



**NATIONAL MUSEUM  
OF THE UNITED STATES AIR FORCE®**

2011 Annual Report

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## National Museum of the U.S. Air Force

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### Vision Statement

To be a world leader in the museum profession reflecting the Air Force's standards of excellence in performance and technology as a fully accredited military history museum through accommodating facilities, interpretive exhibits, innovative programs and a professionally active staff.

### Mission Statement

The National Museum of the United States Air Force collects, researches, conserves, interprets and presents the Air Force's history, heritage and traditions, as well as today's mission to fly, fight and win ... in Air, Space and Cyberspace to a global audience through engaging exhibits, educational outreach, special programs and the stewardship of the national historical collection. These statutory duties delegated by the Secretary of the Air Force are accomplished on behalf of the American people. "*We are the keepers of their stories.*"<sup>®</sup>



Every year brings new experiences and opportunities to the staff of the National Museum of the United States Air Force, and 2011 was no different.

We continued our efforts to share the Air Force story with 1.2 million visitors on-site and 3.5 million online, expanding our total reach to more than 4.7 million people.

The staff is working hard to renovate the Southeast Asia War Gallery — a process that began in late 2010 and will continue over the next few years. Our visitors can already see much progress as we've started installing new exhibits to tell some of the incredible stories from this war. Now, visitors can learn about LS 85, a highly classified mission in Southeast Asia, about air-to-air combat over North Vietnam, or about the Misty FACs, high-speed forward air controllers who flew in very dangerous areas.

In addition to our exhibits, we strive to engage visitors through a variety of special programs. The Education Division reaches out to youth, teachers and parents through multi-disciplinary programs, teaching the exciting concepts of science, technology, engineering and math (STEM), as well as social studies, literature and art. Their programs inspire our future Airmen and airpower advocates.

Over the past year, we hosted events like the Jet World Masters, an international competition that brought some of the best pilots of radio-controlled aircraft to the museum, and our biennial World War I Dawn Patrol Rendezvous, which featured numerous activities focusing on military aviation during the Great War. We also welcomed eight guest lecturers, who spoke on topics covering the spectrum of Air Force history, and we continued our partnership with the U.S. Air Force Band of Flight. Working with groups outside of the Air Force allowed us to reach new audiences.

This year's annual report will highlight our ongoing priorities and what we're doing to meet these goals. We'll share some of the other exhibits, acquisitions, educational programs and special events that have kept the museum staff busy over the past year. I hope you enjoy reading about our many accomplishments!

JOHN L. HUDSON  
Lt. Gen., USAF (Ret.)  
Director

## Priority 1: Enhance Collections Management and Increase Public Access

Identifying the Air Force's space mission as its most important exhibit priority, the museum is focused on acquiring space-related artifacts for its collection. In the mind of the public, space exploration represents the triumph of American technology, and the museum is preparing to explain how the U.S. Air Force has been a key partner in the development of this technology, contributing basic and applied research as well as operations involving communications, navigation and early warning.

Three recently declassified reconnaissance satellites — Gambit 1 KH-7, Gambit 3 KH-8 and Hexagon KH-9 — arrived from the National Reconnaissance Office at the end of 2011, and in 2012 the museum will receive the NASA Crew Compartment Trainer, a high-fidelity representation of the space shuttle orbiter crew station that was used primarily for on-orbit crew training and engineering evaluations. The museum is planning for its new fourth building, which will include a Space Gallery, and these items will join exhibits, such as the Apollo 15 Command Module, Mercury and Gemini spacecraft, a Titan IV space

launch vehicle, X-15 and X-24, to educate the public about the rich history of the Air Force's space programs and vital Air Force, NASA and aerospace industry partnerships.

The Air Force's role in space is not the only focus of the museum, of course. The museum's world-class aerospace collection represents Air Force heritage from all eras. For instance, obtaining and preserving artifacts from the Southeast Asia War continues to be an area of concentration as the renovation of that gallery progresses. In the past year, the museum's conservator assessed and treated more than 300 objects for that gallery, in addition to cleaning nearly 600 items in other exhibit areas.

C-130E *SPARE 617*, an aircraft that participated in one of the greatest feats of airmanship during the Southeast Asia War with two crewmembers receiving the Air Force Cross, landed at the museum in August and eventually will be displayed in the Global Reach Gallery within the fourth building.



(above) The Apollo 15 Command Module, on loan from the Smithsonian Institution, National Air & Space Museum, is currently displayed at the entrance to the museum's Missile & Space Gallery and eventually will move to the fourth building.

(right) The Hexagon KH-9 satellite was moved into the Cold War Gallery in November.

(below) C-130E *SPARE 617* arrived at the museum and eventually will be displayed in the Global Reach Gallery.





Museum Conservator Jennifer Myers works on a portion of a 122mm rocket that destroyed the base chapel at Tan Son Nhut Air Base, South Vietnam, during the enemy's Tet Offensive in 1968.

To further ensure the safe-keeping of these artifacts, the Collections Management staff began its biennial wall-to-wall inventory of the historical property collection, which includes more than 81,000 items housed at the National Museum of the U.S. Air Force. The Research Division participated in a manuscript collection audit, and staff members from several divisions implemented Disaster Readiness and Coordination Readiness Teams and revised the Disaster Contingency Manual.

In addition to their work at the Air Force's national museum, staff conducted site assistance visits to other Air Force field museums and heritage sites, including the USAF Airman Heritage Museum, Lackland AFB, Texas; the Air Force Network Integration Center History Office, Scott AFB, Ill.; and the USAF Academy, Colorado Springs, Colo. The Collections Management Division and Office of Plans and Programs also prepared and sent renewal packages to more than 600 military and civilian organizations that display USAF aircraft.

Research staff members continued digitizing the historical photograph collection to enhance preservation of the originals and help meet the goal of making the museum's collection more accessible. 5,680 photographs were scanned and added to the division's searchable database in 2011, and more than 11,000 historical and event photos are currently available to the public through the museum's website. Research specialists also responded to nearly 3,000 information requests throughout the year and assisted 100 researchers who visited the archives.

## Significant acquisitions in 2011

Personal memorabilia, insignia, documents and photographs related to 2nd Lt. Harlan W. Scott, who served during the Mexican Punitive Expedition and World War I, donated by his son, Jerry Scott.

Escadrille Lafayette banner, donated by the estate of Eugene Christian. Early in WWI, American pilots sympathetic to the Allied cause offered their service to France, later becoming known as the Escadrille Lafayette.

Score cards and brochure from the 1924 Dayton International Air Races, held at Wright Field in October 1924, donated by Greg Adams.

Flight record, photographs, film and booklets from Frederick W. Joy, from his service with the Flying Tigers during World War II.

14th Air Force insignia banner, donated by Valerie Underwood. The banner, made in China in 1944, was awarded to the donor's father, Howard Arnegard, for the winning design in Gen. Claire Chennault's contest for the 14th Air Force insignia.



Uniform items, personal memorabilia, scrapbooks and documents related to Lt. Gen. George H. Brett, donated by his grandson, George Brett II. As commander of the Allied Air Forces in the Southwest Pacific during WWII, Brett often flew on the B-17D *The Swoose*, which is undergoing restoration at the museum.

L-2M aircraft, 43-26592, donated by Richard Valladao. The Taylorcraft L-2M was built during WWII to meet military requirements as a general purpose observation and liaison aircraft.

Australian service cap and insignia, donated by Joan Mobley Turner. The items belonged to her father, John W. Mobley, who was on board the C-47 “The Flying Dutchman” that crashed on Nov. 10, 1942, in New Guinea. As one of the survivors, he was assisted by several Australians who helped them to safety.

Diary belonging to Lewis H. Williams, a B-24H pilot shot down over Ploesti on April 5, 1944, donated by Michael D. Granados.

WWII recruitment poster issued by the U.S. Army Recruiting Service, donated by David Tippett.

Trinitite sample, donated by Lt. Col. (Ret.) James W. Walker. This is an example of the residue left on the desert floor after the first nuclear explosion on July 16, 1945, at the Trinity test site in New Mexico.

Photographs and negatives related to W. Dale Russell’s service as an Air Force photographer during the Korean War, donated by Judith Russell.

Original script from the Oct. 17, 1956, episode of “This is Your Life,” featuring Col. Dean Hess, donated by Lawrence D. Hess.

Photographs of zero gravity egress training performed at Wright-Patterson AFB during the 1960s, donated by Lt. Col. (Ret.) Wilbur J. Giesler.

K-2B flying coveralls, worn by Col. (Ret.) Joseph A. Panza during the combat rescue mission at LS 85 in March 1968.

Uniform items, personal memorabilia, documents and photographs, donated by former Chief of Staff of the Air Force Gen. (Ret.) Ronald R. Fogleman, who also served as a Misty FAC during the Southeast Asia War.

Map used by Col. (Ret.) Paul K. Robinson Jr., who served as a Misty FAC pilot.

Negatives and slides belonging to David Adams, detailing his service with the Security Police K-9 unit at Korat RTAFB during the Southeast Asia War.

Documents and 35mm slides, donated by John F. Bessette, detailing his service as an AC-47 gunship navigator during the Southeast Asia War.

Reel-to-reel audio tapes, recorded and donated by Maj. (Ret.) Stephen D. Leech, detailing his F-4 combat missions during the Southeast Asia War.

QRC-259 ground receiver system, transferred from AFQRC Programs Center. The Quick Reaction Capability systems provide more reliable configurations of the airborne collection and analysis equipment used in electronic warfare.

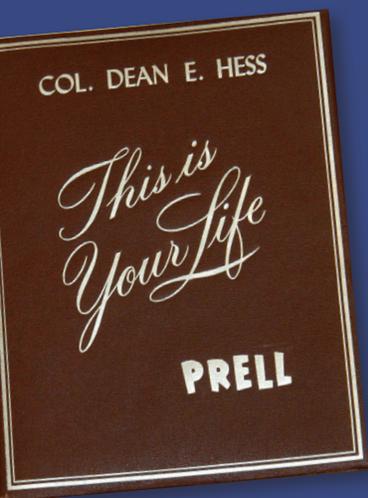
Propaganda leaflets dropped during the Kosovo Conflict by the 555th Fighter Squadron, donated by Master Sgt. David Dollin.

ALLTV sensor system, transferred from the program office at Hurlburt Field, Fla. The All Light Level Television system was developed in the early 1990s to provide a Low Light TV Sensor capability on the USAF Special Operations Forces AC-130U gunship.

Uniform items and personal memorabilia related to Gen. Bernard Schriever, known as “the architect of the Air Force’s ballistic missile and military space program,” donated by his wife, Joni James Schriever.

Collection of memorabilia and patches from the estate of Sheldon A. Goldberg, an Air Force historian and government archivist for more than four decades. The collection includes a number of patches related to the space and shuttle programs.

“The Air Force Wife’s Coloring Book,” donated by Jo Watters.



Misty FAC exhibit in the Southeast Asia War Gallery. (Skywrighter photo by Niki Jahns)

# 2

## Priority 2: Sustain, Modernize and Expand Museum Facilities

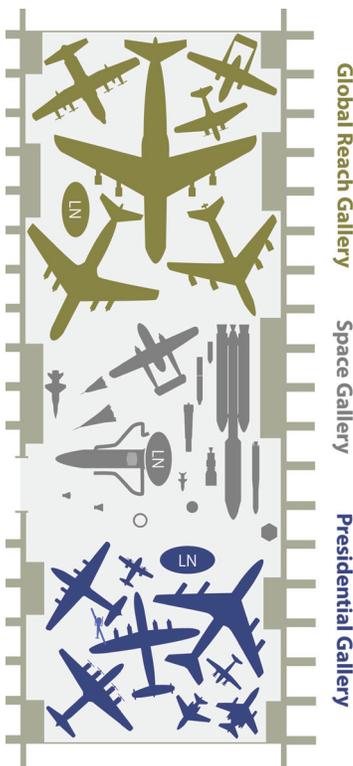
The museum is moving forward with its plan for a new fourth building, which will house the Space Gallery, Presidential Aircraft Gallery and Global Reach Gallery. To date, the Air Force Museum Foundation Inc. has raised \$38 million of the \$48 million needed for the building project.

As the first phase of the construction process, the Foundation provided a gift of \$750,000 to the museum for a site investigation, preliminary design and cost estimate. The Operations Division will continue working with the Army Corps of Engineers and Wright-Patterson AFB Civil Engineering to proceed with the next steps: preparing a request for proposal, awarding the project and beginning construction. Current plans call for construction to begin in

2013 and the building to open in 2014.

Staff also began long-term planning for the museum campus. A site development committee made up of representatives from all divisions determined a 50-year plan for the museum’s expansion needs. Future plans call for a consolidated campus, education facility and event space, additional entrance and parking, donor recognition areas and more visitor amenities such as an upgraded dining area.

Finally, to maintain the current museum complex, the Operations staff also oversaw three electrical upgrades and the resurfacing of the museum’s entrance drive.



(above) Artist’s rendering of the fourth building, which will house the Space Gallery, Presidential Aircraft Gallery and Global Reach Gallery.

(right) Artist’s rendering of the 50-year master site development plan.

# 3

## Priority 3: Modernize and Adapt Exhibits and Programs

In preparation for the 50th anniversary of the U.S. Air Force's first campaign in Southeast Asia, staff began renovating the museum's Southeast Asia War Gallery in late 2010. New, standardized approaches to the planning and design process have allowed the staff to better develop exhibits that will engage museum visitors and effectively communicate USAF history.

Gallery work was divided into four phases, with completion of the first phase in the spring of 2011. Ten of the 12 main storyline chapters were installed, giving visitors a broad overview of the war. More in-depth stories also were installed, including the "Misty FACs," "Countering MiGs: Air-to-Air Combat Over North Vietnam," "LS 85: In the Jaws of the Enemy" and "Protecting the Force: Air Base Defense" exhibits.

New technology, such as touch-screens with interactive maps, make the museum's two-dimensional archives accessible to visitors while preserving the originals.

Restoration specialists completed several projects related to the Southeast Asia War Gallery. The EC-121D was lifted onto steel pylons so other exhibits could be placed beneath it. Staff placed the MiG-21PF on display, after stripping paint, applying new markings, and installing wing missile racks and centerline drop tanks. Gun mounts were fabricated for the UH-1 helicopter, and restoration of the A-1H was started.

As work progresses in the Southeast Asia War Gallery, the museum staff is looking toward exhibit plans for the future. A multi-divisional team developed a 7-year exhibit plan, keeping in mind institutional needs, anticipated events and commonly agreed upon exhibit goals for the planning period. Work for some of these future displays has already begun. For example, the Restoration Division installed another missile — the Minuteman I — in the Missile Gallery, and they have continued work on the B-17F *Memphis Belle*, most notably mating the wings and installing the landing gear and engines.



(left) In the coming years, the museum staff plans to develop more exhibits in the Cold War Gallery.

(above) Restoration specialists placed the EC-121D onto steel pylons in the Southeast Asia War Gallery in January.

(right) Example of one of the main storyline chapters in the Southeast Asia War Gallery. (Skywrighter photo by Niki Jahns)



Educating the public about military aviation is a primary mission of the National Museum of the U.S. Air Force. In 2011 the Education Division accomplished nearly 154,000 encounters with children and adults through 1,200 youth and family programs, tours, home school programs, tours for adults, the audiovisual loan program and other activities.

Programs cover multiple disciplines, focusing on science, technology, engineering and math (STEM), as well as social studies, literature and art. Major educational activities included Family Days, Read Across America, the 28th Annual Student Aviation Art Competition and Exhibition, Home School Days, Aerospace Camps, the viewing of the final space shuttle launch, and Kite Day.

Education staff members were instrumental in two new events at the museum in 2011. The first Air Force History and Heritage Writing Competition allowed students, ages 13-18, to compete for scholarship money by submitting essays on the early days of the Air Force. In May, staff coordinated the museum's first Space Night, which included numerous space-related activities for visitors, such as astronaut presentations, hands-on demonstrations and a Star-Gaze. More than 2,000 visitors attended the

event, which involved participation from 10 community organizations.

Aerospace educators also taught a 6-week course through the Osher Lifelong Learning Institute at the University of Dayton, coordinated STEM Day for 191 middle school students from the Madison-Plains School District, London, Ohio, and coordinated a Veterans Day program for 620 high school students at Valley View High School, Germantown, Ohio.

The Civil Air Patrol's National Cadet Competition visited the museum, and staff created an in-depth CAP-based scavenger hunt for the event. Later, in August, educators conducted two sessions for the CAP Great Lakes Region Aerospace Officers workshop.

Staff also conducted two sessions during the "STEM-ulate Your Mind Aerospace Engineering Teachers Workshop." The workshop for middle school teachers was sponsored by the Air Force Research Laboratory. Finally, to reach even more educators, the Education Division developed a plan to add more lesson plans and online activities to the museum's website and virtual tour.



(above) Four astronauts spoke during the museum's first Space Night in May. A variety of space-related activities were offered during the free event.

## Volunteer program

Staff continued recruitment efforts, especially at high-profile public events. The volunteer corps remains strong with more than 500 people assisting throughout the museum. Volunteers contributed 96,581 hours in 2011 and were recognized during the 29th Annual Volunteer Appreciation Banquet in April.

With the elimination of most student hire positions at the end of September, volunteers were asked to step up as escorts on the shuttle buses to the Presidential and Research & Development Galleries. The efforts of these volunteers, with assistance from the Operations Division, enabled the museum to continue offering the shuttle service to visitors.

# Year in Review

The museum staff is constantly looking for ways to engage the more than one million people from around the world who visit each year. The museum partnered with other well-known organizations to offer several events that broadened the museum's reach. The Cincinnati Reds' 2011 Winter Caravan stopped at the museum in January, bringing hundreds of baseball fans with it. NASA's "Destination: Station" multimedia exhibit immersed visitors in the story of the International Space Station during the summer months. Also, in June, the Central Intelligence Agency presented a symposium recognizing the dedication of Civil Air Transport and Air America personnel and released nearly 900 recently declassified documents from 1946 to 1978.

Wright-Patterson AFB's annual Freedom's Call Military Tattoo and the U.S. Air Force Marathon again took place on the museum's grounds, with tens of thousands of people on site for those events. The National 9/11 Flag was displayed at the museum in conjunction with the Tattoo. In July, the USAF Thunderbirds signed autographs for museum guests when they were in town for the Dayton Air Show.

Flying events were popular attractions. Pilots of radio-controlled model aircraft traveled from around the world to compete for the title of "Jet World Master" in July and August. The annual Giant Scale Radio-Controlled Model

Aircraft Air Show offered fun activities during Labor Day weekend. The biennial World War I Dawn Patrol Rendezvous featured vintage reproduction full-scale and 7/8-scale aircraft, and despite the wet weather, nearly 12,000 people checked out the historic event.

Veterans' organizations held 86 reunions at the museum in 2011. A ceremony for the posthumous presentation of the Silver Star to Army Specialist Jesse A. Snow took place in October. Veterans of the Southeast Asia War were recognized in November during a number of Operation Welcome Home events in the Dayton area, including a reception at the museum.

In addition to the hundreds of special events taking place at the museum, the Public Affairs Division worked with media to share the museum's mission with the world. Significant media coverage included the Associated Press, BBC, CNN, *History Channel Magazine*, MSNBC.com, NASA TV, NBC News Channel, *New York Times*, NPR, *Scientific American*, Travel Channel, USA Today.com and *Wall Street Journal*.

The Public Affairs staff also maintained the museum's website, which includes more than 3,000 fact sheets and 11,000 photos, and continued development of the virtual tour, offering 360-degree views of the galleries and interactive components for museum exhibits.

(right) Pilots from 16 countries competed in the Jet World Masters in July and August.  
  
(bottom) Thousands attended the Freedom's Call Military Tattoo.



(above) Col. Michael Minihan is interviewed by the media after flying the C-130E to the museum.

## 4

## Priority 4: Achieve Institutional Excellence

The museum strives to achieve institutional excellence in its role of preserving Air Force heritage and educating the public about America's military aviation history. In 2008 the museum received professional reaccreditation by the American Association of Museums, and the staff constantly looks for ways to improve the museum as well as developing their own skills as museum professionals.

Training opportunities help staff maintain a standard of excellence and develop subject matter expertise for the interpretation of historical objects and their significance. To that end, museum staff co-hosted the Mutual Concerns for Air and Space Museums conference with the Smithsonian National Air and Space Museum, as well as an orientation course for Air Force history and museum professionals.



Group photo of attendees at the Mutual Concerns conference.

Individuals also pursued professional development opportunities. A curator in the Collection Management Division was named to the American Institute for Conservation Collection Emergency Response Team, a national group trained to assess damage and initiate salvage of cultural collections after disasters. Three manuscript curators obtained certification from the Academy of Certified Archivists after meeting strict educational and experience requirements and successfully completing a comprehensive archival certification examination. One of the museum's Public Affairs specialists was named the Outstanding Intermediate Civilian by Air Force Materiel Command

for communications excellence in 2011. Numerous staff members presented at national conferences and spoke to university classes.

The Management Support Division successfully managed the museum's budget, including advocating and receiving funding to refresh technology systems and repair the speaker system in the Southeast Asia War Gallery. Staff also created plans to communicate the budget cycle, areas of responsibility, timelines and other relevant information. In addition, the entire museum staff worked to minimize its overtime requirements, reducing the total number of overtime hours by 41 percent.

While recognizing the federal budget climate is challenging, museum leadership continues to advocate strongly for current authorizations and the ability to fill vacant positions. With the hiring controls implemented in October, staff developed a strategy to handle the workload of the temporary employees, mostly student hires, who had worked in various capacities throughout the museum. For example, volunteers were called upon to escort the shuttle buses to the Presidential and Research & Development Galleries since the Operations Division no longer had staff members available for the task. Also, the Collection Management Division is continuing their biennial wall-to-wall inventory into 2012 to adjust for the loss of staff members.

Despite these challenges, the staff remains committed to accomplishing the museum's mission: presenting the Air Force story to a global audience.





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