2014 ANNUAL REPORT
THE NATIONAL WWII MUSEUM
“You can't go to war and come back normal,” reads the quote on the wall of this striking gallery in Road to Berlin. Thanks to the diligent work of our staff and contractors, the effort and accuracy in every detail help visitors feel the visceral truth of this statement.
We must be the great arsenal of democracy. . . . We must apply ourselves to our task with the same resolution, the same sense of urgency, the same spirit of patriotism and sacrifice as we would show were we at war.

— President Franklin D. Roosevelt, December 29, 1940

Millions answered FDR’s call—offering up their skills, ingenuity, and sheer grit to the country they loved and the ideals they cherished.

With the same sense of patriotism, optimism, and urgency, this Museum and its donors have answered the call to preserve the legacy of that Greatest Generation.

Inspired by the courage and sacrifice of the men and women who protected our freedom.

Hastened by the narrow window that yet remains to honor our living veterans.

And sustained by our shared mission to preserve the lessons of history for all generations.
The Train Car Experience invites visitors to start their Museum experience in the footsteps of new recruits: In a 1940s Pullman car, surrounded by the sights and sounds of the poignant farewell known by so many servicemembers and their families. Exhibit made possible through a gift from The Bobby and Lori Kent Savoie Family in honor of Leroy Wayne “Pete” Kent.
The National WWII Museum tells the story of the American Experience in the war that changed the world—why it was fought, how it was won, and what it means today—so that all generations will understand the price of freedom and be inspired by what they learn.
As the 2014 fiscal year drew to a close at America’s National WWII Museum, we were fast approaching a pair of milestones, each representing major achievement. And there is a close relationship between the two.

In the first milestone, we edged close to the four-million mark in total admissions since the Museum opened on June 6, 2000. The second milestone was the much-anticipated opening of Campaigns of Courage: European and Pacific Theaters, where visitors take a dramatic journey through the major battles and strategic challenges faced by American forces and their allies. Our record in building pavilions of this caliber sets the stage for big attendance numbers.

First-floor galleries in Campaigns of Courage, titled Road to Berlin, open December 2014. Road to Tokyo on the second floor, covering the Pacific campaign, is scheduled to debut in December 2015. Development of immersive environments, oral histories, artifact displays, and other special features for the European campaign galleries hit full stride during Fiscal Year 2014, while earlier-stage design work for the Pacific galleries escalated.

Without the creative, tireless efforts of the Museum’s staff and consulting firms, backed by the Board of Trustees, our campus would not be the attraction it is today. We now exceed 500,000 in annual visitation, rated among the world’s top museums by TripAdvisor readers. Fundamental, of course, is the support for our Road to Victory Capital Campaign provided by many individuals, corporations, and foundations, as well as government.

Pulling together, we are building a great institution—and doing justice to one of the most important chapters in the American narrative of the twentieth century.

Richard C. Adkerson
Chairman, Board of Trustees
Since the day this Museum opened its doors—on the 56th anniversary of the Allied invasion at Normandy, France—we have worked to build a campus the WWII generation and all future generations would take pride in, one gallery and pavilion at a time.

This has been especially true since 2004, when a Congressional mandate and a new Master Plan put us on the course of exploring all aspects of the American WWII experience and the war’s lasting legacy.

The development effort is generating excitement and big crowds, but it would be wrong to think we are focused just on bricks and mortar. Increasingly, we are reaching far beyond our home campus, developing online, travel, and distance-education programs that connect us to people across America and around the globe.

One striking example from Fiscal Year 2014 is the Museum’s Normandy cruise that allowed hundreds of our supporters to take part in events commemorating the 70th anniversary of the invasion. We had outstanding visits to historic sites and seminars with leading WWII scholars. As we’ve seen happen with other Museum tours in Europe, in Russia, and in the Pacific, the participants were deeply touched by the overseas experience.

The fiscal year also featured the launch of a Digital Collections initiative that, beginning with 150 oral histories and 5,000 photographs—carefully selected to tell the diverse war story—will ultimately ensure easy public access, via the Internet, to a significant percentage of the treasures in our collection. This “virtual museum” feature depends simply on a good online connection, regardless of location.

We are pleased to greet visitors in New Orleans, but will always seek innovative ways of making great history accessible to audiences far from our campus.

Gordon H. “Nick” Mueller, PhD
President and CEO
At every grand opening event of Museum attractions—from the original Louisiana Memorial Pavilion to the brand-new Campaigns of Courage—we’re proud to welcome WWII veterans as our honored guests.
ORAL HISTORY SPOTLIGHT: WALT EHLERS

To date, the Museum has collected more than 7,500 firsthand accounts from the Greatest Generation, all carefully preserved for generations to come. Among those stories we are proud to feature an oral-history profile of the late Walt Ehlers, D-Day veteran, Medal of Honor recipient, and Museum advocate. Walt’s story will be among the first featured in the new interactive Dog Tag Experience, launching now in Campaigns of Courage—a building he helped make possible.
The Dr. Stephen E. Ambrose Legacy Society recognizes 139 special individuals and couples who have included The National WWII Museum in their will, trust, life insurance policy, retirement assets, or other estate plans. These gifts support our mission to preserve and share the history of the American Experience during World War II. It is with great honor that the Museum recognizes and thanks these Society members for their generous support.
Donor Spotlight:
MARK P. NORMAN
Jupiter, Florida

At the age of 65, Mark Packard Norman began a bold, decade-long project to restore three WWII-era trucks. Mark was inspired by The National WWII Museum’s first V-Mail newsletter, which contained a wish list of macro artifacts. Mark thought, “Why can’t I do something like this?” At the time he was recovering from open-heart surgery, but didn’t fare well with idle time. He was determined to restore the trucks and “once they were done see if the Museum would be interested in them.”

Mark found the trucks in Norway, Belgium, and Denmark. When he finally shared with his doctor what he was up to, the doctor encouraged Mark to continue, even if it posed a risk to his health, because he was “doing something that he truly loved.” He went on to finish the trucks and the Museum feels fortunate to be the recipient of two of his beautifully restored vehicles. Here these vehicles and the war experiences they represent can be appreciated by millions.

Among several Museum initiatives that Mark generously supports, he is a loyal Patriots Circle member, Solomon Victory Theater seat donor, and major contributor recognized in the Stephen E. Ambrose Legacy Society.
At The National WWII Museum, our production is measured not by tanks built or by weapons assembled, but by minds touched and connections forged.

We couldn’t be prouder of our success so far: This year, our travel program’s historians and curators led trips around the world, helping hundreds of people connect with history where it happened: on the beaches of Normandy, in the Ardennes of Belgium, on the waves of the English Channel. Our world-class guides do much more than narrate stops on an itinerary—they help families locate gravesites, lead guests in the footsteps of their ancestors, create unique and memorable connections with history. Tours by The National WWII Museum offer access and expertise that no other program has, making every stop momentous—and many truly life-changing.

On our home campus in New Orleans, over four million visitors have walked through our doors to date, including 660,000 students and teachers. On-site programs including Quiz Bowl, Louisiana History Day, and Robotics Challenge have welcomed many more.

For those who can’t make the trip to the physical Museum, we’ve made it easier than ever to access an incredible wealth of online resources, including live learning webinars and virtual field trips.

This year, US schools in all 50 states have accessed Museum lesson plans, worksheets, or educational activities designed to support the Common Core. Students as far away as Serbia experienced the Museum this year through Skype tours, guided live by a Museum docent. Our new adult learning webinars reached over 100 in the inaugural broadcast, and promise to be another highlight of our ever-evolving educational programming.

Our forefathers forged the arsenal of democracy; we are proud to be an arsenal of posterity—arming teachers, parents, and students of every age with the tools to connect with history and take its lessons to heart. With your help, we look forward to sharing the wonderful resources of this Museum with an ever-greater range of visitors and guests—wherever they may be.
D-DAY 70

The Museum’s blockbuster commemoration of the 70th anniversary of the Normandy D-Day landings took place on two continents. A hugely successful series of events in New Orleans, with 6,500 paid attendees, included a touching ceremony in which 17 veterans received the French Legion of Honor for their service in World War II. Abroad, a Museum delegation to Normandy included volunteers, historians, and veterans taking part in international commemorations and exclusive events. As visitors, social media users, educators, and millions more learned about The National WWII Museum, unprecedented media attention firmly established the Museum as the authority on WWII and D-Day history. D-Day 70 had an incredible impact: close to 146,000 web visits, more than 8,600 social media followers, more than 1,500 media mentions, over $14,500 revenue in bricks and membership, and an overall audience reach of 1.4 billion, for a total of over $5 million in media value.
The National WWII Museum thanks the following donors whose support makes our exhibits, educational programs, outreach initiatives, and commemorative events possible. These generous individuals help us increase understanding of the war that changed the world among people of all ages across the nation.
Donor Spotlight:
THE COCA-COLA FOUNDATION

The Coca-Cola Foundation made a generous gift in 2014 to support the Museum’s special exhibition opening in July 2015: The African American Experience in World War II.

“Museums offer community members the opportunity to go beyond the traditional classroom setting and experience history firsthand through different artifacts and memorabilia,” said Lori Billingsley, Vice President of Community Relations for Coca-Cola North America. “Our support of The National WWII Museum provides a unique educational opportunity honoring the sacrifice that our servicemen and -women make every day for our country.”

African American contributions and sacrifices during World War II are essential to the broad war narrative—they served as soldiers, Marines, fighter pilots, supply truck drivers, sailors, factory workers, and in many other roles. This rich historical material has been the focus of intensive work by Museum curators and consulting scholars.

“We take special pride in our partnership with The Coca-Cola Foundation because the Coca-Cola brand became an iconic part of the American war effort,” said Gordon H. “Nick” Mueller, the Museum’s President and CEO. “Allied leaders made sure our brave servicemen had access to this refreshing drink that reminded them so much of home. The massive shipment of Coca-Cola products—and the rapid establishment of bottling plants abroad—set the stage for a global attachment to this soft drink after the war.”

The Museum is grateful for The Coca-Cola Foundation’s support for exhibits and programming that explore the African American experience, Mueller said.

“Highlighting the significant and varied contributions of African Americans to the war effort—even as these citizens struggled against prejudice at home and in the military—is an essential part of the broad war story. Here, we gain fresh insights on just what we were fighting for. We are pleased to see The Coca-Cola Foundation’s association with this exhibition.”

SPECIAL EXHIBITS

GUESTS OF THE THIRD REICH:
AMERICAN POWS IN EUROPE
November 11, 2012 – July 7, 2013
A look behind the barbed-wire worlds of American POWs in Germany highlighted the Museum’s growing collection of wartime logs, filled with hopes and dreams of life after the camps. Presented by The Helis Foundation with support from the Eugenie & Joseph Jones Family Foundation and The James R. Moffett Family Foundation. Special thanks to Mrs. Betty B. Dettre.

BOB HOPE:
AN AMERICAN TREASURE
August 3 – October 27, 2013
The story of this beloved entertainer was told through a series of 15 exhibit display units celebrating his comedic contributions, achievements in entertainment, and his other passion: golf. Presented by the World Golf Hall of Fame.

WE CAN . . . WE WILL . . . WE MUST!
ALLIED PROPAGANDA POSTERS OF WWII
November 27, 2013 – February 16, 2014
An exhibit featuring the Museum’s collection of some of the famous propaganda posters from the era also included more obscure works, Home Front artifacts, newsreels, and more. With support from The James R. Moffett Family Foundation.

FROM BARBED WIRE TO BATTLEFIELDS:
JAPANESE AMERICAN EXPERIENCES IN WWII
March 15 – October 12, 2014
While nearly 120,000 men, women, and children of Japanese descent were confined in camps, 33,000 served their country in Europe and the Pacific, earning numerous honors. This special exhibit told their story. Presented by The Annenberg Foundation with support from the Eugenie & Joseph Jones Family Foundation.
The National WWII Museum would like to thank the following donors for purchasing a theater seat in the Solomon Victory Theater to honor or remember a family member, personal friend, or organization. An engraved plaque has been permanently affixed to the arm of the purchased seat to recognize the contribution. Their support helps preserve the stories of World War II for future generations in this one-of-a-kind theater.
Donor Spotlight: DEBORAH G. LINDSAY
Marietta, Georgia

One of the Museum’s most enthusiastic supporters, Deborah G. Lindsay, is a Museum trustee, generous capital campaign donor, Patriots Circle member, and now chair of our Theater Seat Campaign. Deborah believes in inspiring by example, and her encouragement has been essential in obtaining support for a variety of the Museum’s initiatives.

Deborah feels that naming a theater seat is a “great, permanent way to recognize those whom you love and to contribute to the WWII cause.” She has donated three seats in honor of family members: her father, Lt. William F. Grosser, USAAC, who served in WWII as a flight instructor; her uncle, Lt. William V. Grosser, USAF; and her father-in-law, radio operator Robert S. Lindsay, USN.
THE AMBROSE TAPES

In the early 1980s, Stephen Ambrose collected thousands of hours of interviews with WWII veterans—the Museum’s first oral histories. Filling over 4,000 cassette tapes, many were recorded at Dr. Ambrose’s kitchen table; others were shipped to him from veterans around the country. Among the collection are the author’s research interviews for Band of Brothers, including firsthand stories from Dick Winters and others told in their own voices. Today, the fragile cassettes could be destroyed forever simply by pressing “play” on an ordinary machine. The Museum (with George Blood Audio LP of New York) is undertaking the delicate work of transferring each tape into digital format in order to preserve this priceless collection.
The exhibits on display at our New Orleans campus—comprising a massive amount of archival material, artifacts, and personal narratives—represent less than one percent of the Museum’s total collection.

It is this astounding fact that gives our digital initiative its mission: To preserve, catalog, and make available the Museum’s tremendous collection of personal stories to be accessible like never before.

The quantities are truly staggering—more than 150,000 images, 1,600 hours of audio recordings, and 8,000 hours of video, with more added every day—and without careful curation, such a collection could seem impenetrable. But with a mindful blend of digital savvy, historical knowledge, and reverence for the subject matter, our Museum archivists are working diligently to create a truly remarkable resource: a searchable, browse-able, user-friendly database that’s both practical and authoritative. In the words of Nick Mueller: “You can dip in briefly or dive deep to explore dozens of interesting topics. The site is designed for both the public and historians who have either hours or minutes to visit.”

Digitization on this scale is a massive undertaking, and also massively important: Digitizing the Museum’s photographic and video assets offers critical protection from the deteriorating effects of time. Collections of photographs, which would otherwise be susceptible to fading and damage, are organized, scanned, and catalogued with multiple keywords to be referenced and cross-referenced infinitely. Audio and video tapes are restored and recaptured in digital form, and also transcribed so that searching a phrase or theme can pull together an instant playlist of relevant files to watch and listen to.

On the Museum’s Digital Collections website, users can search, browse, and download selections from 10,870 digital images and 422 hours of oral histories.
One of the Museum’s earliest installations is still one of its most impactful: In adjacent cases, toy soldiers representing the military forces of Germany, Japan, and the United States demonstrate just how vastly our men were outnumbered, and just how unlikely the odds of victory. It’s one of the war’s great lessons: With a pure purpose, noble hearts, and monumental effort, small numbers can lead to great, great things.
When this Museum was founded, its 2 founders set out to tell the story of 1 day. A staff of around 2 dozen sold tickets, guided tours, and did just about everything else. Now 14 years later, our numbers look a little different. . . .
**BY THE NUMBERS**

- **133,475**
  - STUDENTS who visited the Museum since its opening
  - MEMBERS from countries outside the United States
  - GIFT MEMBERSHIPS given
  - BOTTLES of red nail polish
  - VICTORY BELLES in FY2014
  - TUBES OF LIPSTICK
  - PICTURES
  - 64 performances in Stage Door Canteen
  - 50 performances on the road
  - 2,200 KISSES GIVEN
  - 1,800 bobby pins
  - 17,741 number of students reached through our student webinars, videoconferences, and Skype programs in FY2014
  - 5,792 MILES between New Orleans and Nis, Serbia, where students took a live Skype tour of the Museum. Museum staffer Chrissy Gregg led their tour and answered questions live from the Museum.
  - 10,000 TEACHERS who have visited the Museum since its opening

**TRAVEL CUSTOMERS**

- **490**
  - FY2014
  - New Orleans VIP Tours
  - Normandy
  - 70th Anniversary D-Day Cruise
  - Normandy Academy for college and high school students

- **289**
  - Russia

**CHARTER MEMBERS REPRESENTING ALL US STATES**

- **196**

**Russia**

- **140**

**Normandy**

- **12**

**New Orleans**

- **33**

**Normandy Academy**

- **16**
3.2 MILLION VISITORS to www.nationalww2museum.org

3,200,000 FACEBOOK IMPRESSIONS

ONLINE & SOCIAL

FY2014

336,200 people talked about the Museum on Facebook
34,600 new fans
652,800 mentions
603 emails sent to 14,326,700 constituents

MUSEUM STAFF IN FY2014

272 current jobs at Museum (full-time equivalent)
156 NEW HIRES
667 professional development hours accumulated

100 volunteers who have been with the Museum more than
62 volunteers who have been with the Museum more than

YEARS
YEARS

200 +

volunteers over the age of 60

282,592 FOLLOWERS ON SOCIAL MEDIA

AVG.

344 VOLUNTEERS
ACTIVELY SERVING THE MUSEUM

4,500 new Twitter followers
5,490 retweets
2,162 mentions
7,583 Instagram photo "likes"

18 volunteers who have served the Museum since it opened 14 YEARS AGO

4.1 YEARS AVG. VOLUNTEER TENURE
20,000
VOLUNTEER HOURS spent restoring PT-305 in FY2014

PT BOAT

300 GALLONS OF PAINT

12,459 FEET of CABLE & WIRING

10,000 BOARD FOOT of MAHOGANY

3,000 BOARD FOOT of CYPRESS

75 sheets of marine plywood

39,000 #10 COTTON BRONZE BRASS RIVETS

36,000 480 Yards SCREWS

120 GALLONS DOLPHINTE bedding compound

THREE MILES of CAULKED SEAM

6 miles of masking tape
5,026 square footage of the Museum’s campus covered by commemorative bricks

$227,000,000 amount raised since 2004 for $325 million Road to Victory Capital Campaign

212,500 current square footage of the Museum, including exhibits, theater, and restaurant

81,000+ square footage of new construction to be completed by 2017, including 2 new pavilions

MUSEUM ADMISSIONS OPENING THROUGH FY2014:

3,951,630

85\% OF MUSEUM VISITORS WHO TRAVELED FROM OUTSIDE LOUISIANA

RANKED #1 by AAA Magazine among attractions in the South

RANKED #1 by TripAdvisor among attractions in New Orleans

RANKED #4 by TripAdvisor among museums NATIONALLY

RANKED #11 by TripAdvisor among museums WORLDWIDE

RANKED #2 by U.S. News & World Report Travel among “Things To Do In New Orleans”

VISITORS IN FY2014

483,710

50 newly naturalized citizens who took their oath at the Museum

432,534 340,971 289,212 259,867 212,212 145,009 143,241 159,420 120,249 67,693 0

WWII veterans who visited the Museum

1,668

total number of showings of Beyond All Boundaries:

1,880

309,288 tickets sold to BEYOND ALL BOUNDARIES
MEMBERSHIP

Demonstrating Loyalty Through Their Generosity

Charter Members remain the foundation of The National WWII Museum. Their support throughout the 2014 fiscal year was an amazing example of our members’ loyalty and commitment to America’s National WWII Museum.

The combined support of thousands of individuals across the country has meant stellar growth for this Museum since our expansion began in earnest about 10 years ago, and Fiscal Year 2014 was no exception. The dedication of our members helped the Museum raise nearly $6.5 million in operating revenue to support the Museum’s ongoing educational programs and research efforts.

The enthusiasm and loyalty demonstrated by the more than 130,000 Charter Members across the country is truly inspiring. Their collective support invokes the spirit of teamwork demonstrated by the Greatest Generation during World War II, and we can’t thank them enough for their generosity in renewing their membership and sending additional contributions throughout the fiscal year.

These gifts were put to use immediately in collecting oral histories, preserving artifacts, and providing the basic resources necessary to helping the Museum fulfill its educational mission this past year.
The Patriots Circle turned 10 years old in Fiscal Year 2014, and the program’s maturity is evident in the loyalty and growth of its membership.

Through gifts ranging from $1,000 to $10,000, more than 1,100 individuals and organizations representing just about every state provided nearly $2 million to support the development of new educational programming, new special exhibits, and maintenance of the quality of the Museum’s existing exhibit galleries. They are a critical factor in meeting our ever-growing operating budget—and their growing numbers are a far cry from the mostly local 150 members we had in the 2004 fiscal year.

A special “thank you” goes to the Museum’s Board of Trustees: As testament to their support of the mission of The National WWII Museum, Trustees contributed a combined total of over $400,000 to the Patriots Circle between July 1, 2013, and June 30, 2014.

Knowing that the leadership of the Museum was willing to contribute their own funds to help the Museum was great encouragement to members when deciding to renew their support, and we’re so grateful to the many valued supporters who led by example this year.
Four Star ★★★★★

Anne and Herschel Abbott
Richard C. Adkerson
Ashner Family Evergreen Foundation
  IHO - Jules Rainess, WWII Veteran
  IHO - Morton Hassman, WWII Veteran
David J. Barger
Mr. and Mrs. David Barksdale
William M. and Sharon J. Bauce
Bourgeois Bennett, LLC
Joy and Boysie Bollinger
Harold J. Bouillion
Mr. Jack O. Bovender, Jr.
  IHO - Jack O. Bovender, Sr., USMC, WWII Veteran
  IHO - Hampton Foreman, USA, WWII Veteran
  IHO - James G. Bovender, USMC, WWII KIA
Drew and Brittany Brees
Anthony and Karen Buckingham
Mr. Michael S. Bylen
Lisa and Jeff Carter
Mr. and Mrs. Thomas B. Coleman
Copper Family Foundation
  IHO - Hubert Eugene “Cop” Copper, USN, WWII Veteran
  IHO - Harold Buckingham, WWII Home Front
James A. Courter
Connye Crump and Peter Najar
Craig and Ellen Crump
Ralph and Marjorie Crump
Jill and Jed Davis
David and Rosemarie DeVido
  IHO - Joseph L. DeVido, WWII Veteran
  IHO - Beatrice Schoenfeld DeVido
Mr. Richard Duchossois
  IHO - George Duchossois, WWII Veteran
Mr. Robert M. Edsel
  IHO - A. Ray Edsel, WWII Veteran
  IHO - Ronald B. Wright, WWII Veteran
Mr. and Mrs. H. Martimer “Tim” Favrot, Jr.
Peter and Mary Foss
  IHO - Sgt. H. J. Foss, Jr.
IHO - Lt. Col. Robert R. Martindale
The Alta and John Franks Foundation
Mr. and Mrs. Louis Freeman
Goldfin Foundation/Woldenberg Foundation
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The Gustaf Westfelt McIlhenny Family Foundation
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Lockton Insurance Agency of Houston
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Max and Pearl Ann Marco
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Betsy and Brian McClure
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  IHO - David B. McClure
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Suzanne and Mike Mestayer
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Robert and Debra Patrick
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Mr. Mark Rubin
Mr. and Mrs. William P. Rutledge
Mr. Jack D. Samuelson
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Mr. and Mrs. Scott Spradley
Mr. Phillip F. Staples
Mr. George W. Stokes
  IHO - Leroy Stafford Harvard, Jr., WWII Veteran
Mrs. Carroll Suggs
Mr. and Mrs. George G. Villere
Margie and Sandy Villere
Jennifer and Ted Weggeland
Mr. and Mrs. Bruce N. Whitman
Governor and Mrs. Pete Wilson
Kay and Fred Zeidman

Three Star ★★★

Mr. and Mrs. W. Ross Anderson
Miss Cindy S. Boyd
Hugh Stuart Center Charitable Trust
  IHO - Naval Captain Hugh Stuart Center
  IHO - Army Lt. Jack Messing
Mr. and Mrs. Roy C. Coffee, Jr.
  IHO - Herschel Abbott
Angus R. Cooper II
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  IHO - Col. Mitchell Paige
Mary Lou DesChamps
  IHO - Corp. Charles Markie, WWII Veteran
Mary Lee and Bill Dixon
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Max and Sunny Howard Memorial Foundation
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Mr. and Mrs. Robert E. Keith
IHO - Lieutenant Commander Robert E. Keith
Brian M. Kincaid
George J. Krennerich III
IHO - George James Krennerich, Jr., WWII Veteran
The John J. McArdle III & Joan Creamer McArdle Foundation
Donor Spotlight:
PAM & ED QUINN
Austin, Texas
The Quinns first joined Patriots Circle in 2006 and remain loyal supporters. They live just outside Austin, Texas, and visit the Museum at least twice a year. Ed explains that he and Pam feel fortunate to be able to visit the Museum so often. “Watching its continued improvements and expansion is so gratifying,” said Ed. Pam adds, “We are so proud to be a part of The National WWII Museum. The ways they use to tell the story of the American Experience of WWII are touching and so personal. It’s one reason, among many, that we will remain supporters.”

Two Star
Ron and Karen Adams
Darleen S. Alexander
IHO - Donald B. Alexander, WWII Veteran
Mr. and Mrs. Edward T. Baur
Judith E. Beach
IHO - Marvin Ronch Beach, WWII Veteran
Mr. Michael Bechtel
IHO - Joseph P. Bechtel, WWII Veteran
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Sue Cannon
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Dr. Jack and Mrs. Linda Gill
IHO - Lt. Lewis Challis, WWII Veteran
IHO - PFC Elmer Clayton Gill, WWII Veteran
Melbenn G. Glasscock
IHO - Bryan Glasscock, WWII Veteran
Mr. Barry Gossett
IHO - Joe B. Gossett, WWII Veteran
John Greisen
IHO - Sgt. Donald Walsh

Family of William Murphy Grubbs
IHO - William Murphy Grubbs, WWII Veteran
LTC and Mrs. Ronald M. Guiberson
IHO - John Kramer, WWII Veteran
IHO - Katherine Kramer, WWII Veteran
IHO - Charles E. Foster, WWII Veteran
IHO - Henry Foster, WWII Veteran
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IHO - Ted Mangelsdorf, WWII Home Front
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IHO - Donald S. Weaver, WWII Veteran
IHO - William W. Wise
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IHO - Sg t. Paul Worthington, WWII Veteran
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Donor Spotlight:

PAM DAVIS FRIEDLER
New Orleans, Louisiana

Pam Davis Friedler comes from a long line of civic-minded New Orleanians. Her father, the late architect and WWII veteran Arthur O. Davis, was this Museum’s board chairman in 1992. Her brother, Quint Davis, is a founding producer of the New Orleans Jazz & Heritage Festival. Says Pam: “I consider it a privilege to have a role in ensuring that New Orleans and our country never forget the sacrifices that were made for our children and grandchildren. The National WWII Museum is a national treasure that must be kept alive for the sake of those it honors. I’m proud to be a member!”

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Mr. and Mrs. Martin de Lauréal
Donor Spotlight:  
**ART HERSHEY & SHARON LINKLETTER**  
Calabasas, California

In the early days of the Cold War, Art Hershey served in the Army and Army Reserves for nearly a decade. Sharon’s father, Art Linkletter, was an inspiring WWII radio broadcaster. Today, support of the Museum is one way the couple continues this legacy of community service and patriotism. To friends, Art Hershey describes the Museum this way: “The Museum is vitally interested in obtaining personal stories about veterans of World War II. I highly recommend that you find a way to get to New Orleans in the near future to see firsthand what a magnificent job they do to preserve the reality and memories of this horrific time in the world’s history. My words cannot do the facility justice!” This spring, the couple also joined the Museum’s Normandy tour, reporting back, “It was truly a trip of a lifetime.”
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**IHO** - Robert C. Kennedy, WWII Veteran  
Patrick L. Knudsen  
**IHO** - Edward M. Knudsen, WWII Veteran
Donor Spotlight:  
**GREGORY SEAL**  
Novato, California

On October 2, 2013, Gregory Seal, a new friend of The National WWII Museum, decided to purchase four Campaigns of Courage bricks in honor of his four uncles Arthur Seal, Martin R. Seal, John C. Seal, and Harry B. Schaper because, he says, “It was the least I could do for their tremendous sacrifice. Nothing I can do could ever compare to the amount of respect I have for them, for all veterans.”

All four of these commemorative bricks honoring service to our country were installed inside the atrium of our newest building, Campaigns of Courage, in time for its grand opening in December 2014.

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IHO - Marcel Patras, Jr., WWII Veteran

Mr. Robert Patrick  
IHO - Lt. Col. Samuel Patrick, WWII Veteran

Joanne Holbrook Patton  
IHO - Willard Ames Holbrook, WWII Veteran  
Mr. and Mrs. Everett P. Paup

Ms. Helen Pavelka  
IHO - John Charles Pavelka, WWII Veteran  
IHO - John Thomas Hazuka, WWII Veteran  
IHO - Joseph Paul Hazuka, WWII Veteran  
IHO - Charles Rudolph Hazuka, WWII Veteran  
IHO - Rudolph Anthony Hazuka, WWII Veteran  
IHO - George Edward Hazuka, WWII Veteran

Ms. Cheryl Pelton  
IHO - John H. Wallroff, WWII Veteran  
IHO - John A. Rogers, WWII Veteran

Robert S. Perkin  
IHO - R. L. Buddy van der Heyden, USMC, WWII Veteran

Mr. Donald Peterson  
IHO - William C. Peterson, WWII Veteran  
IHO - Peter E. Peterson, WWII Veteran

Caroline S. Peterson  
Mr. and Mrs. Alan H. Philipson  
The Phoenix Charitable Foundation

Kenneth E. Pickering

Mr. Jason M. Pilallas  
IHO - LT. T. Holmes Moore, USNR, WWII Veteran

Mr. and Mrs. Dick H. Piner, Jr.

Mr. William D. Pinkerton  
IHO - Milton Kuhn, WWII Veteran

Francis Pinseny, MD  
IHO - Adolph J. Pisney, USA, WWII Veteran  
IHO - Joseph Trachta, USA, WWII Veteran  
IHO - John Morrissey, USA, WWII Veteran

Mr. Dennis Pittelko  
IHO - Donald Walter Pittelko, WWII Veteran

Mr. David Platt

Dr. Julian M. Pleadian  
IHO - Stephen Ambrose

Mrs. Rhoda Poenisch  
IHO - Jeff Rae McSpadden, WWII Veteran

Leo J. Polack

Ms. Sandra M. Polk  
IHO - John Rosser Murray, WWII Veteran  
IHO - James Way Murray, WWII Veteran  
IHO - Ruffner Page Murray, WWII Veteran

Mallory and Kevin Pollard  
IHO - Frank J. Eder, WWII Veteran

C. Anne Pontius

William J. Popovic  
IHO - Robert F. Schwent, WWII Veteran

Mr. Michael R. Potack

Dr. John R. Poteet  
IHO - Elmer A. Poteet

Mr. and Mrs. William S. Potter  
IHO - Albert Whiteley, WWII Veteran  
IHO - Arthur I. Appleton, WWII Veteran  
IHO - Martha O'Driscoll, USO Entertainer  
IHO - Floyd A. Potter, WWII Veteran

Herman J. “Dutch” and Jane Prager, Jr.

Mr. Jerry Precise

Mr. and Mrs. Albert M. Price

Mr. Robert T. Priddy

Mr. Kim Primmer  
IHO - Wayne L. Primmer, WWII Veteran

PATRIOTS CIRCLE DONORS
# Patriots Circle Donors

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<tr>
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<td>IHO - S. Irving Sherr</td>
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<td>Mrs. Elda R. Silver</td>
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<td>IHO - Richard L. Silver, USN</td>
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<td>Mr. and Mrs. Michael L. Slive</td>
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<td>Mr. Ron Smallstig</td>
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<td>IHO - Major Burton Smart</td>
<td>Burton Smart</td>
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<td>Mr. and Mrs. William A. Seifert, Jr.</td>
<td>IHO - Capt. Morris Pruchansky</td>
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<tr>
<td>Mr. Wayne E. Rawlings</td>
<td>IHO - Don Houseman, USA</td>
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<td>Mr. Kenneth F. Spitler</td>
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<td>Ms. Rebecca G. Sparks</td>
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<td>IHO - Richard Homer Grifton</td>
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<td>Mr. Kenneth F. Spiteri</td>
<td>IHO - Hugh Franklin Spiteri, WW2 Veteran</td>
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<td>IHO - Wesly Allen Pitcock, WW2 Veteran</td>
<td>Mr. David Spivack</td>
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<td>Pamela Sporing and Steven Altman</td>
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<td>Mr. Richard Spurgeon</td>
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<td>Mr. Kenneth Bartly Reash</td>
<td>IHO - Margaret Paul, WW2 Veteran</td>
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<td>Ms. Rebecca G. Sparks</td>
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<td>Mr. Richard Smalley, USMC, WW2 Veteran</td>
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<td>IHO - Malcolm Paul</td>
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<td>IHO - John Paul, WW2 Veteran</td>
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<td>Geoffrey P. Snodgrass</td>
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<td>WW2 Veteran</td>
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<td>Mr. Arnold W. Stenrose</td>
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<td>Mr. and Mrs. Brian Stanley</td>
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<td>Mr. Richard Spurgeon</td>
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<td>IHO - Marvin E. Spurgeon, WW2 Veteran</td>
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<td>Mr. and Mrs. Brian Stanley</td>
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<td>Harold and Marcia Steele</td>
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<td>IHO - Thaddeus Markulis, WW2 Veteran</td>
<td>Mr. Arnold W. Stenrose, WW2 Veteran</td>
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<tr>
<td>Robert Sternhell, Ph.D.</td>
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</table>
Through the Road to Victory Capital Campaign, The National WWII Museum will tell the entire story of the American experience in World War II. When completed in 2017, this $325 million expansion project will quadruple the size of the original Museum, adding state-of-the-art program and exhibit space, libraries and archives, and collections and conservation space. An endowment campaign will provide long-term funding for educational programs, research, collection of oral histories, and future exhibitions.

**Victory**
- The Boeing Company
- United States Department of Commerce, Economic Development Administration for Restoration Pavilion
- United States Congress through the Department of Defense for US Freedom Pavilion
- Louisiana Department of Economic Development
- State of Louisiana, Division of Administration, Office of Community Development and U.S. Department of Housing and Urban Development

**Liberty**
- Anonymous
- The Annenberg Foundation
- Baptist Community Ministries
- Boysie and Joy Bollinger
- Collins C. Diboll Private Foundation
- Entergy Corporation
- Mr. and Mrs. James R. Fisher, Sr., Clarksboro, New Jersey
- Forbes Foundation
- Judith and Louis Freeman
- Conrad N. Hilton Foundation
- The Lupin Foundation
- JetBlue Airways
- Raymond E. Mason Foundation
- Perry and Marty Granoff
- James S. McDonnell Family Foundation & Mr. and Mrs. James S. McDonnell III
- The E. J. and Marjory B. Ourso Family Foundation
- Pratt & Whitney
- Ready Family
- Jennifer and Phil Satre
- The Lori and Bobby Savoie Family
- Shell Oil Company
- Lt. and Mrs. James H. Stone
- Estate of Patrick F. Taylor
- Walmart Stores
- Zermay Foundation

**Honor**
- Richard C. Adkerson & Freeport-McMoRan Foundation
- Donna and Jim Barksdale
- Madlyn and Paul Hilliard
- The Doris and T. G. Solomon Family

**Freedom**
- The Brown Foundation, Inc., of Houston
- The Joe W. and Dorothy Dorsett Brown Foundation
- Marjorie and Ralph E. Crump
- Ella West Freeman Foundation
- Mr. and Mrs. H. Mortimer “Tim” Favrot, Jr.
- Goldring Family Foundation & The Woldenberg Foundation
- Mr. and Mrs. Robert Tucker Hayes
- Myrtis L. “Jeri” Nims
- The Starr Foundation
- Frank and Paulette Stewart

**Valor**
- The Ashner Family Evergreen Foundation
- The Charlie and Janette Kornman Charitable Fund

**Alliance**
- Anne and Herschel Abbott
- Devon and Jackson Anderson
- Anne Anthony in honor of Robert J. Hanbury
- David and Stephanie Barksdale
- The Booth-Bricker Fund
- Mr. and Mrs. Harold J. Bouillion
- Boyd Gaming Corporation/Treasure Chest Casino
- Mr. and Mrs. Kenneth L. Blanchard, Sr.
- Mr. and Mrs. Joseph C. Canizaro
- Mr. and Mrs. Thomas B. Coleman
- Carmen and Jim Courter
- Mr. and Mrs. David A. Cowan
- Mr. Gordon Crawford
- Frank Denius and The Cain Foundation
- George R. Cannon
- Judy and Jamey Clement
- Mrs. Betty B. Detre
- Mr. and Mrs. Harry A. Donovan
- Mr. Robert M. Edsel
- EMC Isilon
- Dathel and John Georges
- Disabled Veterans of LA Chapter 4, Inc. & Auxiliary
- The Gheens Foundation, Inc.
- Mr. and Mrs. Terence E. Hall
- The Helis Foundation
- Grace O. Hogan
- Jones Walker, LLP
- Lt. Col. and Mrs. Robert E. Kelso
- Mr. and Mrs. John P. Laborde
- Coya and Frank Levy
- Libby-Dufour Fund
- Mr. and Mrs. Kevin J. Lilly
- Deborah G. Lindsay
- The Lupo Family in honor of Alvena and “Commodore” Thomas J. Lupo
- Robert H. Malott & Malott Family Foundation
- Mason Family Charitable Trust
- The Charles N. Mathewson Foundation
- Gustaf W. McIlhenny Foundation
- The Samuel Roberts Noble Foundation, Inc.
Donor Spotlight:  
RICHARD ADKERSON  
Phoenix, Arizona

Richard C. Adkerson’s father, J.W. Adkerson, enlisted immediately after the attack on Pearl Harbor. He became a Seabee (the Navy’s construction unit) and a Marine, and served two tours in the South Pacific, including on Guadalcanal, the Marshall Islands, the Caroline Islands, and Guam. His mother’s twin brother, William Lawton “Buddy” Thornley, served in the Army in New Guinea under General MacArthur.

As the Museum’s current Chairman, Adkerson felt that it was “a good time to support the Museum in achieving the goals of its Capital Campaign and to encourage others to participate.”

Freeport-McMoRan’s Foundation and Adkerson committed to contribute a combined $5 million for Road to Tokyo. Mr. Adkerson’s gift honors the service of his father. Freeport-McMoRan’s gift recognizes the role during World War II of the Indonesian province of Papua on the Island of New Guinea, where the company has large-scale mining operations.
Thanks to the support of our dedicated donors, our ambitious expansion continues—honoring the Greatest Generation with a world-class facility to benefit all generations. The recently completed Campaigns of Courage: European and Pacific Theaters is the latest stunning addition as we continue to revitalize the neighborhood, fuel tourism, and fulfill our mission as America’s National WWII Museum.
VOLUNTEER SPOTLIGHT: PT-305 VOLUNTEERS

In addition to our staff, hundreds of volunteers proudly serve the Museum at our ticket counter, information desk, Solomon Victory Theater, and throughout the Museum—including in the Kushner Restoration Pavilion, where volunteers are in their seventh year of work (contributing more than 76,000 volunteer hours) restoring a 78-foot Higgins Patrol-Torpedo boat. Carefully rebuilt and restored to its original 1943 condition, the boat is set to launch in Lake Ponchartrain in 2016—at which point many of its devoted volunteers will have the chance to take a cruise on the boat they helped re-create.

At Delta Shipbuilding Company in New Orleans, where wartime crews produced nearly 200 crafts, one boat’s crew shows off its own impressive stats as members pose before their latest project.
Just as World War II was a story of individual sacrifice and courage, this Museum is the story of women and men bringing individual talents to the table to do the noble work we share. They are united by a passion for history, a respect for the servicemembers we honor, and a drive to make this Museum the very best it can be. And they’re getting better all the time.

Fiscal Year 2014 saw 156 new hires, including historians, technologists, educators, and more. Among our total number of employees (now 272 strong), many took advantage of the Museum’s continuing-education program, accounting for 667 hours of coursework toward advanced degrees and professional enrichment. Outside of that official time, our employees are avid attendees of Museum programming, supporting each other’s work and inspiring some of our best programming yet.

We’re proud to be attracting top talent and providing the kind of challenging, rewarding work that makes our employees so loyal and dedicated. And we’re proud of the work they do every day to make this Museum the top tourist destination in New Orleans, and one of TripAdvisor’s top museums in the world. Together, we are forging bonds, connecting with the public, and telling a story that’s nothing short of riveting.

### FINANCIALS:

#### CONSOLIDATED STATEMENT of activities and changes in net assets Fiscal Year 2014

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<td>Tax credit incentives</td>
<td>1,596,573</td>
<td></td>
<td>1,596,573</td>
<td>-</td>
<td>1,370,697</td>
</tr>
<tr>
<td>Memberships</td>
<td>6,726,019</td>
<td></td>
<td>6,726,019</td>
<td>6,098,108</td>
<td>6,164,959</td>
</tr>
<tr>
<td>Admissions</td>
<td>10,280,373</td>
<td></td>
<td>10,280,373</td>
<td>7,964,849</td>
<td>6,031,704</td>
</tr>
<tr>
<td>Facilities and property rental</td>
<td>1,707,590</td>
<td></td>
<td>1,707,590</td>
<td>1,400,465</td>
<td>633,471</td>
</tr>
<tr>
<td>Sponsored events and conferences</td>
<td>4,322,719 $ 849,724</td>
<td></td>
<td>5,172,443</td>
<td>1,997,312</td>
<td>1,451,503</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>5,756,481</td>
<td></td>
<td>5,756,481</td>
<td>4,993,879</td>
<td>4,588,251</td>
</tr>
<tr>
<td>Museum Store</td>
<td>2,396,333</td>
<td></td>
<td>2,396,333</td>
<td>1,965,845</td>
<td>1,667,045</td>
</tr>
<tr>
<td>Investment income (loss)</td>
<td>2,581,131</td>
<td></td>
<td>2,581,131</td>
<td>2,293,840</td>
<td>1,004,693</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>152,800</td>
<td></td>
<td>152,800</td>
<td>517,700</td>
<td>33,726</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>78,235</td>
<td></td>
<td>78,235</td>
<td>643,413</td>
<td>15,695</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>17,385,813 (17,385,813)</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total support and revenues</td>
<td>57,039,607 (827,188)</td>
<td>557,208</td>
<td>56,769,627</td>
<td>42,879,169</td>
<td>46,812,736</td>
</tr>
</tbody>
</table>

#### EXPENSES

| Capital Campaign fundraising and other | 1,728,628 | 1,728,628 | 1,652,616 | 1,453,168 |
| Depreciation | 5,626,802 | 5,626,802 | 5,242,117 | 5,736,230 |
| Fundraising | 2,519,046 | 2,519,046 | 1,836,606 | 2,023,821 |
| Food and beverage | 1,924,350 | 1,924,350 | 1,653,635 | 1,502,454 |
| General and administrative | 2,917,449 | 2,917,449 | 2,361,364 | 2,240,673 |
| Museum Store merchandise sold | 1,242,376 | 1,242,376 | 1,025,067 | 834,583    |
| Interest - amortized | 1,371,436 | 1,371,436 | 1,317,436 | 1,571,230 |
| Interest - other | 716,993 | 716,993 | 476,225 | 149,497    |
| Loss on abandonment of property | 200,516 | 200,516 | - | - |
| Museum expansion | 940,997 | 940,997 | 906,955 | 987,712    |
| Programs and operations - personnel costs | 9,815,699 | 9,815,699 | 8,713,780 | 7,791,715 |
| Programs and operations - other costs | 13,088,608 | 13,088,608 | 10,527,994 | 8,129,334 |
| Total expenses | 42,038,900 (827,188) | 557,208 | 42,038,900 | 35,713,735 | 32,420,417 |

#### CHANGES IN NET ASSETS

| 15,000,707 (827,188) | 557,208 | 14,730,727 | 7,165,434 | 14,392,319 |

#### NET ASSETS

| Beginning of year | 125,297,180 | 18,468,013 | 6,955,051 | 150,720,244 | 143,554,810 |
| End of year | $ 140,297,887 | $ 17,640,825 | $ 7,512,259 | $ 165,450,971 | $ 150,720,244 | $ 143,554,810 |
## CONSOLIDATED STATEMENT OF FINANCIAL POSITION june 30, 2014

The National World War II Museum, Inc.
and Subsidiaries June 30, 2014 (with comparative totals for 2013 and 2012)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$21,624,134</td>
<td>$14,294,136</td>
<td>$26,231,634</td>
</tr>
<tr>
<td>Investments</td>
<td>9,275,177</td>
<td>8,413,588</td>
<td>7,394,942</td>
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<tr>
<td>Unconditional promises to give:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Campaign, net of allowances</td>
<td>13,264,081</td>
<td>13,673,689</td>
<td>15,197,612</td>
</tr>
<tr>
<td>Endowment, net of allowances</td>
<td>1,246,658</td>
<td>1,502,543</td>
<td>770,061</td>
</tr>
<tr>
<td>Other, net of allowances</td>
<td>766,919</td>
<td>1,262,550</td>
<td>1,513,630</td>
</tr>
<tr>
<td>Notes receivable</td>
<td>49,110,363</td>
<td>43,661,332</td>
<td>41,908,763</td>
</tr>
<tr>
<td>Museum Store inventory</td>
<td>661,174</td>
<td>668,902</td>
<td>672,391</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,408,827</td>
<td>2,909,143</td>
<td>5,303,716</td>
</tr>
<tr>
<td>Property and equipment, net of accumulated depreciation</td>
<td>142,074,681</td>
<td>139,321,640</td>
<td>111,769,291</td>
</tr>
<tr>
<td>Collections</td>
<td>9,198,742</td>
<td>8,222,373</td>
<td>7,174,407</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$250,430,756</td>
<td>$233,929,896</td>
<td>$217,936,447</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable trade</td>
<td>$703,489</td>
<td>$761,468</td>
<td>$456,381</td>
</tr>
<tr>
<td>Construction projects payable</td>
<td>960,216</td>
<td>6,955,156</td>
<td>2,606,995</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>1,911,623</td>
<td>1,555,939</td>
<td>1,492,768</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,051,713</td>
<td>957,277</td>
<td>768,313</td>
</tr>
<tr>
<td>Notes payable</td>
<td>80,283,926</td>
<td>72,820,758</td>
<td>68,761,020</td>
</tr>
<tr>
<td>Line of credit</td>
<td>68,818</td>
<td>158,054</td>
<td>296,160</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$84,979,785</td>
<td>$83,209,652</td>
<td>$74,381,637</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board designated</td>
<td>10,110,123</td>
<td>7,555,989</td>
<td>5,826,798</td>
</tr>
<tr>
<td>Undesignated</td>
<td>130,187,764</td>
<td>117,741,211</td>
<td>110,553,504</td>
</tr>
<tr>
<td><strong>Total unrestricted net assets</strong></td>
<td>$140,297,887</td>
<td>$125,297,121</td>
<td>$116,380,302</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>17,640,825</td>
<td>18,468,013</td>
<td>21,475,203</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>7,512,259</td>
<td>6,955,051</td>
<td>5,699,305</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$165,450,971</td>
<td>$150,720,244</td>
<td>$143,554,810</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$250,430,756</td>
<td>$233,929,896</td>
<td>$217,936,447</td>
</tr>
</tbody>
</table>