. Sardina, Carlsbad High School, Boston College

Lauren Sherburne, Christian High School, Colorado School of Mines

Katherine A. Stinchcomb, Steele Canyon High School, University of California, Santa Cruz

Kira Tolman, Valhalla High School, California Polytechnic State University, San Luis Obispo

R. A. REARWIN ENDOWMENT SCHOLARS

Oskari A. Vakki, San Pasqual High School, University of California, Los Angeles

JENNINGS KELLY SCARBOROUGH SCHOLAR

Kaitlyn M. Gallegos, Rancho Buena Vista High School, Southern Utah University

SAN DIEGO AIR & SPACE MUSEUM SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS SCHOLAR:

Cameron T. Rollin, Steele Canyon High School

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.
# CONSOLIDATE STATEMENT OF ACTIVITIES
## JUNE 30, 2019 AND 2018

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue and Support:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>$3,097,181</td>
<td>$3,005,906</td>
</tr>
<tr>
<td>Other revenue and activities</td>
<td>1,089,054</td>
<td>1,049,765</td>
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<tr>
<td>Tech Center</td>
<td>1,062,167</td>
<td>1,391,996</td>
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<tr>
<td>Third party events</td>
<td>781,188</td>
<td>854,986</td>
</tr>
<tr>
<td>Contributions</td>
<td>721,349</td>
<td>1,058,685</td>
</tr>
<tr>
<td>Government appropriations</td>
<td>294,897</td>
<td>331,675</td>
</tr>
<tr>
<td>Grants</td>
<td>104,813</td>
<td>99,313</td>
</tr>
<tr>
<td>Education</td>
<td>103,800</td>
<td>116,880</td>
</tr>
<tr>
<td>Memberships</td>
<td>40,776</td>
<td>48,653</td>
</tr>
<tr>
<td>Commissions</td>
<td>26,433</td>
<td>24,777</td>
</tr>
<tr>
<td>Net assets released from restrictions, satisfaction of program restrictions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Operating Revenue and Support</td>
<td>$7,321,658</td>
<td>$7,982,636</td>
</tr>
</tbody>
</table>

| Operating Expenses: |        |        |
| Program services    | 5,826,875 | 6,162,318 |
| Supporting services: |        |        |
| Management and general | 1,045,593 | 1,073,536 |
| Fundraising          | 597,936  | 351,198 |
| Total Operating Expenses | 7,470,404 | 7,587,052 |

| Increase (decrease) in Operations | 148,746 | 395,584 |

| Non-Operating Revenue: |        |        |
| Investment return      | 216,996 | 75,158 |

| Increase/decrease in Net Assets | 68,250 | 470,742 |

| Net Assets, beginning | 7,689,003 | 7,218,261 |
| Net Assets, ending    | $7,757,253 | $7,689,003 |

Accompanying notes to consolidated financial statements can be found in the Museum’s Annual Independent Audit Report.
2019 Operating Revenue & Support

- Admissions
- Other revenue and activities
- Tech Center
- Third party events
- Contributions
- Government appropriations
- Grants
- Education
- Memberships
- Commissions
FUNDING/CORPORATE SPONSORS

DONOR RECOGNITION

We express our sincere appreciation and gratitude to our Donors and Partners who support our mission.
Armen Abramyan
Clark Acuna
Michael Addison
AFCEA Education Foundation
Gil Aguilar
Manuel Aizca
George Aitcheson
David Atken
Barbara & Mark Alberts
Alec Aleman
Sarah Alemany
Eugene Alfaro
Willis Allen
Ken Allen
Teresa Alley
Olivia Allison
Vito Altieri
Aaron Alvarado
Daniel Amiram
The Anders Foundation
William Anders
Kenneth Andersen
Don Anderson
Amy Anderson
John Andrezik
David Appel
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Chris Athaide
Robert August
B612 Foundation
Alan Baca
Anthony Badali
Terry Baldwin
James Balog
Paul & Elaine Balon
Charles Balter
Banner Bank
Tatiana Barbone
Lowell Bardwell
David & Barbara Barger
David Barnett
David Barnette
Barona Band of Mission Indians
Patrick Barry
Bill Barsz
Jerrel Barto
Harold Bartosh
Frank & Helane Barwig
Dwight Baum
August & Heidi Beacham
Terrie Bearden
James & Charlotte Bengel
Fox and Monica Benton Foundation
Randy Benton
Frances Bera
Anthony Beres
Beyster Family Foundation Fund IV
James Biers
Sam Bird
Douglas Birkey
Gary Birrenkott
Roger Bisson
Brad Bittleston
Black Fin Law Firm Marketing
Craig & Mary Kay Blanke
Bruce Bleakley
Timothy Bleakley
Boeing Company
Allent Boersma
Nicholas Bonafede
Charles Bondy
Robert Bonner
Richard Borken
Dale Bowers
Robert Bowles
Pam Boyd
Lauris Boyer
Linda Bradley
Steve Bradley
The Bradt Family Fund
Charles Brandes
Bill Brandon
Richard Braun
Albert Breland
John Brickner
Linda Brickson
Kristin Briggs
Thomas & Tara Broadhead
Kathryn Brown
Jim Brown
Frank Brtek
Rich & Amy Brutto
Tazio Bucciarelli
Buck Buchanan
John Bunje
Gene Bunn
Rose Burke
Burnham Foundation
Jacque Bushardt
Dennis Bussio
Greg & Lorraine Butler
Barry & Joanne Butler
Doug Butz
Brian Cahill
James Caldwell
Michael Cardenas
Jeff Carle
James Carletti
Paul & Donna Carlonagno
Richard Carlquist
David Carnegie
Roger Carr
Harvey Carrick
Michael Carroll
Kelly Carroll
Ken Cartwright
J. Michael Caruthers
Declan Caulfield
Mac & Silvia Cavanaugh
Don Ceglar
Christopher Celtruda
Pamela Chana
Shilpi Chandra
Howard Chang
Kai Chang
The Charles Stout Foundation
Erik & Hilary Charlton
June Chocheles
Paul & Jan Chodas
Anthony Chong
David Chudwin
Laurette Church
Frederick Clarey
Bennett Clark
Clark Memorial Foundation
Donald & Cynthia Clarke
Benjamin Cloud
Collin Cole
Jim Collins
Steve Cologne
Timothy Considine
Liliana Cook
Arlyn Cook
Samantha Corbin
Dale Cors
Terry Corts
The Corvette Shop San Diego, Inc.
Carol Costa
Robert Coucher
County of San Diego
Barry Coy
Nathan Craig
Denis & Billa Crane
John Craparo
Walter Crutchfield
Cubic Corporation
Leslie & Carl Culver
Jacob Culver
Don Culver
Joann Curtain
Ricardo da Rosa
Jack Dabbert
Scott Dalrymple
Edwin & Linda Danly
William & Dianne Dannemann
Jeff Dateg
Tim Daugherty
Robert & Belinda Davies
Jack & Jean Davis
Peter Davis
Leslie Day
Douglas Day
Daniel de Jong
Doug Deane
Carmen Del Rosario
George Delafeld
Robert Delaurentis
Henry & Sharon Deladillo
Edward Denaci
Peter DeNucci
Peter DeSilva
Julie Dettmann Gerth
Kathleen Dewhurst
Dominique & Edward Dewinter
Ray Dewitt
Dennis DiLucente
Elaine Dodge
James & Sagui Doering
Carolyn Doherty
Bill Dolan
Fran Dolan
Jonna Doolittle
James Dossett
Kyle Downing
Hudson Drake
William Driscoll
David & Cathy Duckworth
Paul Dudley
John Duffy
Wayne Duncan
Howard Duncan
Amanda Dunkin
Amanda & Zachary Dunn
Thomas Dunn
Dean Dunphy
Jack Dyer
W. Bruce Eatock
Steven Ehlers
Robert Eichelberger
Robert Edson
Paul Elkins
Christopher Ellison
Peter & Doris Ellsworth
Ellie Elmore
Cheri Embree
Embry-Riddle Aeronautical University
Barbara Emerson
Richard Emrick
Will Ergas
Eva May Fleet Foundation Fund
Richard Evert
Neil Farber
John Faron
Richard Farrell
Michael Farris
George Fatolitis
Samuel Ferguson
Carl & Beverly Ferree
Jeff Ferreira
Luman Grover Ferree
Margaret Ferry
Dan Ficken
Carm Finocciaro
First American Trust
H. Douglas Fish
Ronald Fitch
Santiago Flores
Dale Flournoy
The Distinguished Flying Cross Society
David Fogel
Gary Fogel
Kevin Foley
John Ford
Doug Forrest
Richard Forsyth
Dennis Fowler
Chip Fox
Annie Freestone
Frank Friedl
Ted Fritzges
Ronne Froman
Douglas Fromus
Michael Fulgham
Toby Fuller
Georges & Germaine Fusenot Charity Foundation
Evsen & Mike Gallagher
Michael & Peter Gammond
Pablo Garces
Tiffany Gardipee
Martin Garrick
Scott Gast
John Gately
General Atomics Aeronautical Systems Inc.
Patricia Gerhard
Susy Gerhardstein
Richard & Tiffany Gerald
Buzz Gibbs
Robert Giere
George Gildred
Tom Gingell
Steve Ginter
Robert Glasser
Keith Glassman
Arthur Gleckler
Robert Glennon
Merrily Goff
Carol Goldman
Daniel Goldzband
William Golisch
Gisele Gonzalez
Drew Granston
Andrew Granston
Ian Gray
Bart Green
Paul Greenwood
Herbert Greiner
Mike Griffith
Constance Grizzell
Palmer John Groenewold Jr. Charitable Trust
Dana Groot
Chris Gruttke
Marc Guerra
Maxim Gurney
Larry Gutsche
Manny Gutsche
Gerald Guzman
Matthew Habeger
Ramon & Dorothy Hackworth
Martin Halldman
Vincent Hall
James Hammond
David Hamon
Art Hanley
Forest Hansen
John Harp
James Harrigan
Jennifer & Roger Harris
Harvard Business School Club of San Diego
Earl Miles Harvey
Richard Hauser
Billie Jean Havranek
Kevin Hayes
Art Haylock
John Hazeltig
Edward Hazlewood
RG Head
Jerris Heiss
Scott Henderson
Phyllis Heningson
Phil & Kathy Henry
Michael Herman
Marcos Hernandez
Curtis Herrick
Andrew Hewitt
Larry Hilbert
Albert Hill
George Holdridge
Harold & Nancy Holmes
Xenia Hom
John & Lori Horner
Lydia Houghton
Fred Houri
William Howley
Eugene Hubbard
E. Woodrow Hunt
Jerry Hutchins
Robert Huttle
Mike Irmer
George & Laura Irvin
Allen & Wanda Isbell
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