Museum visitors explore the Great Gallery.
Vision Statement
To be the foremost educational air and space museum in the world.

Mission Statement
The Museum of Flight exists to acquire, preserve and exhibit historically significant air and space artifacts, which provide a foundation for scholarly research, and lifelong learning programs that inspire an interest in and understanding of science, technology and the humanities.
The Museum of Flight's Chairman of the Board Robert J. Genise in front of the Museum's Boeing Model 40B-2.
It is with pride in the accomplishments of The Museum of Flight during 2007 and with optimism about our future that I conclude my first year as Chairman of the Board of Trustees. We have experienced growth in our collections, our membership, our educational programs, our attendance and our earned revenues. The Museum also continues to integrate best practices into its financial management, including integrating recent changes due to the Sarbannes-Oxley regulations as they now apply to nonprofits. The Museum experienced a growth in its net worth so that it now exceeds $100 million. This happened because of the extraordinary efforts of our team of Trustees, museum staff, volunteers and members.

In 2007 we continued a strategy to keep the museum dynamic by including more public programs and temporary exhibits. With the departure of Leonardo da Vinci: Man, Inventor, Genius, from Austria, we then launched Space: Exploring the New Frontier in June 2007. This exhibit served as the centerpiece for our annual Gala, which is used to raise funds for our educational programs. The guests were treated to a program about early space flight and a very special appearance by astronaut Neil Armstrong.

The Collection experienced growth with the addition of the DC-2 and the Boeing Model 40B-2, as well as many other aviation and spaceflight items donated to the Library and Archives. We are grateful for the support given by many for these contributions.

The Board of Trustees and the staff continue a focused effort to ensure that the Museum not only preserves the history and treasures of the past that we hold in the public trust, but also invests in the future through our youth programs. The Museum reached a record number of youth through both our general museum programs and our published catalog programs—more than 143,000 youth in 2007. We also strengthened our ties to the Aviation High School and look forward to continuing the collaboration into the future. The Washington Aerospace Scholars program was successfully initiated in 2007 and will double in size from 2007 to 2008. Our education department also received large grants that helped the museum to provide scholarships to schools and youth groups in need of such support to attend our programs.

We also continued the growth of our physical campus with the completion of design plans for the new T. Evans Wyckoff Memorial Bridge that will connect the east and west sides of our main campus. The bridge is now under construction and will be completed by September 2008. We continue to evaluate our options for our west side property, which we hope will include a space gallery, a commercial aviation gallery and space for the Aviation High School. We will review all the options and feasibilities, but will commit to an option that will help the Museum to make a viable bid for a space shuttle when they retire.

As we enter 2008, I and the entire Board of Trustees remain committed to the vision and mission of The Museum of Flight and its contributions to the community, the State of Washington and the Nation.

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*deceased
President and CEO
Dr. Bonnie J. Dunbar
in the Museum’s
Space: Exploring the
New Frontier exhibit.
The year 2007 was very busy, productive and successful for The Museum of Flight. We have strengthened our educational programs, increased revenue, grown our membership, acquired 6.45 acres for further expansion, broadened the collections, developed new exhibits and were named an affiliate museum of the Smithsonian Institution. These accomplishments were a true testament to the commitment of a dedicated Board of Trustees, faithful members, generous donors, talented staff and energetic volunteers.

For the third straight year, we experienced a growth in the number of K–12 youth involved in our “formal” informal educational programs and the general Museum experience. In total, the Museum touched the lives of more than 143,000 students in our mission to inspire them into science, technology, engineering and math (STEM) related studies as well as history, literature and art. Our summer Aerospace Camp Experience once again exceeded prior year attendance and set a new high bar for 2008. With the support of generous donors, and the collaboration of the State of Washington, NASA, Governor Christine Gregoire, and the Office of the Superintendent of Public Instruction, the Washington Aerospace Scholars completed its first two summer sessions with 91 students from across Washington State. We expect to host the maximum of 160 in the summer of 2008. The Museum continues to align educational content with Washington State standards (EALR) and has been working closely with the Highline, SeaTac, and Seattle School Districts to provide supporting STEM content to students and clock hour credit to teachers. We are also reaching out to home-schooled students, and youth groups such as Boys and Girls Clubs and scouts.

In June we opened the Space: Exploring the New Frontier exhibit. This exhibit features the entire Museum space collection and chronicles space exploration from the earliest scientific and engineering pioneers, such as Dr. Robert Goddard, through the present use of the International Space Station. We also explored commercial space development and future exploration destinations.

Our educational fundraising Gala, celebrating the X-15 engineers and pilots of the 1960s, was graced with a surprise visit from X-15 pilot and astronaut Neil Armstrong. The Museum also opened other new exhibits such as Via Airmail: America Takes Flight featuring the Boeing 40B-2, and the H. Logan Holtgrewe Collection featuring models of WWII aircraft.

Through the generosity of donors and board members, we were able to welcome the DC-2 to our main campus, and to move the Lockheed Super G “Connie” from Toronto, Canada, to Empire Aero in New York, where it is being restored. We plan a formal arrival celebration for both in 2008.

Finally, we were able to acquire property on the north side of our Airpark that will allow us to expand in the future—a vision more fully explored later in this report.

It has been a very good year for the Museum, and we are again grateful to the board, members, staff, and volunteers for their commitment to the vision and mission of The Museum of Flight.

Bonnie J. Dunbar, Ph.D.
President and Chief Executive Officer
The Museum Store 2007 revenues increased 9 percent over 2006. Pictured: Joani Roughton, Sales Associate; Tara Cashman, Public Relations Assistant.
The Museum of Flight’s main campus in Seattle at the King County International Airport hosted 435,000 visitors in 2007. The Museum’s Restoration Center at Paine Field in Everett, Wash., also hosts hundreds of visitors each year, but the attendance numbers do not reflect these visits.

The Operations Department at the Museum includes our facilities team, visitor services staff, store staff, IT and technical services staff, maintenance staff, group sales staff, security staff and collections staff. Our Facilities Team initiated and completed many projects in 2007, including installation of the Space exhibit, additional work on the Kenneth H. Dahlberg Military Aviation Research Center Phase I work on the Murdock Theater, upgrades to the Challenger Learning Center and ongoing work on the Great Gallery roof. In addition to structural work, aircraft projects included corrosion control, washing and waxing the 747, Air Force One, Concorde and the B-47.

The Museum has been accredited by the American Association of Museums (AAM) since November 1986, and in 2007, The Museum of Flight added a new title to its name—Smithsonian Affiliate. Created in 1996 to provide the general public with a greater access to the Smithsonian Institution’s collections, the affiliation program means The Museum of Flight now has access to the more than 136 million objects housed by the Smithsonian, from spacecraft to aircraft to art.

The Museum Store proved to be popular with members and visitors, as 2007 revenues increased 9 percent over 2006. With a holiday satellite store in the downtown Seattle shopping core during December, the Museum’s presence was successfully brought to the city for five weeks during the winter holiday season.

Overview
Earned Revenue for 2007

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<th>2005</th>
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- 607 group events clients selected the Museum as their venue, bringing in 54,659 additional visitors.
- Museum membership currently serves over 23,000 active members.

Museum of Flight Membership
Students can “pre-flight” a real airplane in the Aviation Learning Center's Cirrus Hangar.
In 2007, we moved forward with our vision of becoming the foremost educational air and space museum in the world. The Museum focuses on education, with an emphasis on science, technology, engineering and math (STEM). The humanities, such as history, art, theater and literature, are also well represented. During 2007, more than 143,000 students, K–12 as well as university, participated in Museum education programs—about half through our formal education programs provided by our Education Department.

In August, we hosted the National Challenger Learning Center Convention, with participants from the 51 CLCs in the United States. The event was highlighted with a teleconference with NASA “Teacher in Space” Astronaut Barbara Morgan. Many participants described the convention as the “best ever.” The Challenger Learning Center was also given a makeover! The Mission Control Room and spacecraft were upgraded with new software, hardware, and revitalized consoles to support missions to the Moon, Mars, and a comet. The Murdock Theater, used for viewing by parents and teachers, was fitted with new seats, big-screen TV, and DVD equipment. The response has been out of this world.

Since its inauguration only a few years ago, the Museum’s wholly-designed Aviation Learning Center continues to provide a unique learning experience for 4–12th graders, teacher workshops, and adults interested in the math, science, and fun of flight. The learning lab, the Cirrus Hangar, and the flight simulators all help to inspire youth to better understand how STEM is connected to their dreams—and they get to fly!

The Aerospace Camp Experience (ACE) provides week-long summer camp programs for individual youth in grades 1–12. In 2007, ACE had the largest attendance in its history, with more than 730 students over the summer.

Washington Aerospace Scholars (WAS), a program for high school juniors from throughout the state, is a partnership with NASA and the State of Washington. In Phase One, 145 students used a NASA-designed distance learning curriculum to learn about the history, science, and technology of space exploration. In Phase Two, approximately 90 students were selected for a week-long residency at The Museum of Flight where they worked with engineers and scientists to design a mission to Mars.

Without doubt, it is our 250 knowledgeable and friendly docents who give the Museum a personal touch to visitors from around the world. In many cases, our visitors will find that their docent either designed or flew the vehicle they are describing. This is truly a “first person” educational experience.

Finally, the Wings of Heroes Gala (X-15) raised a record amount of funds for our education programs. Without a committed Board of Trustees, and the many donors at this event, the Museum could not execute its educational mission. The Trustees and staff are very grateful for this support.
Patrick Kam, Exhibits Lead Preparator, and Collections Registrar Christine Runte add the final touches to Space: Exploring the New Frontier.
The culmination of the *Leonardo da Vinci: Man, Inventor, Genius* exhibition kicked off a year of exciting new exhibits for the Museum. The Museum’s exhibits team was busy bringing Museum visitors 14 permanent and temporary exhibitions throughout the year.

In June 2007, the Museum opened *Space: Exploring the New Frontier*. This 6,000-square-foot exhibit takes visitors through the past, present and future of space exploration. Included within the galleries is an authentic Russian engineering model of the Sputnik launched in 1957; the only known Museum-quality full-size replica of the International Space Station Destiny Research Laboratory; and artifacts such as the only Mars Viking lander (Viking III) on Earth. Following in the footsteps of the Personal Courage Wing, our exhibits team weaved together the historical artifacts with the people who designed, built and flew them; the history of the time; and the cultural context. This exhibit is a “pathfinder” for the Museum’s future plans to expand its spaceflight collection and interpretation.

Two new exhibits were installed in the Personal Courage Wing: the Holtgrewe WWII model exhibit and the Lee R. Embree exhibit. The H. Logan Holtgrewe Collection features 426 scale model aircraft representing all of the aircraft built or flown in the Second World War by all countries involved in that conflict. The Embree exhibit presents a first person perspective of the War including Embree’s photographs of Pearl Harbor as his B-17 was landing over Hawaii during the December 7 attack.

Just outside the William M. Allen Theater a new exhibit was installed, filled with the medals and honors awarded to the theater’s namesake. Allen was the president of Boeing for 23 years, from 1945–1968. The Museum also completed the Innovations of Bill Lear exhibit, made possible through the estate gift of Moya Olsen Lear. The Lear exhibit is located on the second floor mezzanine.

Additions to the Great Gallery included Alaska Bush Pilots, funded by the Alaska Airlines Foundation, and the exhibit *Via Airmail: America Takes Flight* featuring the Boeing Model 40B-2. Outside the Museum on the west plaza, the original 747 test blended winglet, donated by Aviation Partners, graces the East Marginal Way entrance.

A large slate of exhibits is planned for 2008 including *Style in the Aisle*, a look at the roles and fashions of flight attendants from the 1930s to today, the American Society of Aviation Artists art exhibit, an upgrade to the Tower exhibit, an upgrade to the Flight Zone, an addition to the Jeppesen Collection exhibit, an exhibit about gliders centered on the Steve Fossett Perlan Glider, a Pathfinders photo gallery, and an Around the World exhibit, featuring the educational fundraiser 747 Friendship Flight in 1988. This exhibit will also feature the Museum’s Rutan Voyager, which is on display at the new South Terminal at SeaTac Airport.
Bob Nelson works in the Museum's Restoration Center at Paine Field in Everett, Wash.
The talented staff and volunteers of Museum’s Restoration Team work wonders in transforming rough, aging artifacts into museum-quality gems. The size and complexity of their projects varied considerably in 2007. Work is conducted at the Paine Field Restoration Center and at the Boeing Plant 2 facility (B-17 and B-29).

Significant progress was made on the Comet 415-C with completion of the forward passenger cabin. Installation of the landing gear, donated by RAF Kinloss, Scotland, was completed in the fall of 2007.

The skins on the FM-2 Wildcat’s lower fuselage were completed. The ailerons were installed and ready for new fabric. Work on XF8U continued at a deliberate pace with the finishing of the cockpit.

The B-17 and B-29 remain at Boeing’s Plant 2, the site where the Museum’s B-17F was built. The horizontal stabilizer was installed on the B-29, while its engine nacelles were inspected and repaired as needed at the Restoration Facility in Everett. Our B-29 is unique in having an operational gun turret. We hope to have all of the gun stations in operation when the bomber is put on final display.

Our Lockheed JetStar, the world’s first corporate jet, was stripped of its paint on the fuselage, while the Lear 23 was painted in the colors of JetAir and put on display in the spring. JetAir, located at Paine Field, was the first Lear Jet distributor in the Northwest.

The Heath Parasol was completed. This beautiful little airplane was crafted from scratch using plans published in a series of articles that ran in Popular Aviation magazine from December 1929 to May 1930. Our talented airplane builders have since turned to the Pratt-Read PR-G1 glider, where they are remanufacturing a left wing using the right wing as a reverse-engineering guide.

Tens of thousands of pilots honed their instrument flying skills in a Link Trainer (C-3) during WWII. With the restoration of our C-3 warbird finished in 2007, the crew began working on another C-3 cockpit. The C-8 Link Trainer is still operational.

The Lockheed Constellation, affectionately known as the “Connie” by her many fans, was moved from Toronto, Canada, to Rome, New York, for restoration by the Empire Aero Company, and is expected to be completed sometime in 2008. The Connie is believed to be one of only five commercial “Super G” Connies remaining in the world. We look forward to her return and installation into our Collection in Seattle.

The Paine Field Restoration Center also served as a site for many of the Museum’s Education programs, including a field trip for our ACE camp students. In addition, several University of Washington undergraduate engineering students partnered with the Museum on their senior project in materials engineering/corrosion control.

The Museum of Flight’s Restoration Center is still open to the public free of charge.
Photo Archivist Amy Heidrick at work in the Museum's Kenneth H. Dahlberg Military Aviation Research Center.
The Museum of Flight Collections continued to grow and flourish throughout 2007. The Museum acquired major archival collections as well as supporting aviation and aerospace artifacts. The year was also marked by a significant investment in time and resources to make all aspects of the collection more usable and accessible to scholars, researchers and the general public. Graduate students from the University of Washington Museology Program were actively involved with Collections as a part of their studies.

Following facility upgrades and the formal dedication of the Kenneth H. Dahlberg Military Aviation Research Center in 2006, the Collections team had more time and resources to organize data and process the collections to make them more available to researchers. With the addition of a high-quality overhead document scanner, our archivists are able to scan large documents and photos in house. It is in our long range plan to make many of these rare and one-of-a-kind images available through our web site.

Thanks to the generosity of Mr. and Mrs. William E. Boeing, Jr., we received a historically accurate reproduction of the Boeing Model 40B-2 airmail plane. This beautiful aircraft was under construction for nearly three years by Century Aviation in Wenatchee and has become the centerpiece for the Via Airmail: America Takes Flight exhibit in the Great Gallery.

Flying the Lindbergh Line TWA livery, the Douglas DC-2 returned to the Museum after full restoration on the exterior and interior. The DC-2 is one of four remaining examples of this pioneer in commercial aviation, and it is one of only two flying. Although delivered to the Museum, the official arrival ceremony and celebration for members and donors will occur in 2008.

Our new exhibit, Space: Exploring the New Frontier, allows the Museum to showcase the ISS Destiny Laboratory, the Apollo Command Module, Viking III and other spaceflight artifacts that were in the Collection. The Museum continues to collect spaceflight artifacts as it enlarges this portion of its collection mission.

The Museum was given wonderful donations dating from the early years of powered flight, including a very rare collection of memorabilia from Wilbur Wright’s historic flights in France during 1908. The items include an original silver-plated tray sold as a souvenir during Wright demonstration flights and an armband used by the Wright crew at Le Mans (one of only two Wright armbands known to exist!). The Museum also received a collection of 200 photographs formerly owned by Robert Luckey, a pilot for Curtiss until he died in 1915. The photographs record many precious moments from the first decade of flight.

Lee R. Embree was renowned for his gripping photographs of the bombing of Pearl Harbor at the start of World War II. The late Air Force photographer donated dozens of artifacts from the 1940s and 1950s including uniforms, medals, historic photographs and his camera equipment. In December 2007 he was at the opening of an exhibit of his work in the Personal Courage Wing. Embree died in January 2008, at age 91.
Museum visitors explore Air Force One in the Museum's Airpark.
More than 435,000 visitors passed through the Museum doors in 2007 to experience exhibits, education programs, membership events, public programs and private events.

The opening of *Space: Exploring the New Frontier* brought more of the Museum’s space artifact collection to the public. In addition to the amazing artifacts on display, the exhibit offers visitors the opportunity to land a space shuttle, see how mission control works, land a lunar lander, hear President Kennedy commit the nation to a Moon program, explore the landscape of planets with the “Magic Planet” and much more!

An extensive array of public programs is offered each year and 2007 was no exception. The 60 programs in 2007 included Explorer Series lectures with Astronauts Michael Lopez-Alegria, Richard Gordon and Harrison Schmitt; programs with pilot Al Haynes and author Homer Hickam; and a panel of Women Airforce Service Pilots (WASP), which included Marjory Munn, Jan Goodrum, Betty Blake and Betty Dybbro. These fascinating programs attracted thousands of patrons.

The Museum celebrated its annual Wright Spirit Holiday Celebration in December with over 1,500 visitors—one of the largest crowds ever for the event. After watching Santa Claus ride in on a helicopter, visitors enjoyed music by the Boeing Orchestra of Flight and the Seattle Lutheran Bell Choir. The festivities also included building models of the Wright Flyer and the Ho! Ho! Ho! Scavenger Hunt. The Marine Corps visited to pick up donations for Toys for Tots.

Other major events included Father’s Day with over 5,000 visitors, Yuri’s Night, Hops and Props, and the Blue Angels Fly-In during SeaFair. The Museum was also proud to recognize our service men and women in the annual celebrations on Memorial Day and Veterans Day. The Museum’s online calendar and *Aloft*, the Museum membership magazine provide entertaining and convenient ways to keep up-to-date on programs throughout the year.

In addition to public programs, the Museum’s membership department offered an array of events throughout the year including special lectures, “meet and greet” opportunities and receptions exclusively for Museum members. In order to better assist members and to attract new members, a new membership desk was installed in the Museum’s main lobby. Membership exceeded their recruitment goals in 2007 with 23,263 members and has set a goal of 25,000 members for 2008.

The Museum hosted hundreds of group events throughout the year—from weddings and memorials to children’s birthday parties and corporate events with thousands of guests. These activities broaden our audience and attendance while increasing revenues. The Private Events team coordinated 607 group events with 54,659 attendees in 2007.
Clockwise, from top left: Museum trustee William E. Boeing, Jr.; X-15 pilots (with red sashes) Joe Henry Engle, Neil Armstrong, and Bill Dana are joined by Charles Simonyi and Museum President and CEO Bonnie J. Dunbar; Neil Armstrong during the tribute to the X-15 program; Skye McCaw (with help from father Bruce) introduces her hero and gala keynote speaker, Neil Armstrong; Gala Master of Ceremonies Steve Pool; Gala Chair William J. Rex.
On Saturday, June 9, 2007, The Museum of Flight’s Wings of Heroes Gala raised more than $1.7 million in support of educational programs and projects at the Museum. The black-tie event honored and acknowledged those who were instrumental to the success of the X-15 program—paving the way for all future space travel.

The evening got under way with a preview of the Museum’s new world-class exhibit Space: Exploring the New Frontier. In the Side Gallery, Master of Ceremonies Steve Pool welcomed gala guests, and then Apollo 11 astronaut and X-15 pilot Neil Armstrong provided insight on the significance of the X-15 program. The evening continued with a celebration of the recent journey of Charles Simonyi to the International Space Station, followed by dancing to the Harry James Orchestra. It was an extraordinary and historic evening for all who took part. The Museum would like to thank Gala Chair William J. Rex and his gala committee for their continued leadership!

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Artist renderings of the T. Evans Wyckoff Memorial Bridge that will connect the Museum’s east and west campuses. Credit: Royce Bixby/ SRG Partnership.
The T. Evans Wyckoff Memorial Bridge
The year 2008 will bring some significant changes to The Museum of Flight’s physical appearance with the addition of a new pedestrian bridge across East Marginal Way. We will also introduce several new exhibits throughout the year, continue to plan for future expansion and be very busy preparing for our re-accreditation with the American Association of Museums.

The T. Evans Wyckoff Memorial Bridge will become a reality because of the generous donations from the Wyckoff Family, the State of Washington, the Department of Transportation and King County. The bridge will provide a safe environment for both our visitors and the general public to cross the very busy highway between our west and east campuses. In addition the bridge provides an extension of the Museum experience with its iconic design emulating the aeronautical structure of a fuselage. Lighting, sound and handrail exhibits will provide a unique environment. Work has commenced and we expect the bridge to be complete in September 2008. We are privileged to work with Sellen Construction Company, SRG Partnership Inc. and the Seneca Group on this project.

Future Expansion
In February 2007, the Museum officially purchased 6.47 acres of land north of and adjacent to our West side Airpark from Container Properties LLC. We completed an architectural charrette with staff and Board Members to help us envision how we would use this land and modified our original 2000 Master Plan, which had resulted in the Personal Courage Wing (PCW) in 2004. Among the options that will continue to be the subject of feasibility studies is the addition of a Space Gallery, and a larger Commercial Aviation Gallery, and provision of land to lease to the Aviation High School when they build their new building around the year 2011. In 2008, The Museum of Flight will make a formal application for the U.S. Space Shuttle when they retire in 2010. In 2008, the Museum Board and Executive staff will discuss in depth a strategy for fundraising for these projects.

Education
The Museum will continue to invest in its on-site and outreach educational offerings, and to strengthen its collaboration in the delivery of STEM related content. Goals include increasing the numbers of youth reached through 100 percent utilization of the Challenger Learning Center and the Aviation Learning Center, acquiring more grants to support schools and youth groups to our education venues, supporting the full capacity of the Washington Aerospace Scholars program, expanding distance learning, and deploying our outreach vans throughout the state and northwest region.

Exhibits
The Exhibits Department will be very busy both designing temporary exhibits and hosting visiting exhibitions. Style in the Aisle, chronicling the flight attendant uniforms throughout history, is the primary temporary exhibit unveiled in 2008. The Museum will also host two art exhibits: American Society of Aviation Artists and the first U.S. tour of Japanese space artist Toshiro Sawanuki. We will close the year with a Museum-designed exhibit on Around the World historic flights featuring several Museum collection items and historical activities. Several of our permanent exhibits will also experience facelifts, such as the Tower exhibit and the Flight Zone exhibit and early childhood education area.

Facilities
We are grateful to the M. J. Murdock Charitable Trust for a grant to upgrade our Murdock Space Theater. We will repair the Red Barn® roof, galleries and the basement classrooms through a generous grant.

Future Events
Finally, we will be preparing for several major member and donor events throughout the year. The Gala Auction for Education will be held on June 14, 2008; we will have formal arrival celebrations for the DC-2 and the “Connie”; and will honor two new “Pathfinders” on October 25. We continue to look forward to a very productive and successful partnership with our members, donors, Trustees, staff and volunteers as we implement our vision and mission in 2008.
Statement of Activities
Twelve Months Ending December 31, 2007

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<tr>
<td>Pledges, contributions and grants</td>
<td>$6,021,834</td>
<td>$6,281,830</td>
<td>$228,649</td>
<td>$12,532,313</td>
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<tr>
<td>Contributed rent</td>
<td></td>
<td></td>
<td></td>
<td>89,418</td>
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<tr>
<td>Admissions</td>
<td>$2,935,837</td>
<td></td>
<td></td>
<td>$2,935,837</td>
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<tr>
<td>Gift store sales</td>
<td>$1,989,687</td>
<td></td>
<td></td>
<td>$1,989,687</td>
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<tr>
<td>Membership</td>
<td>$1,058,680</td>
<td></td>
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<td>$1,058,680</td>
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<tr>
<td>Group events admissions</td>
<td>924,036</td>
<td></td>
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<td>924,036</td>
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<tr>
<td>Concessions revenue</td>
<td>754,726</td>
<td></td>
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<td>754,726</td>
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<tr>
<td>Special events, net of expenses</td>
<td>101,490</td>
<td>1,092,544</td>
<td></td>
<td>1,194,044</td>
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<td>Programs</td>
<td>469,946</td>
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<tr>
<td>Other</td>
<td>536,593</td>
<td></td>
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<td>536,593</td>
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<tr>
<td>Interest income and gains on investments</td>
<td>327,020</td>
<td></td>
<td></td>
<td>327,020</td>
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<tr>
<td>Change in value of charitable remainder trust</td>
<td></td>
<td>(1,044)</td>
<td></td>
<td>(1,044)</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>4,148,267</td>
<td>(4,148,267)</td>
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<td></td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$19,268,116</strong></td>
<td><strong>$3,314,491</strong></td>
<td><strong>$228,649</strong></td>
<td><strong>$22,811,256</strong></td>
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<table>
<thead>
<tr>
<th>Expense</th>
<th></th>
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<tbody>
<tr>
<td>Salaries and employee benefits</td>
<td>$6,336,886</td>
<td></td>
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<td>$6,336,886</td>
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<tr>
<td>Depreciation</td>
<td>2,388,680</td>
<td></td>
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<tr>
<td>Interest</td>
<td>1,028,920</td>
<td></td>
<td></td>
<td>1,028,920</td>
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<tr>
<td>Cost of merchandise sold</td>
<td>973,669</td>
<td></td>
<td></td>
<td>973,669</td>
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<tr>
<td>Other general and administrative</td>
<td>1,585,977</td>
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<tr>
<td>Contributed goods and services</td>
<td>500,717</td>
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<td>500,717</td>
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<tr>
<td>Professional fees</td>
<td>1,087,888</td>
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<td>1,087,888</td>
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<tr>
<td>Utilities and telephone</td>
<td>647,364</td>
<td></td>
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<td>647,364</td>
</tr>
<tr>
<td>Storage and maintenance</td>
<td>607,812</td>
<td></td>
<td></td>
<td>607,812</td>
</tr>
<tr>
<td>Printing, postage and promotion</td>
<td>954,404</td>
<td></td>
<td></td>
<td>954,404</td>
</tr>
<tr>
<td>Insurance</td>
<td>275,605</td>
<td></td>
<td></td>
<td>275,605</td>
</tr>
<tr>
<td>Allowance for uncollectible pledges</td>
<td>80,734</td>
<td></td>
<td></td>
<td>80,734</td>
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<tr>
<td>Rent</td>
<td>83,597</td>
<td></td>
<td></td>
<td>83,597</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>$16,552,253</strong></td>
<td></td>
<td></td>
<td><strong>$16,552,253</strong></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Change In Net Assets</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning January 1, 2007</td>
<td>76,557,679</td>
<td>17,349,680</td>
<td>1,806,536</td>
<td>95,713,895</td>
</tr>
<tr>
<td>End of year December 31, 2007</td>
<td><strong>$79,273,542</strong></td>
<td><strong>$20,664,171</strong></td>
<td><strong>$2,035,185</strong></td>
<td><strong>$101,972,898</strong></td>
</tr>
</tbody>
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Statement of Financial Position
December 31, 2007

2007 Assets

<table>
<thead>
<tr>
<th>Asset</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$7,520,804</td>
</tr>
<tr>
<td>Investments</td>
<td>2,148,840</td>
</tr>
<tr>
<td>Accounts and pledges receivable</td>
<td>3,030,859</td>
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<tr>
<td>Facility contribution receivable</td>
<td>1,464,962</td>
</tr>
<tr>
<td>Store inventory</td>
<td>364,423</td>
</tr>
<tr>
<td>Museum facilities, at cost:</td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>7,046,308</td>
</tr>
<tr>
<td>Museum facilities</td>
<td>61,553,201</td>
</tr>
<tr>
<td>Exhibits</td>
<td>16,196,145</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>5,462,984</td>
</tr>
<tr>
<td>Subtotal</td>
<td>90,258,638</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(26,339,796)</td>
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<tr>
<td>Total museum facilities, net</td>
<td>63,918,842</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>2,231,579</td>
</tr>
<tr>
<td>Aircraft collection and artifacts</td>
<td>41,469,838</td>
</tr>
<tr>
<td>Other assets</td>
<td>334,112</td>
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<tr>
<td>Total</td>
<td>$122,484,259</td>
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</table>

2007 Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Liability</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$1,485,544</td>
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<tr>
<td>Interest payable</td>
<td>248,359</td>
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<td>Deferred revenue</td>
<td>722,543</td>
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<td>Installment note payable</td>
<td>436,473</td>
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<td>Notes payable</td>
<td>17,618,442</td>
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<td>Total liabilities</td>
<td>20,511,361</td>
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Net assets

<table>
<thead>
<tr>
<th>Net asset</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>79,273,542</td>
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<tr>
<td>Temporarily restricted</td>
<td>20,664,171</td>
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<tr>
<td>Permanently restricted</td>
<td>2,035,185</td>
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<tr>
<td>Total net assets</td>
<td>101,972,898</td>
</tr>
</tbody>
</table>

Total net assets $122,484,259

General Operating Revenue

Group events 6%  
Store 13%  
Membership 7%  
Education 3%  
Admissions 19%  
Other 10%  
Grants and donations 42%  
Admissions, store and group events 16%  
Education and exhibits 23%  
Collections 12%  
Facilities 25%  
Administration 13%  
Development and membership 11%

Total Net Assets in Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Assets</th>
</tr>
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<tbody>
<tr>
<td>1999</td>
<td>45.1</td>
</tr>
<tr>
<td>2000</td>
<td>48.5</td>
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<tr>
<td>2001</td>
<td>58.7</td>
</tr>
<tr>
<td>2002</td>
<td>58.7</td>
</tr>
<tr>
<td>2003</td>
<td>72.2</td>
</tr>
<tr>
<td>2004</td>
<td>81.8</td>
</tr>
<tr>
<td>2005</td>
<td>83.1</td>
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<tr>
<td>2006</td>
<td>95.7</td>
</tr>
<tr>
<td>2007</td>
<td>102.0</td>
</tr>
</tbody>
</table>

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We are honored by the support given to The Museum of Flight and acknowledge our donors who made gifts of $1,000 and above during 2007.

**$1 Million and Above**
- Bill and June Boeing Jr.
- Container Properties, LLC

**$100,000**
- The Boeing Company
- Estate of Richard Biedebach
- Estate of Paul A. Carlstedt
- Joe Clark
- Estate of Evelyn S. Egtvedt
- Michael R. and Mary Kay Hallman
- The Moya Olsen Lear Trust

**$50,000–$99,999**
- Philip M. and Geda Condit
- Estate of Mary Ellen F. Allen
- Robert J. and Penelope W. Genise
- Honeywell Aerospace
- Lockland Foundation
- The Byron W. and Alice L. Lockwood Foundation
- The Seattle Foundation
- Charles Simonyi Fund for Arts & Sciences

**$25,000–$49,999**
- Norman Archibald Charitable Foundation
- Richard and Dianne Arensberg
- Bernt O. Bodal
- Hal and Jacque Eastman
- FedEx Corporation
- Nancy M. and Charles R. Hogan
- H. Logan Holtgrewe, M.D.
- James T. and Sue Johnson
- Ronald D. and Kathryn K. King
- Northwest Hospital
- Perkins Coie
- The Stack Foundation
- Washington Mutual

**$10,000–$24,999**
- Badgley, Phelps & Bell
- Ballinger Family Foundation
- Bank of America
- BECU
- Vincent J. and Diana Broze
- J. Kevin and Patty Callaghan
- Cape Flattery Foundation
- The Commerce Bank of Washington
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- Carolyn Corvii and John A. Bates
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- Holland America Line
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- Anne F. Simpson and Charlie Connor
- SunQuest Air Specialties
- Wells Fargo

**$5,000–$9,999**
- Anonymous (2)
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- Schwab Charitable Fund
- Sellen Construction
- SRG Partnership, Inc.
- Marlene J. Taylor Houtchens
- Jay S. Walker
- Kate B. Webster
- Brien S. Wygle
- David C. and Polly Wyman

**$2,500–$4,999**
- Anonymous (1)
- Aerojet Redmond
- Lauren E. and Susan Anstead
- Peter H. and Susan M. Baker
- Walter L. and Bessie Cook
- Ragnan J. Dahl
- Esterline Technologies
- Mark and Josie Fallgater
- Clifford K. Forester
- Michael G. and Linda Gutzman
- Thomas C. Hamman
- Margaret R. King

**$1,000–$2,499**
- 4Culture
- Alaska Distributors Co.
- Richard R. and Constance Albrecht
- Ike Alhaeddeff
- American Legends Group
- William L. and Gail Bain
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- Conner Homes Company
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Col. James E. Swett, USMC (Ret)
Kelly and Maggie O. Taber
Bobby T. and Lily Y. Takatsuka
Col. Howard N. Tanner, Jr.
Marlene J. Taylor Houthcens
Richard W. Taylor
Ted J. Taylor
Johnny L. and Juanita W. Therrell
Mary Thornton
Shokichi and Elsie Tokita

CONTRIBUTORS—continued
Major Artifact Donations – 2007

Boeing Model 40B-2 airmail plane (reproduction)
*Bill and June Boeing*

Painting by artist Stan Stokes of the F4U-4 Corsair of VMF-312 approaching the USS Bataan for landing
*Warren W. Bestwick*

AAF and USAF Collection of Robert Weldon Breneman of uniforms and accessories, 1946–1954
*Richard and David Breneman*

Four Curtiss-Wright 3350 engines, for the Lockheed Constellation
*Butler Aircraft Company*

Collection of WWII photographs, camera, uniform and accessories
*Lee R. Embree*

Four bronze sculptures of WWII related subjects, donated by the artist, William D. Hunter
*William D. Hunter*

Collection of WWII USN Ace Elvin L. Lindsay, including framed collection of medals and ribbons, four pilot log books and a photo album of archival material
*Mary Jean Lindsay*

United Airlines and Horizon flight attendant uniforms and accessories, 1988–2006
*Mary Ann Odenthal*

German and U.S. military collection, WWII
*Elden Williams*

Volunteer Services

In fiscal year 2007, volunteers provided more than 84,000 hours of service to The Museum of Flight. Their dedicated service enhances both the visitor experience and our education programs.

We greatly appreciate the time and talent given by our volunteers. The Museum could not function without this generous support.

The Museum would also like to give special thanks to the employees, retirees and management of The Boeing Company for four decades of generous support through membership, in-kind contributions, matching funds and capital gifts. Without the support of Boeing and its people since 1965, the Museum would not be the institution it is today.

*Every effort has been made to ensure the accuracy of this annual report. However, if your name has been misspelled or listed incorrectly, please accept our apologies and contact the Office of Development at 206-764-5700 or at development@museumofflight.org.*
The Museum of Flight Foundation is committed to building an endowment to secure the financial future of the Museum. Donors to the endowment fund are honored as members of the Eagle Heritage Society. Their generosity today will resonate through succeeding generations of Museum members, visitors and students as they benefit from the preservation and growth of the Museum’s collection and the expansion of its programs.

The following individuals have, as of the end of Fiscal Year 2007, demonstrated their commitment to the Museum’s mission and thereby joined the ranks of the Eagle Heritage Society.

**Golden Eagles**
Frank J. Agostino  
Burton and Paulyne Batchelor  
William E. Boeing, Jr. and June Boeing  
Mrs. Boyd K. Bucey  
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Kit and Sally Narodick  
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Edward and Cheryl Waale  
Jim and Helen West  
Wisner-Slivka Foundation  
Mr and Mrs. David C. Wyman
Museum trustees Bruce McCaw, Clay Lacy and Joe Clark played a key role in the restoration of the Museum’s newest and brightest addition: a flyable Douglas DC-2.
# THE MUSEUM OF FLIGHT AIRCRAFT AND SPACECRAFT COLLECTION

## Category

<table>
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**In Collection**

**Proposed**

## The Museum of Flight Artifacts

The independent, nonprofit Museum of Flight prides itself on an aerospace artifact collection of 153 and growing that is on par with those of the great air and space museums. These artifacts are historically significant objects that embody the story of flight.

1. Gas Balloon
2. Curtiss Pusher
3. Cessna CG-2
4. Curtiss Robin C-1
5. Aeronca C-2
6. Beech 17 Staggerwing
7. Bowlus BA-100 Baby Albatross
8. Granville Brothers Gee Bee Z*
9. Heath Parasol
10. Howard DGA-15P
11. Mcauliffer Yakima Chopper
12. Piper J-3 Cub
13. Stinson SR Reliant
14. Taylorcraft A
15. Taylorcraft BC-12D
16. Aero Erope 411-C
17. Fairchild F24W
18. LET LF-107 Lunak
19. Fournier RF-4D
20. Learjet 23
21. Lamson L-106 Alcor
22. Stephens Akro
23. Beech Starship 2000A

24. Boeing B&W*
25. Boeing B-1
26. Alexander Eaglelock
27. Boeing 40A
28. Boeing 80A-1
29. Hamilton Metalplane H-47
30. Ryan M-1
31. Swallow Commercial
32. Boeing 247D
33. de Havilland D.H.84 Dragon Rapide
34. Douglas DC-2
35. Douglas DC-3(2)
36. Stearman C-3B
37. Antonov An-2
38. Lockheed Constellation
39. de Havilland D.H.106 Comet 4C
40. Lockheed JetStar
41. Vickers Viscount
42. Boeing 727-022
43. Boeing 737-130
44. Boeing 747-121
45. Aerospatiale/BAC Concorde
46. Boeing 727-223

47. Blériot
48. Chanute-Herring 1896 Glider*
49. Karus*
50. Leonardo da Vinci Ornithopter*
51. Lillenthal 1893 Glider*
52. Wright 1902 Glider*
53. Wright 1903 Flyer
54. Bensen B-8M Gyro-Copter
55. Pitts Special
56. Sorrel Parasol
57. Aerocar II
58. Aerosport Scamp
59. Bowers Fly Baby (2)
60. Durand Mk V
61. Rutan VariViggen
62. Thorp T-18 Tiger
63. Bedle BD-3B
64. Cascade Kasperwing 180B
65. Epper Cumulus V8
66. Kolb Ultrastar
67. Lear Fan 2100
68. Monnett Monerai
69. Rotorway Scorpion Too

70. Rutan Quickie
71. Williams International X-Jet
72. Huber 101-1 Aero
73. Insitu Aerosonde
74. McCreary Gossamer Albatross II
75. Pterodactyl Ascender
76. Pterodactyl Ascender II
77. Quickie Tri-Q200
78. Rotec Rally 3B
79. Rutan Voyager**
80. Sather DEX-1 RPV
81. Wizard J-2
82. Task Silhouette
83. W.A.R. P-47 Thunderbolt
84. Albatross D.Va*
85. Aviatik D.I
86. Caproni Ca 20
87. Curtiss JN-4D Jenny
88. de Havilland DH-4
89. Fokker D.VII*
90. Fokker D.VIII*
91. Fokker Dr.I*
92. Fokker E.III*