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SAN DIEGO
NATURAL
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MUSEUM
ANNUAL
REPORT
2011

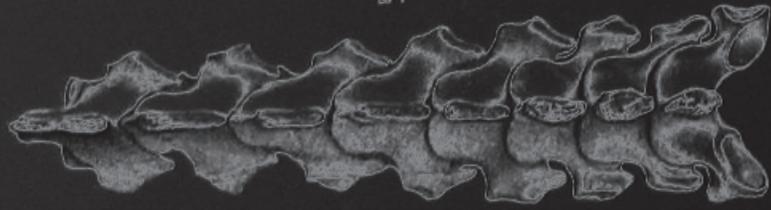
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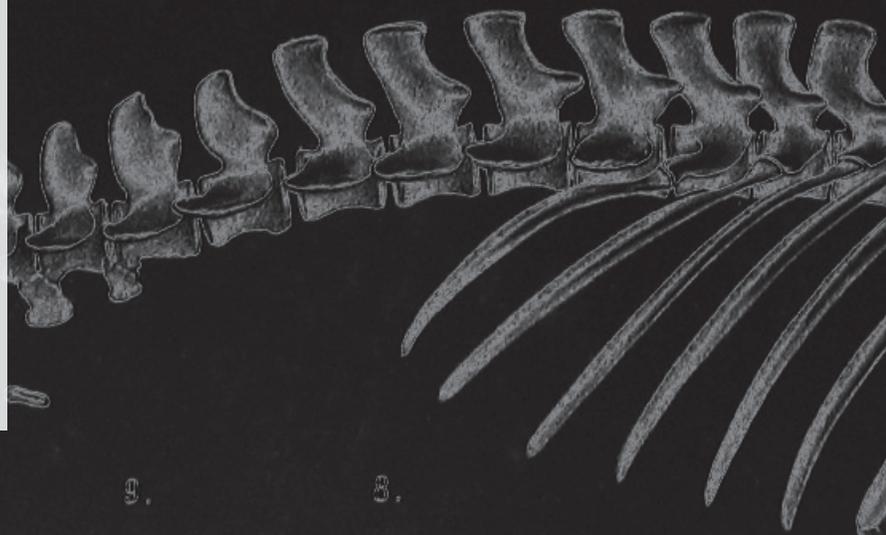
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Our Mission
 To interpret the natural world
 through research, education
 and exhibits; to promote
 understanding of the evolution
 and diversity of southern
 California and the peninsula
 of Baja California; and to
 inspire in all a respect for
 nature and the environment.



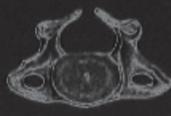
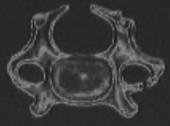
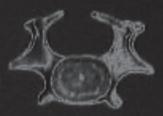
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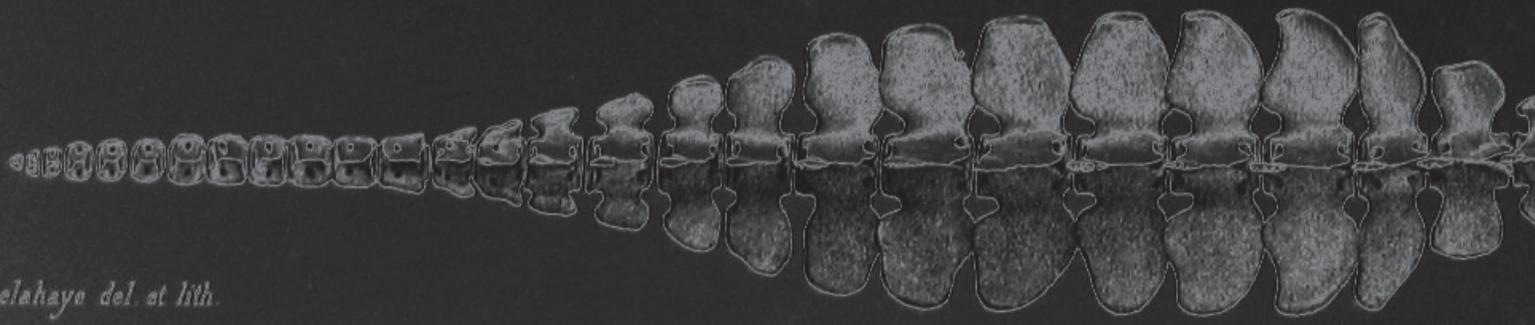
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October 2011

Dear Museum Friends:

I am honored to provide the introduction for the San Diego Natural History Museum's 2010–2011 Annual Report. This year's report takes a look back through the lens of the 20-year tenure of Michael "Mick" W. Hager, Ph.D., President and CEO.

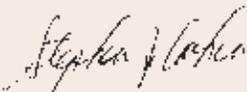
It's almost impossible to believe that 20 years have passed since a recruitment committee led by Pam Bruder and Bill Kuni set out one more time to fill a position that had seen eight directors in just thirteen years. A difficult task under the best of circumstances, but even more daunting in light of the economic challenges facing the institution.

Mick arrived in 1991 full of enthusiasm (which has never flagged) and vision for how to transform the Museum. It started with a thorough and painstaking strategic planning process led by the late Robert Smith and finished with a vision for the future that refocused the Museum on its core strengths—collections strong in specimens from southern California and Baja California, and the acknowledgment of this region as one of the most unique places on our planet. The vision was rooted in Mick's core training as a geologist/paleontologist and the definition of our region in terms of its geologic boundaries. While some might have thought that this would narrow the Museum's reach, it has, in fact, done the opposite, as the institution has become the "go-to" place for information about our region.

From the big thinking of strategic planning came bold dreams that with Mick's indefatigable energy became the action plan of the next 18 years. Researchers with expertise and a desire to explore and understand the Museum's area of focus were recruited and the Biodiversity Research Center of the Californias (BRCC) was born. Education staff working under the umbrella of the Environmental Science Education Center (ESEC) began translating that research into learning for our community and developed new programs. A robust schedule of traveling exhibitions was secured, scheduled for several years in advance. Most visibly, a capital campaign to transform a dark, dusty Depression-era building with no heat or hot water into a 150,000-square-foot stunning Balboa Park landmark was completed. And somehow Mick also found time to spearhead the Museum's signature film, *Ocean Oasis*, which not only won numerous awards, but also created a tidal wave of environmental protection legislation for the Sea of Cortés.

Mick often refers to himself as the "Chief Fossil" and it is in recognition of his extraordinary efforts and energy that we dedicate the 2010–2011 Annual Report. I know you will join me in honoring the Museum's accomplishments of not only this past year, but for all 20 years of the "Chief Fossil."

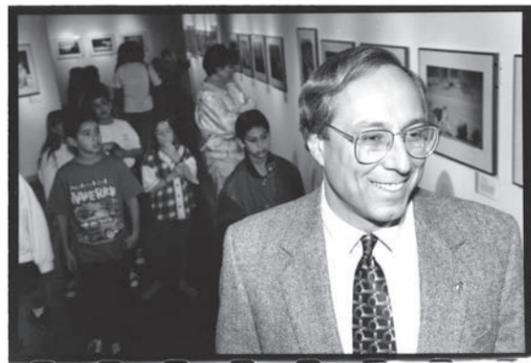
Sincerely,



Stephen J. Cohen

Chair, Board of Directors





No Guts, No Glory

It is November 1991. The *LA Times* headline reads “A Dinosaur’s White Knight: Can Mick Hager Save the San Diego Natural History Museum from Years of Malaise?”

This headline appeared four months after Mick started at the Museum in July 1991, and the picture painted in the article was dire indeed. Investigations had shown the Museum to be over \$300,000 in debt. Mick was the ninth director in 13 years, as one leader after another came and departed, leaving a string of ever-growing problems behind them. Mick, undaunted by the challenge, resolved to make a difference.

Fast forward 20 years to 2011. Today we stand far bigger, bolder, and prouder, a solid institution with a clear mission centered on southern California and Baja California. We have more than doubled in physical size, with a

building renovated in 2001, expanding from 65,000 to 150,000 square feet. We were recently awarded \$6.9 million in a statewide grant competition to create a new environmental education exhibition. Our research staff, bringing in over \$1.5 million in contract monies annually, are recognized as experts on local plants, animals, and fossils. We have consistently produced outstanding exhibitions, such as the award-winning *Fossil Mysteries* and *All that Glitters*. And our education programs have expanded ever farther, reaching children and teachers in both San Diego and Baja California, to foster environmental education and a love of nature.

None of this would be possible without Mick’s special brand of leadership. He is the visionary who looks into the future and sees possibilities where

others may see obstacles, and inspires the same within his employees. Our very own “white knight” celebrates his 20th year at the helm of the Museum in 2011. “No guts, no glory,” goes the saying. In Mick’s case, having the guts to take over a museum which appeared headed precipitously downhill, has resulted in glory which we are delighted to see duly reflected back upon him, in this special edition of our 2010–2011 Annual Report. Mick, your staff at the Museum warmly salutes you. You have inspired us all, personally and collectively, to “do you proud!” We are so thankful that you rode to the rescue in 1991 and can close out your career here, knowing that you have, indeed, made a remarkable difference.

Staff Reflections

Tom Deméré, Ph.D.

Tom Deméré, began working at the Museum in 1979. When Mick Hager was hired in 1991, Tom had already seen five executive directors and interim directors come and go. At the time, the Museum was in very dire financial straits and staff morale was at an all-time low. So it was not surprising that staff wondered if this new director would be any different than the last few. From his first day on the job, however, Mick established himself as a visionary and a hard working and capable leader, with a dash of pied piper thrown in for good measure. His collaborative approach to leadership was clearly evident when instead of singing a tired old refrain filled with first person singular pronouns like I, me, and my, Mick instinctively employed we, us, and our. Although the first few years were not easy ones, staff members, volunteers, board members, and invited community leaders worked together under Mick’s leadership to first develop a 10-year strategic plan, and then to put that plan into action to bring the Museum back from the brink.

Tom remembers both the small and large mileposts accomplished under that first 10-year plan—a return to the Museum’s traditional focus on regional natural history and initiation of a regular traveling exhibition schedule. With completion of most of the major goals of the first 10-year strategic plan, Mick and company began looking ahead to the next 10 years, not imagining the unprecedented national and global events and challenges that decade would bring.

Tom Deméré, Ph.D.
Curator of Paleontology
(Museum employee for 32 years)

Evelyn Jackson

My first day working at the Museum 19 years ago, Dr. Hager came to say hello. He was friendly and I felt welcomed and proud to work in a place where once, as a child, I was lucky enough to come with a class. I’ll never forget the joy of what I saw that day. I feel lucky to have begun working here right at the start of what was to come and to see this man’s success really take off in shaping what the Museum is today. Meetings, visions, strategic planning, capital campaigns—well, I heard things and I had no idea what they meant or what was to come.

Dr. Hager always promotes the importance of all the museums in Balboa Park, not just ours. He is a man who stands tall in his beliefs and makes strong allies willing to help bring forth the visions that have brought us here today. In a very gentle fashion (for the most part!) he has faced Balboa Park problems with strong convictions. In spite of the problems that keep coming our way, his humble thanks and praise always goes to the people that believe in the true mission of this wonderful Museum. Only once have I seen him look hurt and not because he had failed us, but because it was the beginning of the recession that we are still facing. His sadness was in having to tell staff the news of what was to come. It hurt to see him after working so hard and after taking us to such heights, that he had to face the reality of another downturn in the economy. I saw him carrying such a burden he did not deserve but being the devoted man he is, he promised that we will make it.

Here goes my MICK to all, to me it is: M- for the Miracles, I- Intelligence, C- Caring and dedication to the missions, and K-Knows what must be accomplished; all promises Kept.

Happy 20th Dr. Hager!
Your fan, Evie

Evelyn Jackson
Receptionist, Membership
(Museum employee for 20 years)

Phil Unitt

When newly appointed CEO Mick Hager first gathered the scientists and research staff together in 1991, Phil Unitt, now Curator for the Birds and Mammals Department, recalls that Mick emphasized TWO words: Think Entrepreneurially.

This was a challenge the research units all took up, with examples ranging from expansion of related business ventures (PaleoServices), to book authorship and publication, to an increased emphasis on mission-related fundable research.

Phil noted that it took five years for a revitalized Research Department to gain its due recognition, when it was renamed the Biodiversity Research Center of the Californias. At that point, in 1996, Phil and the rest of the scientists on staff knew there was a commitment to continuing the Museum’s research mission.

That same year, on Memorial Weekend, Phil conceived the idea for the *San Diego County Bird Atlas*. When Phil brought up his idea for an Atlas project to Mick, he was pleased by Mick’s enthusiasm and official backing. The *Bird Atlas*’s publication in 2001 was a milestone for the Museum’s Department of Birds and Mammals as well as for Unitt personally.

Mick’s personal support provided a framework for research from Phil’s earliest days at the Museum. The *Bird Atlas* has proven itself invaluable, particularly in comparisons of habitat which changed after the San Diego County wildfires of 2003 and 2007. It is in use by an economics class at UCSD, and is one more project demonstrating Mick’s advice: Think Entrepreneurially!

Philip Unitt
Curator of Birds and Mammals
(Museum employee for 23 years)

Biodiversity Research Center of the Californias

The Biodiversity Research Center of the Californias (BRCC) is the research division of the Museum, including the Birds and Mammals, Botany, Entomology, Herpetology, Marine Invertebrates, Mineralogy, and Paleontology Departments, as well as the Research Library. BRCC curators and scientists actively pursue their own research projects, which range from studying the distribution and abundance of vertebrates of the San Jacinto Mountains to the floristics of both states of Baja California. Our scientific staff members also serve as expert advisors to support the scientific accuracy of our exhibitions, as well as our educational programs.

Each curator is entrusted with caring for a collection of irreplaceable specimens, which total approximately 9.4 million in number, some of which were found during the earliest years of the Museum. The collections represent a rich and vital source for investigations in many of the fundamental arenas of modern biological sciences, such as climate change, evolution, biodiversity, and ecology.



Tom Deméré, Ph.D., Curator of Paleontology



Jon Rebman, Ph.D., Curator of Botany

BRCC staff members work collaboratively with scientists at universities in San Diego, across the U.S., and in Mexico, and are involved in studies that are informing critical local as well as binational decisions about endangered or threatened species, land use, and conservation. This is the tradition that started with the forming of the San Diego Society of Natural History in 1874, and is still being carried out 137 years later.

Paleontology

The paleontology collection of the San Diego Society of Natural History (SDSNH) houses fossil vertebrates, invertebrates, and plants collected primarily from Mesozoic (251 to 65 million years ago) through Cenozoic (65 to .01 million years ago) sites in Peninsular California (southern California, USA and Baja California, Mexico). Important collections of Paleozoic (542 to 251 million years ago) invertebrates from the eastern United States are also part of the department's holdings. The traditional strengths of the collection were in Californian Cenozoic marine invertebrates, primarily mollusks. In recent years, the collection has become more balanced with the active acquisition of vertebrate fossils. Especially important are the collections of marine vertebrates including one of the largest and most diverse assemblages of Pliocene (5.3 to 2.5 million years ago) marine mammals (cetaceans, pinnipeds, and sirenians) in North America. Also significant are collections of Eocene (56 to 34 million years ago) and Oligocene (34 to 23 million years ago) land mammal fossils from southern California localities.

Over 120 years, growth of the paleontology collection has reflected the strengths and interests of the different researchers associated with the institution. The first fossil collectors to become affiliated with the Museum were Anthony Wayne Vogdes, who became SDSNH president in 1906, and Frank Stephens, who eventually became the first director of the San Diego Natural History Museum. The paleontology collections grew at a steady pace during this period. Kate Stephens, Frank's wife and an accomplished naturalist in her own right, served as the first curator of the Department of Conchology and devoted herself to the systematic organization and cataloging of the Museum's fossil marine and modern invertebrates collection. In later years this was split to form the Departments of Paleontology and Marine Invertebrates, respectively.

U. S. Grant IV, a paleontologist and geologist who went on to teach at the University of California, Los Angeles, was affiliated with the Museum from 1926 into the 1940s. The collections which formed the basis for his 1,036-page monograph on the marine Pliocene-Pleistocene mollusks of California (SDSNH Memoir 1) were deposited in the paleontology collections. During Grant's active years with the Museum, numerous and significant fossil collections were added.

During the 1920s and 1930s, Charles H. Sternberg, a fossil collector of national and international reputation, had an office at the Museum and made extensive collections of fossils from both the coastal and desert areas of San Diego County. During this period, Sternberg also sold a large collection of Mesozoic vertebrate fossils from New Mexico; Kansas; and Alberta, Canada to the Museum that included dinosaur skeletons, as well as the large mosasaur and wolf herring skeletons still on display in the Museum today.

Collection growth and use slowed to a halt in the 1940s and 1950s. During World War II the Museum's building was converted into a hospital for the U.S. Navy and all of the collections were packed away in storage. The collections remained in storage into the late 1950s and the paleontology department did not become active again until 1964 when Dr. Edward Wilson was hired as Curator of Paleontology. When Dr. Wilson left in 1967, administration of the department was turned over to Arnold Ross, an expert on barnacle systematics, who haphazardly acquired invertebrate fossil collections from sites all over the western United States.

With the arrival of Dr. Frederick Schram in 1978 as Curator and a year later Dr. Thomas Deméré as Collections Manager, the Department of Paleontology began a period of more focused collection growth and curation. A National Science Foundation (NSF) collection support grant in 1983 provided funds for a comprehensive inventory and reorganization of the invertebrate fossil portion of the collection. Schram left in 1991 and Deméré assumed responsibility for the department. Since 1980, the paleontology collection has

*Under Deméré's direction
the vertebrate-fossil portion
of the collection has
increased dramatically.*

grown by over 96,000 species lots (a species lot can vary from a single specimen to large suites of specimens; the mean species lot size is about 10 specimens) and under Deméré's direction the vertebrate-fossil portion of the collection has increased dramatically to now contain internationally significant collections of marine-mammal fossils. This tremendous growth in collection size is the result of increased staffing, active research programs, and the role the Museum serves as regional repository for environmental mitigation projects.

Today, the Museum's paleontology collection houses over 118,000 catalogued species lots representing over 1.2 million individual fossil specimens. The paleontology collection is divided between fossil invertebrates (~57,000 species lots and 1.03 million specimens), fossil vertebrates (~59,000 species lots and 151,000 specimens), and fossil plants (~2,600 species lots and 6,100 specimens). These fossils were recovered from over 4,600 individual collecting sites, the majority of which are located in Peninsular California.

Research Library

The Research Library has a distinguished history, going back to the earliest days of the San Diego Society of Natural History, when naturalists including Daniel Cleveland and Charles Orcutt realized that they needed a library of reference works to learn more about local plants and animals. From the beginning, in addition to a president and treasurer, the Society had an officer who was named librarian; the first librarian was elected in 1874. Because of our long continuous operation, we house several journals whose issues go back to Volume 1, Issue 1; these journals are still consulted by our scientists, who in some cases need the first-published descriptions of species.

Over the years the collection waxed and waned; in 1908 the San Diego Scientific Library was established, comprised of the Vogdes library of geology and paleontology, the archaeology library, the medical library, and several other collections. In 1922, Willard Whitney donated funds to open the natural history library to the public in the California Building, now called the Museum of Man. In 1935 the collection was moved to our current location. During World War II, when the Navy took over the building, the library was moved to the San Diego State campus for storage. After the war, the collections were split and the natural history collection stayed within our present building while the other books went to appropriate institutions.

After the estate settlement of Ellen Browning Scripps in 1933, over 1,000 original watercolors by A.R. Valentien painted from 1908 to 1918 were donated to the library. This collection of native California plant illustrations is unique in its scope and aesthetic value, and serves as documentation of the early botanical diversity of California.

In 1939, O. M. Oleson of Fort Dodge, Iowa donated our copy of J.J. Audubon's Double Elephant Folio *Birds of America*, one of fewer than 50 copies believed to still be in existence today.

Mildred Meeder was hired as the library's first professional librarian in 1947; she organized the previously uncatalogued collection according to the Library of Congress system. Meeder not only worked at the library for over 30 years, both as a staff member and as a volunteer, but also endowed the library after her death. Our library is named the Mildred H. Meeder Research Library in her honor.

In 1969, the Klauber library of herpetology was donated to the Museum, including 1500 volumes and manuscripts, rare books, collecting notes, diaries, and memorabilia of Laurence M. Klauber, world-renowned herpetologist, rattlesnake expert, and bibliophile. Included in this valuable collection are the oldest volumes in the library, dating to the early 16th century.

Over the years, many other generous individuals have made donations, including U. S. Grant IV, the J. W. Sefton and

Thomas Sefton families, Joshua Baily, Chapman Grant, and more recently Kenneth Hill and James Clements.

After extensive remodeling during the construction of the 2001 building addition, the rare book room now has proper temperature and humidity controls, to best preserve the precious collections of art works on paper, archival documents, photo images, and antiquarian books. Work began this year on digitizing important segments of the library, including approximately 100 of our oldest and most fragile maps, dating to the late 1700s; photographs from expeditions of Museum scientists into Baja California during the 1920s and 1930s; and the collecting diaries of L.M. Klauber from 1923 to 1967.

Our goal is to share with the public at large the remarkable objects in the library's rare book room, all while preserving the original objects intact.

Current plans for the Reading Room of the Research Library, which will make use of many of these digitized items, include conversion to a space for a special exhibition, as well as accommodation for research needs of visitors and staff.

Plans are underway to revamp approximately 1,500 square feet of the library, with double mezzanines and an elevator and spiral staircase leading to the upper story. Within this space, an exhibition with the working title *Extraordinary Ideas from Ordinary People: A History of Citizen Science* will be displayed.

This exhibition will feature treasures from the library, such as the Audubon Double Elephant Folio, many hand-colored illustrations from volumes such as *Historia Naturalis Ranorum* (1758), *Plantarum Historia Succulentarum* (1799), and *Historiae Aegyptii Naturalis* (1735), and very

early works such as *Hortus Sanitatis*, an herbal from 1517. Although many of the objects are too fragile to display and would undergo degradation due to light damage, we will employ a large virtual "coffee table" multi-touch display, which will allow visitors to manipulate virtual objects and images using hand gestures. The idea is to replicate the look and feel of a coffee table where visitors can leaf through rare books, hand-written field logs, works of art, and fragile maps. The goal is to share with the public at large the remarkable objects in the library's rare book room, all while preserving the original objects intact.

The theme of this exhibition reflects the critical role played by early amateur naturalists, including Charles Darwin, J. J. Audubon, and Daniel Cleveland, in early investigations of biology. The portrayal of these early pioneer naturalists will be linked to a current resurgence of interest in contributions of amateur naturalists, based largely on the use of computers and technology which has greatly increased participation in science on the part of today's ordinary citizens. At the local level, the exhibition will focus on the accomplishments of citizen science projects, such as the San Diego County Bird Atlas and the San Diego County Plant Atlas project. Through interactive elements and the use of social media, the website will extend the visitor experience and allow people who are unable to actually see the exhibition to participate in "curating" their own virtual collections, as well.

This exciting project is in the fund-raising stage, and we have already selected an architect who is developing plans for the renovation. Because the exhibition will depend on a rotating suite of display elements, the library will play a pivotal role in selection of items for use in the exhibition.



Research Library

BRCC BY THE NUMBERS

Number of dollars in grants received	\$240,659
Number of dollars in contracts received	\$1,718,758
Number of high school, undergraduate or graduate students, and volunteers/interns trained	33
Number of new specimens added to collections	
Birds	440
Mammals	80
Botany	7,994
Paleontology	2,500 new species lots
Entomology	20,093
Herpetology	453
Total number of specimens	9,400,000

Awards and Recognition



Bradford Hollingsworth, Ph.D.

For the past decade Curator of Herpetology, Dr. Brad Hollingsworth, has taught a number of zoology courses for the Department of Biology at San Diego State University (SDSU). This year, the faculty awarded him the 2011 Outstanding Lecturer Award for his years of service. In the last ten years, Hollingsworth has taught over 2,000 SDSU undergraduates the principles of evolution and the diversity of animal life. In addition, he also serves as an advisor to the Natural History Club at SDSU, which includes many students who work and volunteer for the Museum. Hollingsworth says, "Teaching at the university gives me a chance to share my excitement about the natural history of animals and open up opportunities for students to pursue their interests in the biological sciences here at the Museum."



PROBEA

In July 2011, the PROBEA team and their Mexico partner of 20 years, Proyecto Fronterizo de Educacion Ambiental, received significant public recognition as one of four winners of a first-time U.S./Mexico Cross-Border Cooperation and Innovation Award given by the prestigious Border Research Partnership composed of the Woodrow Wilson Center Mexico Institute, the North American Center for Transborder Studies at Arizona State University and El Colegio de la Frontera Norte.



Jon Rebman, Ph.D.

Dr. Jon Rebman, Mary & Dallas Clark Curator of Botany, received two prestigious awards. The San Diego Horticultural Society recognized Rebman as *Horticulturist of the Year* for his work to date for the Plant Atlas. Rebman's work also earned him a national award from the Cactus and Succulent Society of America, where he is now a CSSA Fellow, one of the two highest honors the Society can confer. This award is based on (1) exceptional achievement in scholarship about succulent plants or (2) substantial achievement in scholarship about succulent plants in combination with substantial service to the Cactus and Succulent Society of America. More than 135 Fellows from 20 different countries have been announced since 1940.

Scientific Publications 2010–2011

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Archibald, J. D. 2011. Gould's real contribution. *Skeptical* 16:12.

Archibald, J. D., Zhang, Y., Harper, T., and Cifelli, R. L. 2011. *Protungulatum*, confirmed Cretaceous occurrence of an otherwise Paleocene eutherian (placental?) mammal. *Journal of Mammalian Evolution Online First*, 5 May 2011.

Archibald, J. D. 2011. *Extinction and Radiation: How the Fall of the Dinosaurs Led to the Rise of The Mammals*. Baltimore, Johns Hopkins University Press, 120pp.

Archibald, J. D. et al. 2010. Cretaceous extinctions: Multiple causes. *Science* 328:973.

Averianov, A. O., Archibald, J. D., and Ekdale, E. G. 2010. New material of the Late Cretaceous deltatheroidan mammal *Sulestes* and a phylogenetic reassessment of the metatherian-eutherian dichotomy. *Journal of Systematic Palaeontology* 8:301–330.

Baldo L, de Queiroz, A, Hedin, M., Hayashi, C., and Gatesy, J. 2011. Nuclear-mitochondrial sequences as witnesses of past interbreeding and population diversity in the jumping bristletail *Mesomachilis*. *Molecular Biology and Evolution* 28, 195–210.

Benet-Pierce, N. and Simpson, M. G. 2010. *Chenopodium littoreum* (Chenopodiaceae): a new goosefoot from dunes of south-central coastal California. *Madroño* 57: 64–72.

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Bisconti, M. 2010. A new balaenopterid whale from the Late Miocene of the Stirone River, northern Italy (Mammalia, Cetacea, Mysticeti). *Journal of Vertebrate Paleontology*, 30(3), 943–958.

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Bittner, D., Meador, C., Schlotfeldt, B., Rivard, R., and Lincer, J.L. 2011. Golden Eagle Status in Selected Areas of the West. Presented at the 2011 Western Raptor Symposium, J.L. Lincer and J.D. Bittner, Co-chairs. Riverside Convention Center, Riverside, CA.

Bittner, J. D., Meador, C., Schlotfeldt, B., Rivard, R. and Lincer, J. L. 2011. Golden Eagle Movements in Western North America. Presented at the 2011 Western Raptor Symposium, J.L. Lincer and J.D. Bittner, Co-chairs. Riverside Convention Center, Riverside, CA.

Brown, J. W., Segura, R., Santiago-Jimenez, Q., Rota, J. and Heard, T. A. 2011. Tortricid moths (Lepidoptera: Tortricidae) reared from the invasive weed Mexican paloverde, *Parkinsonia aculeata*, with comments on their host specificity, biology, geographic distribution, and systematics. *Journal of Insect Science* 11 (article 7): 1–17.

Cain, J.W., III, Jansen, B. D., Felger, R.S. & P.R. Krausman. 2010. Scallop leaf sage (*Salvia vaseyi*, Lamiaceae) discovered in Arizona. *Journal of the Botanical Research Institute of Texas* 4:755–760.

Clark, K.B. 2011. Fragmentation effects on vegetation and resulting vertebrate species distributions in the Sonoran Desert. *Journal of the Arizona-Nevada Academy of Science* 42(2): 84–91.

Castillo-Guerrero, J.A., Guevara-Medina, M.A., and Mellink, E. 2011. Breeding ecology of Red-billed Tropic bird (*Phaethon aethereus*) under contrasting environmental conditions in the Gulf of California. *Ardea* 99:61–71.

Castillo-Guerrero, J.A. and Mellink, E. 2011. Occasional inter-sex differences in diet and foraging behavior of Blue-footed Booby: Maximizing chick rearing in a variable environment? *Journal of Ornithology* 152:269–277.

Chester, S. G. B., Sargis, E. J., Szalay, F. S., Archibald, J. D., and Averianov, A. O. 2010. Mammalian distal humeri from the Late Cretaceous of Uzbekistan. *Acta Palaeontologica Polonica*. 55:199–211.

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Crother, B.I., White, M.E., Savage, J.M., Eckstut, M.E., Graham, M.R. & Gardner, D.W. 2011. A reevaluation of the status of the fox snakes *Pantherophis gloydi* Conant and *P. vulpinus* Baird and Girard (Lepidosauria). *ISRN Zoology*, 2011:1–15.

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Birds and Mammals Research Associate

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Birds and Mammals Research Associate

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Environmental Science Education Center

To implement his vision of providing world-class natural science education to the shared San Diego/Baja California region, Dr. Michael Hager began planting seeds for an Environmental Science Education Center (ESEC) in the early 1990s. In October 1995, Hager delivered his vision publically to an environmental education conference in Montana. Intrigued by his talk were Doretta Winkelman and Merle O'Neill, co-founders of the Daedalus Alliance for Environmental Education (DAEE), a tiny nonprofit in San Diego which delivered environmental education training for public school teachers in the U.S. and in Baja California, Mexico. Introductions followed and a friendship formed between Hager and two of his yet-to-be-recognized future staff.

A year later, after Hager delivered his vision again at Hubbs Sea World in San Diego, Winkelman suggested to Hager during a break that she and O'Neill could create ESEC for the Museum "in a heartbeat." A meeting followed the next week and a grant was co-authored between DAEE and the Museum. The grant was funded and on January 2, 1997, Daedalus staff and programs merged with the Museum. One of those programs, PROBEA (English translation: Bio-regional Environmental Education Project), continues to serve the Baja California peninsula with unique teacher-training programs.



PROBEA expanded as quickly as its small staff could manage, and has come to serve eight cities in Baja California, ten cities in Baja California Sur, five cities in Sonora and one in Sinaloa. Of the 20 total curricula employed, 15 were written by our own collaborative binational team.

These programs support Mexican educators to meet environmental-education mandates in the Baja California peninsula. Almost 4,500 educators (formal and non-formal) have participated in our programs and these educators teach more than 150,000 students annually, involving 1,100 schools and organizations.

In 2005, school/community Action Projects were introduced into PROBEA's programs resulting in 300 documented projects involving over 30,000 teachers, students, families, and community members. Projects include school renovation and clean-ups, recycling programs, beach clean-ups, construction of composting toilets, energy-saving campaigns, development of native-plant gardens, tree plantings, toxic substances elimination in schools and homes, surveying of watersheds, and water-audit projects . . . to name a few.

Recently PROBEA introduced a new model program called "Smart Schools, Greening Practices in Baja California," which empowers schools to steward their own environmental education. PROBEA plans to introduce "Smart Schools" to Baja California Sur next year.

"The materials are excellent and can be used for different grades, from elementary to high school. I especially appreciated the fact that interaction and group activities outweighed technology. The presentations were very dynamic and engaging. The instructors tied all the loose ends and I can't think of anything to improve. On the contrary, I plan to adopt many of the techniques used in the workshop. The team was very efficient, the logistics impeccable, and overall, the workshop was very well organized."

—América González Rubio
Teacher
CECYTE Pacífico

"We are committed to the Smart Schools: Green Practices in Baja California program because we believe it will help us with our personal growth, increase our awareness about our environment, and make us further commit to a sustainable future, while making us proud to be a model for the entire community."

—Oscar Encinas Nava, Outreach Director
CECYTE Plantel Río



Education

BY THE NUMBERS

Nature to You Loan Program
participants
106,678

School programs
students and chaperones
39,827

Family and public programs
participants
14,054

Museum Access Funds
Title 1 students served
6,389

PROBEA
Teachers trained
117
Community service, home, and school projects
56
Students
3,868
Community participants
8,867
Four water fairs with
1281 participants

Volunteers

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

—Margaret Mead

This 2010–11 Annual Report is focused on Mick Hager’s 20-year tenure, specifically the years 1991 to 2011, but with “history” as part of the Museum’s name, we never forget our roots!

In 1874, a “small group of thoughtful, committed citizens,” just as Margaret Mead described, formed the San Diego Society of Natural History. Only 14 years after the publication of Darwin’s *Origin of Species*, natural history societies were gaining tremendous popularity and serving a pivotal role in organizing the efforts of these citizen scientists. The founders of what is now known as the San Diego Natural History Museum were dedicated amateur naturalists, fascinated by the unusual flora and fauna afforded by San Diego’s unique climate and geology.

By 1991, while the Museum remained a respected San Diego institution, there was also no question it was struggling mightily. The board, exercising leadership in one of its primary roles, was determined to stabilize that position and took appropriate action.

A recruitment committee was formed, led by Pam Bruder as she stepped down as Chair but remained on the Board. A national search was initiated, and ultimately Michael “Mick” Hager, Ph.D., was hired. Of the 18 board members serving in 1991–92, more than half remain deeply involved today. This fact speaks volumes for their dedication to the Museum. There is no better example than Mary Clark, whose legacy as Board member, friend, and generous supporter of the Museum is so permanent that a sign in Mick’s office reads, simply, “What Would Mary Think?”

It’s easy to forget that among the many dedicated and highly visible volunteer groups who work to support the Museum’s research and programs, from those pressing plants in Botany, to the Paleontology volunteers prepping fossils, and the Whalers carrying the Museum’s message on local whale-watching trips, the Board of Directors represents an equally dedicated group of volunteers. Their selection, and the process by which they are elected to Board service, has been formalized during Mick’s tenure to ensure that the Museum is overseen by community members who believe in the Museum’s mission, first of all. Secondly, they represent diverse aspects of the San Diego and Baja California peninsula community. Thirdly, they bring professional expertise to the Board with a mix of financial, scientific, educational, and marketing expertise that allows them to jointly function as a sounding board to Mick, and a guiding force for the Museum as a whole.

Over Mick’s 20 years, 120 community members have served on the board. They helped to guide a strategic plan which refocused the Museum’s mission on our extraordinary region; they successfully planned for and led the Museum’s building campaign, *Inspired by Nature*; and their personal generosity has supported the Museum during the recent difficult economic times. Each year, the Board of Directors donates an average of 800 hours of service in support of our mission. Their collective contribution of professional wisdom and experience has been invaluable over these 20 years while all involved have worked to chart a course towards a sustainable future.

The relationship in 2011 of Mick Hager as President and CEO, and the Board of Directors who govern the Museum, is one of healthy respect and a partnership that is united in serving the San Diego and Baja California peninsula community and fulfilling the mission of the San Diego Natural History Museum.

“To think beyond your experience and plan beyond your tenure is the moral obligation of boards and staff.”

—Allen Liff, 1996

Volunteers

BY THE NUMBERS

Total volunteer hours
52,333

Total volunteers
739

Dollar value of volunteer hours
\$1,117,854

BRCC volunteer hours
21,285

Docents
reached 4,751 school children
130 classes

Canyoneers
led 70 public hikes
for more than 1,022 people,
15 hikes for
474 schoolchildren, and
10 Beautified Nature Walks—nature hikes and
cleanup efforts in Florida Canyon.

The Museum Whalers
reached 34,693 passengers
on 471 cruises with
Hornblower Whale and
Dolphin Watching cruises and
63 cruises through H&M Landing.

Board members, clockwise: Virginia Crockett, Terry Moore, Jeff Witt, Jeff Block, Carol Wilson, Anita Busquets

Exhibits

The assignment: to assemble and create an exhibition from scratch that features millions of dollars of precious gems, delicate sparkling crystals, a 1,500 pound jade boulder, historical artifacts, as well as ancient and modern jewelry, while also telling the unique local story of San Diego County geology and mineral formation. This exhibition needs to knock people's socks off when they walk in the door, both kids and adults. What you are given to begin with? A large, bare space. Oh and by the way, it must be finished within 15 months.

How in the world do you do this? You round up a group of phenomenally talented people—exhibition planners, developers, artists, fabricators, lighting experts, cabinet makers, mount makers, graphics designers, web gurus, marketing experts, fundraisers, registrars, security specialists, and a few more jack-of-all trades types. Then you add one remarkably creative, energetic and motivated curator, who happens to have friends and connections from all over the gem and mineralogy world, mix well under very high pressure, and voila! *All that Glitters: The Splendor and Science of Gems and Minerals*, a 5,000-square-foot exhibition full of some of nature's most engaging eye-candy, which also manages to pack a powerful educational wallop, is the spectacular result.

The process started early in 2009 when Elise Misorowski was hired as curator for this exhibition. Misorowski and Exhibit Developer Erica Kelly, working with Exhibits Director Tim Murray, began an intense process of devising the story line, picking the objects, securing the loans, figuring out which messages would unfold in which areas, crafting the text—the overall plan for the exhibition. Misorowski stayed in constant contact with lenders, making sure we could secure the appropriate pieces for each display case, as well as working day-by-day with the Museum team. Since good lighting was critical, the team created life-size case mock-ups with real gems to check various lighting options. Even the background color of the decks of each display was hotly debated.

Once fabrication began, the entire Exhibits Department staff had a hand in making the exhibition's vision come to life. The exhibition features elegant custom wood cabinetry, glowing wall colors that showcase the objects, and plenty of space so that each specially chosen jewel or crystal gets its fair share of the limelight. Josh Payne hand-forged a steel mount to support the massive jade boulder standing on end in the room featuring California gems and minerals. He also created the spectacular pegmatite gem pocket that allows visitors to replicate the feel of discovery and excitement in a mine. Jim Melli created two 3D geologic block diagrams illustrating gold formation and pegmatite formations below the earth's surface. Kim Blackford built the sleek wooden replicas of crystal structure and the fine walnut cabinetry displaying many of the objects.

In the final frenzied days, the rooms began to glow with the beauty of these special objects, many of which had never been on view for the public before.

In the final frenzied days, the tedious process of ever-so-carefully installing each piece on its own mount with appropriate text labels took place, and the rooms began to glow with the beauty of these special objects, many of which had never been on view for the public before. Although everyone admired the final product as the cases were assembled one by one, a frequent comment made as opening day approached was, "I keep changing my mind about which is my favorite one!"

All that Glitters will remain on view through April 2012, and pieces are periodically changed out so that return visitors can see new treasures, as well as enjoy some of the same spectacular pieces that were there on opening day in 2010. A recent visitor summed it up this way: "From photos on your website, we were expecting a nice exhibit; however, we were overwhelmed by the beauty and variety of gems on display. We also learned a great deal about the history of mining in San Diego county and gemstones in general. In short, the exhibit was spectacular in every way one might hope!"



Assembling the exhibition

**THE SAN DIEGO SOCIETY OF NATURAL HISTORY
STATEMENT OF ACTIVITIES
Year Ended June 30, 2011**

	2011					
	Unrestricted		Restricted			
	Operations	Depreciation	Total Unrestricted	Temporarily Restricted	Permanently Restricted	Total
SUPPORT AND REVENUE						
Admissions and exhibit ticket sales	\$ 2,522,958	\$ -	\$ 2,522,958	\$ -	\$ -	\$ 2,522,958
Contributions	1,979,244	-	1,979,244	1,697,630	31,439	3,708,313
Government appropriations	381,505	-	381,505	333,826	-	715,331
Contracts	1,898,917	-	1,898,917	-	-	1,898,917
Store	399,555	-	399,555	-	-	399,555
Education	198,250	-	198,250	-	-	198,250
Memberships	416,020	-	416,020	-	-	416,020
Other	138,348	-	138,348	-	-	138,348
Net assets released from restrictions:						
Satisfaction of program restrictions	3,480,687	-	3,480,687	(3,480,687)	-	-
Total Support and revenue	11,415,484	-	11,415,484	(1,449,231)	31,439	9,997,692
EXPENSES						
Program expenses						
Exhibits	3,110,749	605,171	3,715,920	-	-	3,715,920
Science and research	3,067,892	369,650	3,437,542	-	-	3,437,542
Education/public programs	1,326,324	292,552	1,618,876	-	-	1,618,876
Store cost of goods sold and operating expenses	490,443	52,807	543,250	-	-	543,250
Membership	148,291	10,561	158,852	-	-	158,852
Total program expenses	8,143,699	1,330,741	9,474,440	-	-	9,474,440
Supporting services						
Management and general	462,409	137,299	599,708	-	-	599,708
Fundraising	1,142,107	21,123	1,163,230	-	-	1,163,230
Marketing	608,875	58,088	666,963	-	-	666,963
Total supporting services	2,213,391	216,510	2,429,901	-	-	2,429,901
Total expenses	10,357,090	1,547,251	11,904,341	-	-	11,904,341
Revenue and other support in excess of expenses	1,058,394	(1,547,251)	(488,857)	(1,449,231)	31,439	(1,906,649)
INVESTMENT GAINS (LOSSES)						
Investment income	63,831	-	63,831	122,446	-	186,277
Realized gain (loss)	-	-	-	11,699	-	11,699
Net unrealized gain (loss)	852,740	-	852,740	782,371	366,539	2,001,650
Total investment gains (losses)	916,571	-	916,571	916,516	366,539	2,199,626
TOTAL CHANGE IN NET ASSETS	1,974,965	(1,547,251)	427,714	(532,715)	397,978	292,977
NET ASSETS AT BEGINNING OF YEAR	25,985,576	(15,257,951)	10,727,625	2,004,941	11,102,601	23,835,167
NET ASSETS AT END OF YEAR	\$ 27,960,541	\$ (16,805,202)	\$ 11,155,339	\$ 1,472,226	\$ 11,500,579	\$ 24,128,144

Notes to Audited Financial Statements

- The above Statement of Activities is a key schedule of the San Diego Natural History Museum's audited financial statements. The complete audited financial statements can be found on the Museum's website.
- The financial statements of the San Diego Natural History Museum have been prepared in accordance with Generally Accepted Accounting Standards (GAAP). The financial statements of the Museum are prepared utilizing the accrual basis of accounting.
- The Museum is a California not-for-profit corporation, and thus is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 23701(d) of the State Revenue and Taxation Code.
- Included in the Statement of Activities results for the year ended June 30, 2011, are depreciation expenses of \$1.5 million. Depreciation expense is a non-cash expense that does not impact the Museums daily operations.
- Also included in the Statement of Activities results for the year ended June 30, 2011 are net unrealized gains/losses of \$2.0 million. Like depreciation, these are non-cash.
- For the year ended June 30, 2011, the Museum's program expenses constituted 80% of total expenses.

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The following list of individuals represents members, donors, and volunteers who passed away this fiscal year. We are thankful for their commitment to the Museum and wish to honor their memories.

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Mary Hollis Clark

November 2, 1921–December 19, 2010



We honor the life and passing of one of our greatest and most inspirational volunteers, Mary Hollis Clark. Mary passed away peacefully on December 19, 2010. She left us with the same grace with which she lived her life.

Mary first became involved with the Museum as a member of the Covey volunteer group. In 1964, she was elected to the Board of Directors. Mary served two terms as President of the Board over a 25-year span before being elected a Trustee Emeritus. She was the first of only three female board members who have served as President since the beginning of the Society.

With a personal appreciation and genuine curiosity about native plants, birds, and all our local wildlife, Mary maintained an active supporting interest in the research carried out at the Museum from her earliest days. In 1988, the Mary Hollis Clark Desert Discovery Lab opened to the public, featuring special books, herbarium specimens, and videos, as well as a collection of live desert animals, and artifacts such as animal nests and bones. Mary loved the fact that the Desert Discovery Lab was especially fun and engaging for both children and adult visitors to the Museum.

Mary is still a living, vital part of the San Diego Natural History Museum, and will continue to be so for all who have known and loved her.

In 1996, Mary was given the ultimate accolade accorded by biologists, by the naming of a new subspecies of marsh wren, *Cistothorus palustris clarkae*, in her honor. This was announced at a reception to celebrate the establishment of the Biodiversity Research Center of the Californias, as well as the new endowment of the Curator of Botany by Dallas Clark, also in honor of Mary.

Mary never lost faith in the Museum's mission and purpose and she served as a constant reminder of how to handle difficulties that came our way. She also soared with us during our successes. Mary famously stated, at the dedication of the new Mary and Dallas Clark wing of the Museum in 2001, "Now that we have two wings, we can fly."

Mary's wise counsel helped guide the Museum's President and CEO, Mick Hager, and she was a valued resource for advice on every major decision. Her generosity of time, talent, and treasure is unmatched. She inspired each and every one of us to do our absolute best and made us proud of our work. As with other people who similarly inspire those around them, the strength of her personality, generosity and integrity never depended on her mere physical presence. Mary is still a living, vital part of the San Diego Natural History Museum, and will continue to be so for all who have known and loved her.

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We are deeply grateful to the many friends who support the Museum with their time, talent and treasure.

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Pam Bruder

Pam Bruder didn't intend to join the Museum's Board of Directors. A volunteer for five years as a teenager working with Josie Scripps in Mineralogy, Bruder knew and loved the Museum, but simply had no time. Soon after she and her husband Stuart moved from Los Angeles to San Diego, Bruder received a call from Mary Clark asking her to join the Board. Bruder had her hands full getting three children adjusted to a new home, so told Mary "Call me in a year." One year later to the day Mary called saying "It's been a year. Well?" Who could say no to Mary?

Bruder's tenure on the board included two terms as President, the two years before Mick Hager arrived. In her first year as Board President, Bruder realized the choices were stark: hire a new Director, or close the Museum's doors. Bruder saw, above all, that the staff needed support and that a proper search process for hiring the next Executive Director would be critical.

The search committee that ultimately found Hager was organized by Bruder and chaired by Fred Garry (Board President from 1990–91), joined by Bruder, Clark, Chuck Guthrie, and Bill Kuni. They screened 68 candidates from across the country and painstakingly selected three finalists.

Looking back, Bruder said that Hager was the obvious choice for several reasons:

His credentials as a paleontologist, a discipline in which the Museum was strong.

His ability to conceptualize and "think outside the box."

His emphasis on looking forward, "not letting himself get disturbed by past history," staying positive, and viewing what others might see as insurmountable problems as challenges instead.

As Bruder described it, "Mick had the right personality and great presence of mind. He had also taken Charisma 101. He could calmly look at you, smile, and make you believe that success was possible." The recruitment committee and Board members who hired Mick in 1991 have been, as Pam Bruder emphatically believes, proven right.

🍷 Denotes gift through the San Diego Foundation

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John Hamel

John Hamel began his association with the Museum as a good friend and business adviser to a very generous donor, Morgan Rice of the Rice Family Foundation. In 2006, Hamel gave the Museum a short essay he wrote about his background in moving from Holland to the United States 50 years earlier:

On November 30, 1956, I stepped off the train at the Santa Fe Depot in San Diego. All I had with me was a little brown canvas bag with some clothes in it, and an empty wallet. I had used up the \$25 I had when I left Amsterdam five days earlier, on food. I was flat broke, probably smelled pretty bad and had no place to stay. It was about noon, I remember the sun was shining, and it was warm. For the first time in my life, I saw real palm trees. It had been freezing when I left Holland, and it was snowing in New York when I got on the train. Except for having no money and no place to stay, things could not be much better for me.

Well, 50 years later things look a hell of a lot better than they did then. The sun is still shining, my wallet is no longer empty, I have a place to stay and I still travel light. Looking back, it has been a pretty good ride. I have come to realize that life is never quite perfect, but as long as most of it was okay, I never wasted a lot of time in making it 100% perfect. And for me, that was a good choice. I am happy and proud that my family has benefited, and will so in the future, in one way or another, from what I have accomplished and built up in these 50 years.

Hamel called this short piece, “My Arrival in the United States,” and it shows Hamel’s spirit of optimism, determination, and confidence.

John Hamel passed away on February 14, 2011, but we remember him fondly as a true friend to many of us, both individually and through his service to our community via the Rice Family Foundation.

Live Oaks Society

The Live Oaks Society is comprised of supporters who have made gifts to the Museum through their estate plans. These generous donors are providing funds for endowment support which will assure the future of the Museum and its programs.

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Bill Kuni

Bill Kuni is not positive how he came to the attention of Pam Bruder, then Chair of the Museum’s Board of Directors. He was working on development of a K–5 school curriculum for Thomas Jefferson Elementary School in North Park. Having recently sold an orthopedic device to a Carlsbad-based company, he was “between gigs,” and found time to follow his passion for helping children gain access to science and demystify professions such as scientist and curator. Kuni, whose academic background is in engineering and business, was concerned that too many kids shied away from math and science, and he knew that inner-city school kids in particular lacked the opportunities for field trips and enrichment activities to encourage them in that direction.

Bruder invited Kuni to join the Board of Directors in 1990. Kuni immediately found himself enmeshed in a challenging situation that drew on all the management experience and skills he had gained in the business world.

In describing that time, Kuni reflected on how the “process” itself worked. The national search which was instituted, and the hard questions which had to be asked, resulted in the selection of Mick Hager as the Museum’s next President and CEO. Kuni recalled devising “test cases” for the finalists, as in “if xyz happened, then what?” scenarios, because he recognized that management skills and strategic thinking were just as essential for the Museum as for any business.

Mick, according to Kuni, stood out among the candidates for his “mature-yet-boyish enthusiasm,” his academic background, and his practical track record of having directed two other respected museums. The recruitment committee recognized Mick’s talents and his innate integrity, qualities which were confirmed as committee members took their time with a very thorough search process and talked to people around the country who knew Mick and verified these positive impressions.

Kuni is pleased to have played a part in bringing Mick to the Museum. He credits Mick with realigning the Board and the Museum itself with the mission of the San Diego Natural History Museum.

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Image of Plate XXIX in *Ostéographie des Cétacés vivants
et fossiles* by Van Beneden, Paris, 1868 from the Museum's
Rare Book Room collection.

The living La Plata dolphin (*Pontoporia blainvillei*) found
in coastal Atlantic waters of Uruguay and Argentina has
evolutionary ties to an extinct river dolphin (*Parapontoporia
sternbergi*) that lived in our region three million years ago
during the Pliocene Epoch.



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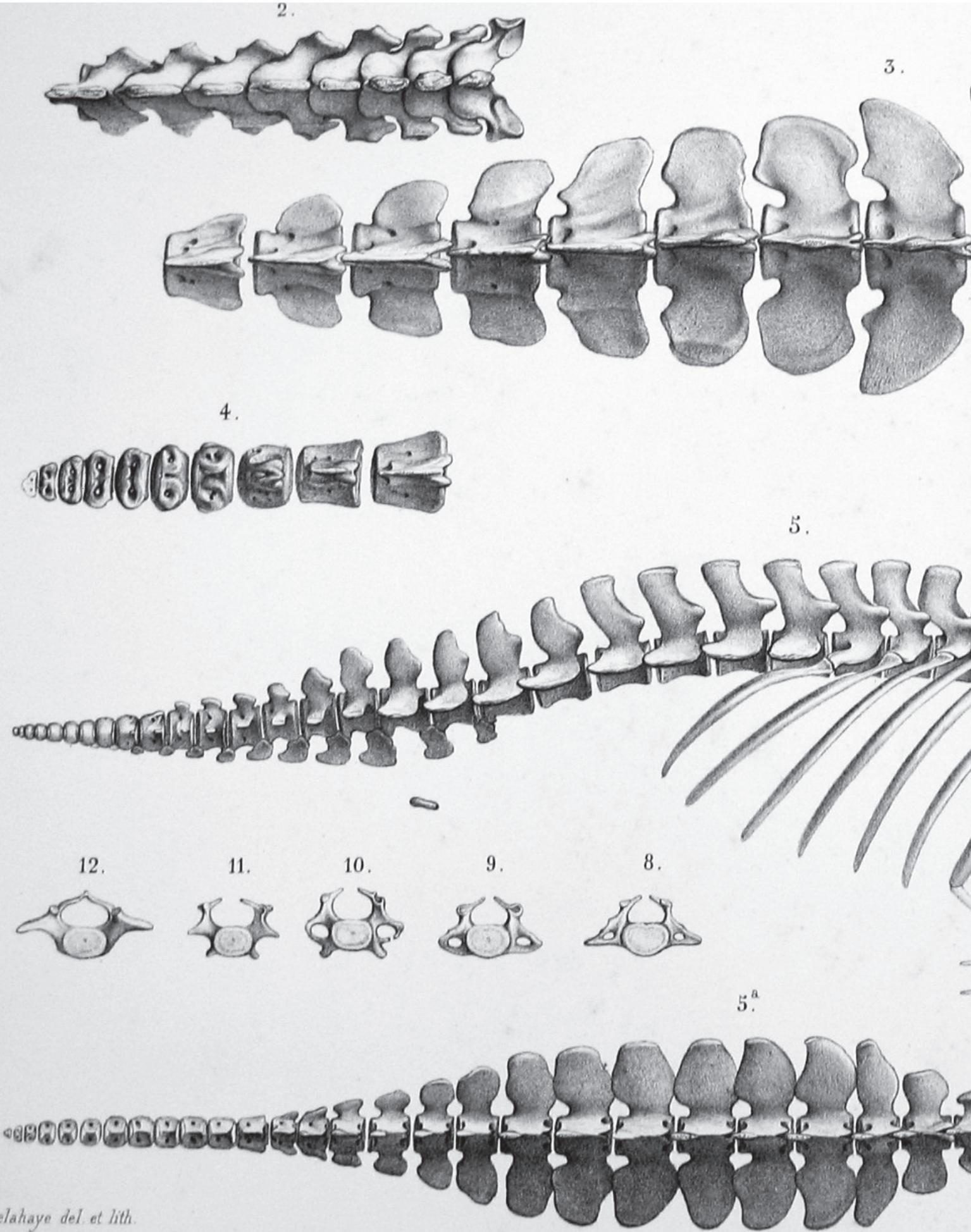
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P. Gervais direxit.

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