Our Vision: To be the foremost educational air and space museum in the world.

Our Mission: 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.
Last year at this time, I sat down to write that 2011 was a record-breaking year – the best the Museum had ever seen – with more visitors and education participants than ever before. Today, I’m enormously proud to report that this past year was even better. In every facet of the organization, 2012 was a remarkable chapter in the impressive story The Museum of Flight has to tell. Of all the tremendous happenings that the year brought us, however, one stands out among all the rest. For the first time in the long history of this institution, we surpassed 500,000 visitors. While we planned to reach this goal when we budgeted for 2012, we also expected to receive the Space Shuttle Trainer several months before we actually did. The fact that our staff and volunteers were able to surpass the goal – with an official year-end count of 515,323 – is all the more rewarding and a testament to their hard work.

Of course, that’s not the only number that makes us proud. Education saw 151,423 participants – another record and beating 2011 by nearly 10,000, while the Washington Aerospace Scholars bested previous years with 297 participants, and camp programs were up 19% with 1,085 campers. Membership saw a jump from 18,379 to 19,222 and an increase of 17.5% in visitation, setting us up nicely for another big increase next year. Stellar numbers are to be found on the Sales side as well: Museum Store revenue was up 6%; simulators up 5%; Group Sales up 6%; and Private Events up a whopping 11%. In short, it was a very good year.

2012 wasn’t just about the numbers, however. Each month brought exciting events and news, and every department had its share of successes – often times rethinking events and the way we conduct them.
The year started out with a January 19 trip to Johnson Space Center, where the "keys" to the Space Shuttle Trainer were officially handed off to The Museum of Flight in a ceremony that included former JSC Director and Museum Trustee George Abbey.

February was packed with excitement as the annual Engineering Fair and Popsicle Bridge Building Contest welcomed aspiring engineers from across the state, astronaut Dr. Bernard Harris joined us for the Michael P. Anderson Memorial Aerospace Program, and our much-anticipated craft beer tasting, Hops & Props, brought in a record 2,491 attendees. Meanwhile, the Charles Simonyi Space Gallery welcomed its first large artifact – the Soyuz TMA-14 capsule – generously donated by Dr. Simonyi himself.

WomenFly! – our annual mentoring program for young women was held in March – again, with record numbers discovering the opportunity to meet and mingle with legends and luminaries of the aerospace world.

With April came a historic event in the new Space Gallery: Bellevue-based Planetary Resources announced their intention to mine asteroids, as journalists from around the globe captured the moment – firmly establishing The Museum of Flight as a hub of commercial space development.

In May, we celebrated our military heroes with the installation of the Museum’s new UH-1H Huey helicopter and a Memorial Day program that featured Medal of Honor recipient U.S. Army Maj. Gen. Patrick Brady. We also welcomed our second large artifact for the Space Gallery – Blue Origin’s first vertical-take-off and landing test vehicle, Charon.
In addition to our yearly Father’s Day celebration and Fire Department Day, June marked a historic day at the Museum, as the NASA Super Guppy made its first of three deliveries of the Space Shuttle Trainer. Among the participants were Governor Chris Gregoire, former Governors Mike Lowry and Dan Evans, Congressman Jim McDermott, “Father of the Space Shuttle” Dr. George Mueller, five astronauts, and Bill and June Boeing.

In July – as an extension of “ShuttleFest” and the arrival of the Space Shuttle Trainer astronaut and Super Guppy pilot Greg Johnson shared his experiences in flight, while fellow astronaut Michael Barratt followed suit later in the month, speaking about his adventures aboard both the Space Shuttle and the Soyuz.

August, of course, brought Seafair and the arrival of the Blue Angels – this year with a bit of a twist. While we’ve always enjoyed great attendance for the Blues, we expanded the celebration to include food, music, aircraft fly-ins, and much more for enthusiasts of all ages. The result: even greater attendance than in years past and a blueprint for how to build the event for the future. Also in August, we were witness to the landing of Curiosity on Mars. Watching the event live in the William M. Allen Theater and on televisions throughout the Museum to accommodate the overflow crowd, were nearly 700 space fans—including the team from Planetary Resources, many of whom helped build and launch Curiosity while at the Jet Propulsion Laboratory.

For all the excitement of the year, September may have been the most thrilling month of them all, with the Wings of Heroes Gala held adjacent to the Airpark. More than 40 astronauts and space pioneers joined us for an unforgettable night of heroic stories and legendary tales of courage. The attendees were a literal “who’s who” of space luminaries ranging from X-15 pilot Joe Engle to tomorrow’s trailblazers like Eric Anderson and Jeff Bezos. One of the most moving moments
– in a night of too many memorable moments to recount here – was when Martha Chaffee, widow of Apollo 1 astronaut Roger Chaffee, presented the Museum with the astronaut pin worn by the legendary Deke Slayton throughout his career. That pin is now part of a special Slayton exhibit in the Space Gallery.

As always, October meant it was time for the annual Pathfinder Awards, in which we honor those with ties to the Pacific Northwest who have made significant contributions to the development of the aerospace industry. This year, we were privileged to celebrate three outstanding individuals: Bill Ayer, Chairman of Alaska Air Group and current Museum vice-chair; astronaut and educator Barbara Morgan; and former NASA Associate Administrator of Manned Space Flight Dr. George Mueller.

In November, the staff geared up for yet another historic event as we opened the Space Shuttle Trainer to the public. With a packed house awaiting their chance to walk in the footsteps of their heroes, Governor Chris Gregoire, Congressman Norm Dicks, Deputy NASA Administrator Lori Garver, Mike and Mary Kay Hallman, Charles Simonyi, and astronauts Wendy Lawrence and Nick Patrick led the way through the first official tours of a one-of-a-kind artifact.

Finally, we rounded out the year as we always do, with perhaps the biggest celebrity of them all: Santa Claus. While the weather wasn’t fit for him to fly in as usual, the people of Boeing Field generously transported St. Nick aboard their fire engine — much to the delight of perhaps the largest membership gathering we’ve ever hosted.

And those are just the public event highlights of an extraordinary year. There was a tremendous amount of work behind the scenes that made 2012 special.
In Development, we began a push to bring a Lockheed Electra Model 10E to the Museum for an enhanced Amelia Earhart exhibit. We hosted the Pioneers in Aviation dinner that brought together the first families of aviation. We enjoyed enormously successful Trustee and Docent fundraising drives and more than $2 million was raised for Spaceflight Academy.

The Education department conducted programs in Qatar and delivered distance learning programs throughout the U.S. and Canada, for which they were awarded the prestigious Pinnacle Award. We began crew compartment tours of the Space Shuttle Trainer, interactive learning programs in the Airpark, and Summer Teacher Residency Programs with the American Air Museum in Duxford, United Kingdom. And we had the single largest outreach day in the Museum’s history, serving more than 2,200 participants.

The Exhibits group – all while preparing for the opening of the Shuttle Trainer – also installed a half-scale model of the Hubble Telescope, the Huey, the Slayton exhibit, and the Frank Piasecki and Other Polish Designers exhibit, and made upgrades to the Concorde, Air Force One, and the Airpark.

Facilities – while largely working behind the scenes – upgraded security systems for the Harl V. Brackin Library and Archives, made major repairs and improvements to many areas of the institution, and provided planning and support for what was a very busy year.

The Collections staff – in addition to completing restoration of the Huey and the Lockheed YO-3A – completed a total of 107 accessions, including the first Boeing/Diamond Diamona fuel cell-powered aircraft, the Boeing ScanEagle used in the rescue of the skipper of the Maersk Alabama, the George Abbey collection of personal papers, and the University of Washington/Boeing Wind Tunnel.
The Marketing department had enormous success in bringing unprecedented publicity to the Museum and unveiled the Museum’s first comprehensive — and now ADDY Award-winning — television and print advertising campaign in support of the Space Shuttle Trainer: “Now everyone can be an astronaut.”

And last, but certainly not least, our incredible volunteers and docents contributed more than 94,000 hours of their time, energy, and expertise to all facets of our operation. Their interaction with visitors, their work restoring aircraft and maintaining exhibits, and their work behind the scenes throughout the organization was once again exemplary. We literally could not do it without them.

As I’ve always said, however, it’s not about where we’ve been, but where we’re going. This remarkable year set the stage for an even more remarkable 2013 and beyond, as the board of trustees and staff worked throughout the year on what we’re calling Vision 2020. This plan lays out the designs we have for the next decade at the Museum — from facilities to exhibits, education initiatives to protecting our precious airplanes. This ambitious plan, while still in the early stages, will enable our institution to support the valuable programs we’ve already implemented, allow us to introduce our programs to a wider audience, and ensure that The Museum of Flight — your Museum — is enjoyed by all and heralded as the “foremost educational air and space museum in the world.”

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It always begins simply.

It might begin with a Saturday workshop in which a child creates that first paper airplane. It might begin with a youngster seeing a plane take off for the first time or standing in awe of the Space Shuttle Trainer. It might be meeting a real-life pilot or hearing the tales of Amelia Earhart and Charles Lindbergh. Maybe it’s the thumping of a landing Chinook or a class trip to the Aviation Learning Center.

It’s the excitement of flight and the onset of inspiration. What begins so simply transforms young people into aviation fans, into innovative students, into trailblazing adults. At The Museum of Flight, we provide the opportunity for discovery and the starting point for dreams.

It always begins simply – and it begins at The Museum of Flight.
Last summer, I was giving a tour of the B-17 to an individual who was by himself. I worked my way along the right side of the aircraft toward the back of the plane, stopping to demonstrate how the belly gunner had to lie in a fetal position to perform his job. Once inside, I talked about the waist guns and the electric suits the crew had to wear above 10,000 feet, and then proceeded to the radio room where I demonstrated how the radio operator was able to talk to the other crew members. The guest marveled at the view from the upper hatch and imagined himself using the 50-caliber gun to fend off German fighters.

We went through the bomb bay and into the cockpit. The patron stood in the top turret and commented on how tight the spaces were. We went to the nose of the B-17 where he seemed to spend a lot of time just studying the area. We then headed to the rear of the aircraft to inspect the tight space the tail gunner had to occupy during 8- to 10-hour missions.

At this point, I told him the tour was over and that he was free to walk around the outside of the aircraft. He became very quiet and began to cry.

I just stood next to him and didn’t say anything. He then looked me in the eye, shook my hand with a very firm grip, and thanked me for the tour. He said that I had allowed him to bring closure to a part of his father’s life that his dad would never talk about. His father had been a navigator on a B-17 during World War II and had survived 25 bombing missions over Germany, but would never talk about his experiences. His father had died a few years previous and the son had so many unanswered questions about what his father had endured. Now, he said, he had a pretty good idea of what his father did during the War.

I walked with the man to the exit in the fence, where he again shook my hand and thanked me. This was my most satisfying day as a volunteer at The Museum of Flight.
Guests explore the design, construction, operation, and performance of the Museum’s B-17F during B-17 Ground School.

B-17 “Boeing Bee” Bomber Tours allow visitors to see the interior of the restored World War II aircraft during the summer months.
At The Museum of Flight, I’ve found in the docent program the perfect formula for fulfillment: public service, educating youth, and meeting people from all over the world, all while being totally immersed in my favorite subject—space and aviation.

After 15 years as an education docent, there is nothing quite like the look of awe and amazement of a group of third-graders as I lead their class from the lobby back to the Flight Zone through the T. A. Wilson Great Gallery, or the murmurs of the sixth-graders as we make our way through the learning lab into the hangar of the Aviation Learning Center, or the rapt attention of high schoolers as they follow the trail of aviation history on a Dream of Flight tour. What makes the experience even more fulfilling is to have a complete stranger come up to me and say “Wow, you’re the one who taught my second-grade class three years ago and told the story of your early interest in airplanes. Could you talk to my class here today?” Of course I did.

Telling stories to guests of all ages is one of my favorite activities. Sometimes, what I like to call “magic tour moments” occur when least expected. One time, in the J. Elroy McCaw Personal Courage Wing, after relating stories of the ME-262 German jet used in WWII and telling of the effort to build replicas in Everett, a question was asked about the engines used. I admitted that I had no knowledge of what engines were used, when a German-accented voice from the back of the group spoke up and answered the question. He was the chief test pilot for Bob Hammer’s Replica 262 program! The group was really impressed, but not nearly as much as was I. Another magic tour moment happened when, during a Tuskegee Airmen talk, I found that one of the visitors was a member of the 332nd Fighter Group that was revitalized during Desert Storm after the fabled WWII 332nd had been disbanded upon the 1947 integration of the armed forces. It was truly a pleasure to shake his hand.

Every month, I look forward to my participation in docent storytelling and the many, many magic tour moments. Next Wednesday will undoubtedly bring a new one.
Young aviators spread their wings in the Flight Zone. Students practice flight dynamics, instrument flight, navigation, and more at the Learning Laboratory in Aviation Learning Center.
I’m a senior at Aviation High School and I started volunteering in the Museum Apprentice Program (MAP) more than two years ago. Back then, I knew I wanted to work in the aerospace industry, but I only wanted to be an engineer. During my training for my apprenticeship, I was given behind-the-scenes tours of exhibits and even got to fly in the Museum’s flight simulators. Through this experience, I learned that I wanted to fly the planes as well as build them. I started flight training at the end of my sophomore year, and last spring, I received my private pilot’s license.

As a Museum Apprentice, I gained important experience with graphic design, web development, and video editing. I learned to use Adobe Photoshop to create logos and posters and used those skills to make a paper template for a scale model of the Super Guppy. This Super Guppy project was used in many events with the Museum where MAP students gained experience interacting with the public. I also created a website for the program and learned to film and edit movies using iMovie and FinalCut. The Museum helped me learn these skills by providing knowledgeable and experienced mentors who volunteered their time to help educate MAP students.

In addition to volunteering as a Museum Apprentice, I also took part in the Washington Aerospace Scholars program, participating in a semester-long distance learning program, which qualified me for a week-long summer residency at the Museum. This gave me real-world engineering and leadership experience.

Through the Museum, I have been given countless networking opportunities that included meeting pilots, engineers, and astronauts. This year, I was even able to attend the Museum Gala. This experience was amazing and inspiring, and gave me the chance to connect with industry professionals like Bill Ayer and Peter Morton.
Aviation High School, under construction on The Museum of Flight west-side campus.

Washington Aerospace Scholars gather in front of the Charles Simonyi Space Gallery, home of the Space Shuttle Trainer.
As an Aviation High School graduate, I have been presented with many opportunities to work with The Museum of Flight over the past few years and my experiences have been nothing short of exceptional.

I was a member of the Museum Apprenticeship Program for three years during high school and an Aerospace Camp Experience volunteer during the summer, accruing nearly 200 volunteer hours. Some weekends I have also volunteered with the family programs, assisting visitors with the educational craft projects being presented. I have had a lot of fun working on all these projects and events and learned the value of engaging the younger demographic and involving them in positive experiences.

I have also had the opportunity to attend WomenFly! for three consecutive years, allowing me to meet mentors in STEM careers who have told me of their experiences and the hard work they have put in to get where they are today. This event has also allowed me the opportunity to give advice to girls who are unsure about what path they want to take. At the 2012 event, I was talking to a middle school girl at my table and was delighted to encourage her to pursue her interests as other women have done for me. The people I have met and the experience the Museum has provided have benefitted me greatly and I hope that I have returned the favor in some small way through my work there.

In addition to MAP, I also participated in the Washington Aerospace Scholars Program during my junior year of high school. In our mock mission to Mars, I worked with the "living there" team and found it to be a growth experience for me. It proved to me that STEM careers are more than just solving math problems and doing lab work; they require a variety of strengths, including writing. The summer residency was a great way for me to meet new people – both peers and mentors – and develop experience to put toward a STEM career.

My work with the Museum has helped me in many ways, through the knowledge I gained, skills I developed, and people I met. Aside from that, people are always impressed by the fun facts I know about aviation and aerospace!
An ACE camp volunteer and two program participants roam around the Boeing B-29.

Museum Apprentice Program students assist with The Museum of Fright, the Museum’s annual Halloween celebration.
We welcome a great variety of visitors at The Museum of Flight. They come from all over the world, from all corners of society, from all age groups. One group we rarely see, however, are blind visitors.

The Docent Leadership Council recently took on the issue of tours for the blind. With the help of several docents, we have developed a program to train docents to give tours for visually impaired visitors who have an interest in aviation, flying, and space.

To make such a tour possible and of value to a blind visitor, we constructed 15 model aircraft and spacecraft, a cutaway of a jet engine, and tactile study boards to demonstrate airflow and lift over a variety of wing shapes. It required docents to become acquainted with guiding techniques and to think of safety for our blind visitors as our primary emphasis and responsibility.

While this endeavor is new, it has been met with great enthusiasm from unsighted visitors. We have a number of blind friends who volunteered to be trainers and judges of our techniques of guiding. Our shining moment, to date, happened one Saturday a few weeks ago when a visually impaired docent, Robert Guyette, led a tour for a blind guest. It was a wonderful visit. Robert’s adaptability, knowledge of the artifacts and their history, and ability to maneuver around the museum with the aid of his cane is nothing short of remarkable.

The fact that he could lead a blind visitor around for two hours painting verbal images and using models to help explain and emphasize the differences of aircraft configuration and performance over the last 100 years made for a truly memorable day.
Doug Green (left), son of Docent Bernie Green, tours the T. A. Wilson Great Gallery with Docent Robert Guyette.

Docents use 15 air- and spacecraft models, a cutaway of a jet engine, and tactile study boards to convey the dimensions and performance of pieces in the Museum’s collection.
For all its beautiful airplanes and great educational programs, what The Museum of Flight does best is inspire. As an educator, I’m constantly on the lookout for programs that inspire my students to set goals and work toward achieving them. Sometimes all it takes is opening the doors to opportunity and showing our young men and women what’s possible — and then an interest is triggered, a dream begins to take shape. Unfortunately, for many students, those opportunities never arise.

In my district, there are high school students who have never left the county. In recent years, however, we’ve been able to get students involved in The Museum of Flight. First, we saw the first Eatonville student ever qualify for the Washington Aerospace Scholars. This young man has always been full of energy, ready to do something great if given the chance. During the weeklong summer residency, for the first time he was able to mix with students that were just like him: kids with a shared love of technology and engineering.

Second, during the WomenFly! program, seven Eatonville girls were able to make the trip to Seattle, two of whom had never ventured north of Tacoma. Listening to women pilots, astronauts, and even a woman who drives the Mars lander, they were mesmerized. And for maybe the very first time, they clearly saw what they could do with their own lives. They’re no longer boxed in by geography — they see a wide open universe of possibility, where they can do anything they put their minds to. What a gift this Museum has given them.
Washington Aerospace Scholars meet in the Museum’s full-size replica of the International Space Station’s Destiny Research Laboratory.

It doesn’t happen without you.

The Museum of Flight is a magical place. It’s a place where a young girl or boy can discover robotics for the very first time. Where a parent can watch the first glimmer of inspiration appear in their child’s eyes. Where an engineer can proudly point to a career’s accomplishments and a war hero can recount the day freedom was victorious.

None of this is possible, however, without the tremendous generosity of our donors and volunteers. Your love of flight, your dedication to education, and your unwavering commitment to preserving our shared aerospace history has grown into one of the world’s truly great museums.

Thank you for your support.
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President’s Circle members share their important, unrestricted gifts with a deep commitment and passion for advancing the Museum as one of the world’s premier resources for understanding the first century of flight and for inspiring those who will shape the future.

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### $1,000 OR MORE

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On September 22, The Museum of Flight’s Wings of Heroes Gala — among the most special nights in Museum history — celebrated the first 50 years and beyond of human spaceflight. It was not only a celebration of the remarkable men and women who blazed trails beyond Earth’s bounds, but also of the role that our institution has played in telling their stories. Thank you to everyone who made this unforgettable night possible.

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The Eagle Heritage Society recognizes individuals and families committed to sharing with future generations the exciting stories of human achievement in air and space exploration. This visionary group has chosen to support The Museum of Flight through life income gifts, bequest provisions, or contributions to the endowment. Eagle Heritage Society members ensure that the Museum’s high-quality exhibits and programs will enrich the lives of children and adults for many years to come.

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The collective philanthropic commitment to The Museum of Flight over the course of 2012 is a wonderful testament to the transforming passion and generosity of its individual, foundation, and corporate donors. This tremendous support allows the Museum to maintain and create dynamic exhibits, strengthen its educational impact, acquire and restore iconic artifacts, refresh its complex infrastructure and technology, and enhance its world-class visitor experience. What’s more, it demonstrates The Museum of Flight’s immeasurable value to its community.

In addition to the figures seen here, the Museum was the grateful recipient of more than $8 million of “in-kind” support in the form of donated artifacts and volunteer energy during the year. The Museum of Flight simply would not enjoy its position of preeminence today without these gifts of aerospace history, talent, and personal wisdom.

The Museum of Flight gratefully acknowledges all of those whose contributions are vital to achieving its bold vision to be the foremost educational air and space museum in the world.
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Other <1%
$11,250

Marketing 2%
$120,000

West Side Expansion 13%
$1,001,581

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$589,952

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$1,930,795

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$1,965,741

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$1,042,539

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$749,917

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$927,996

Other <1%
$55,000

Purpose of Funds Raised

Funds Raised by Source
The Museum of Flight finished 2012 in solid financial position based on the strength of record admissions and education programs, steady store sales and other earned income, and significant increases across all categories of contributed revenue. The Museum’s overall net assets grew by more than 5% to $127.6 million, thanks to these successes and the donation of notable artifacts including the Soyuz TMA-14 space capsule and NASA’s Space Shuttle Trainer.

Looking forward to 2013 and beyond, the Museum will continue to manage its assets and budget conservatively while building capacity in key areas of revenue generation and the introduction of new audiences.
**THE MUSEUM OF FLIGHT AIRCRAFT AND SPACECRAFT COLLECTION PLAN**

The independent, nonprofit Museum of Flight prides itself on an aerospace artifact collection of 153 and growing that makes it one of the world’s truly great air and space museums. These artifacts are historically significant objects that embody the story of flight.

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**COMMERCIAL**

**EXPERIMENTAL**

**MILITARY**

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Neal Crawford
Robert Dunn
Marjean Rubin
Robert Semlow

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Clark Beck
Neal Crawford
Robert Dunn
Marjean Rubin
Robert Semlow

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