

# 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.

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*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.



# A LETTER FROM THE CHAIRMAN

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



# A LETTER FROM THE PRESIDENT & CEO

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.*



# BUILDING LEGACY

## Focus on Veterans

Theirs is the service we honor.

Theirs are the stories we share.

Theirs is the legacy we safeguard.

There is no question that the men and women of the Greatest Generation are at the center of this Museum's story, and our greatest asset. But their numbers are waning—and their timeline is also ours. Time is short to shake their hands, to record their stories, to thank them for our freedom. And that knowledge drives our urgency to capitalize on every moment we have with this collective national treasure: our WWII veterans.

In Fiscal Year 2014, the Museum welcomed 1,668 WWII veterans as visitors, free of charge. An easy-to-spot VIP badge encourages a chorus of smiles, salutes, and “thank you for your service” from fellow visitors. And for each veteran and servicemember—from World War II and every war—who visits this campus, we are profoundly grateful.

We are blessed to have with us 31 WWII veterans as regular volunteers at the Museum. Our veteran volunteers are a living resource, interacting with countless visitors as they share their stories, and putting a face and a voice to the war's sometimes superhuman numbers.

We are also deeply moved to know that the impact of their work is felt both ways: As beloved volunteer Tom Blakey says, “For the latter part of my life, this is the best thing that probably could have happened to me: to come to the Museum. . . . I get a whole lot more from visitors than I could possibly give. And that's my salary: the feeling I get out of it.”

We are proud to be a home base for these veterans and a safe haven for their stories. The contribution of our veteran volunteers to our Museum's work is immeasurable, and we are so grateful for the gift of their time, energy, and memories.

## 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.

# LEGACY SOCIETY

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.

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**We honor with special gratitude those individuals whose deferred commitments to The National WWII Museum have been realized or are pending.**

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**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.*

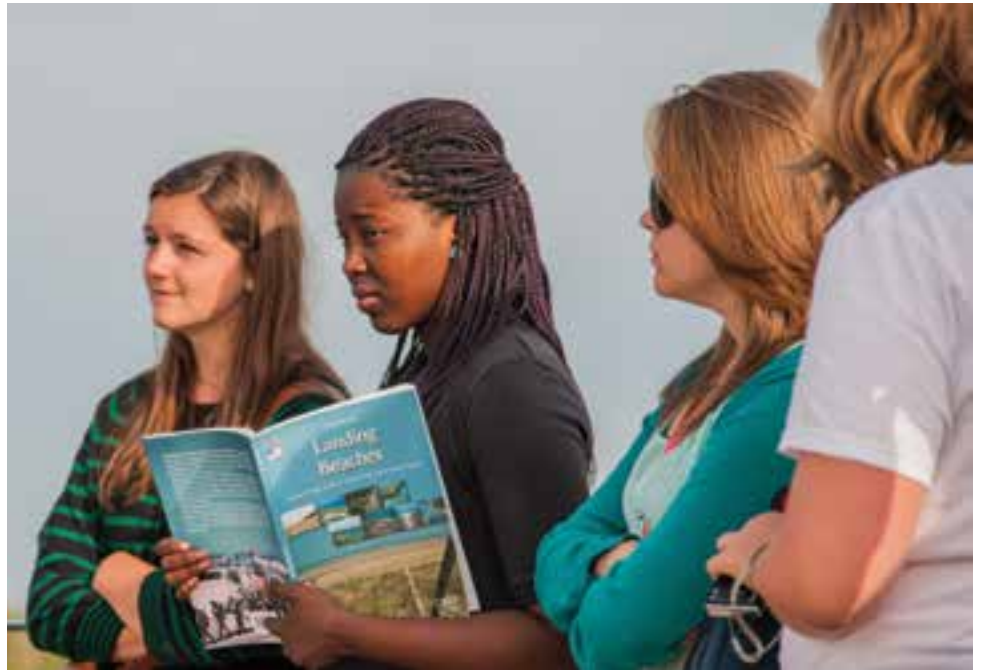
# BUILDING CONNECTIONS

## Impact & Outreach

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.

# PROGRAM SUPPORTERS

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.



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## 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.

### 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 servicemembers 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."



# SOLOMON VICTORY THEATER SEAT DONORS



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.

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*In memory of*  
 Commander Walter F. Smith,  
 US Navy

Pamela and Charles R. Smith  
*In honor of*  
 Charles R. Smith

Doris Carwie Solomon

Theodore G. Solomon, Sr.

Frank and Paulette Stewart

Paul Tagliabue  
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 Italo Rancan

Patrick F. Taylor Foundation  
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 Buddy Jacobs

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*In memory of*  
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 Carolyn & Jerry Hatfield

David R. Voelker  
*In honor of*  
 Virginia W. Voelker

Mrs. Donald Lyon White  
*In memory of*  
 her husband.



**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. Harry John Grosser of West Palm Beach, who earned the DFC with the 15th US Army Air Corp in Italy, where he completed 35 bombing missions, piloted B-24 Liberators over the Romanian oilfields, and took part in the perilous Ploiesti air raid; 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.





# BUILDING RESOURCES

## Preservation & Digitization

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.

Our web experts are creating astonishing resources with functionality and reach that our grandparents never could have imagined—and with a reverence and respect that would make them proud. It’s just one of the many ways we’re working to preserve, protect, and share the stories that defined the war years, and, in the words of the Museum’s mission statement, ensure “that all generations will understand the price of freedom and be inspired by what they learn.”



*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.*

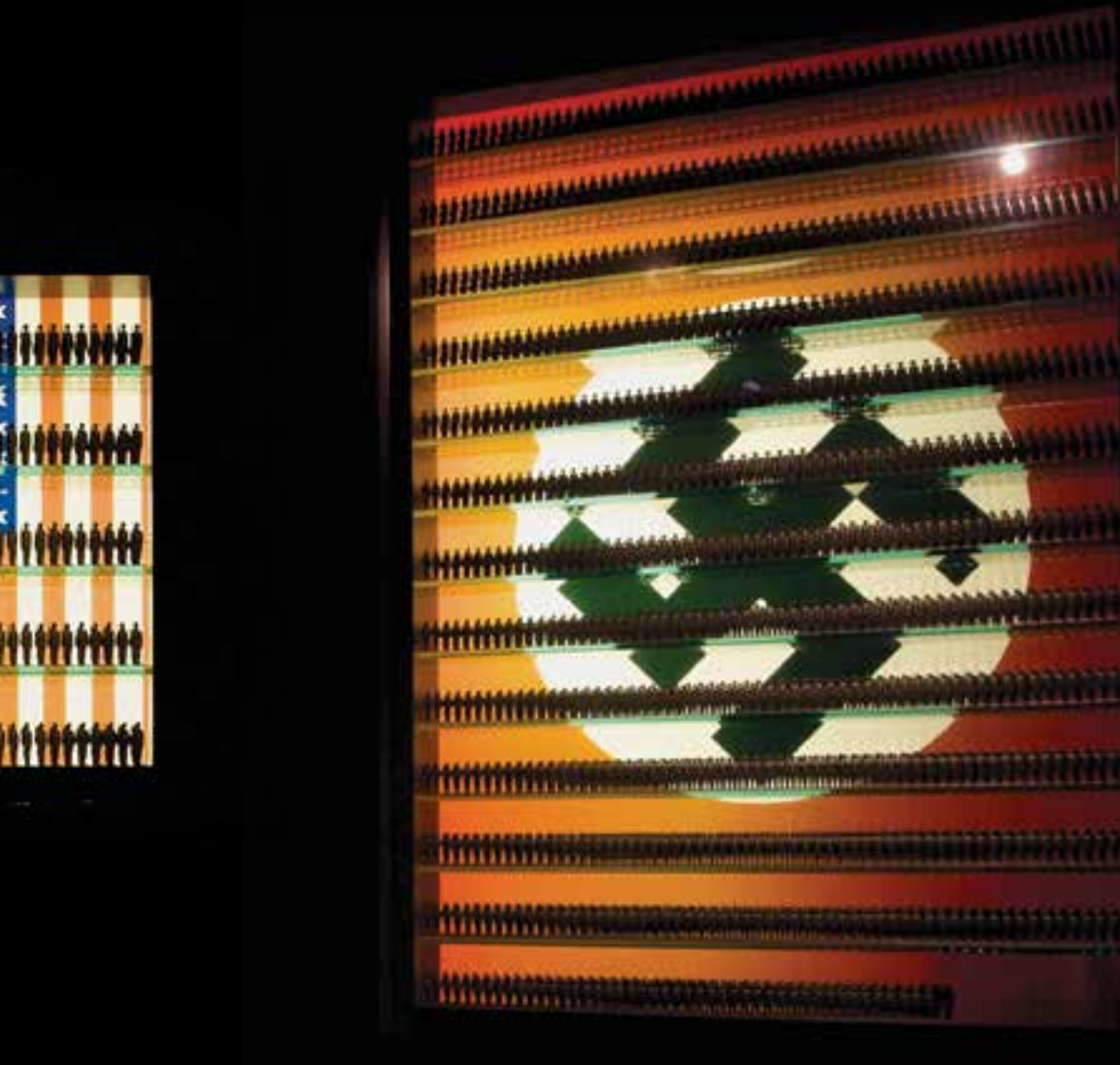
# A NUMBERS STORY



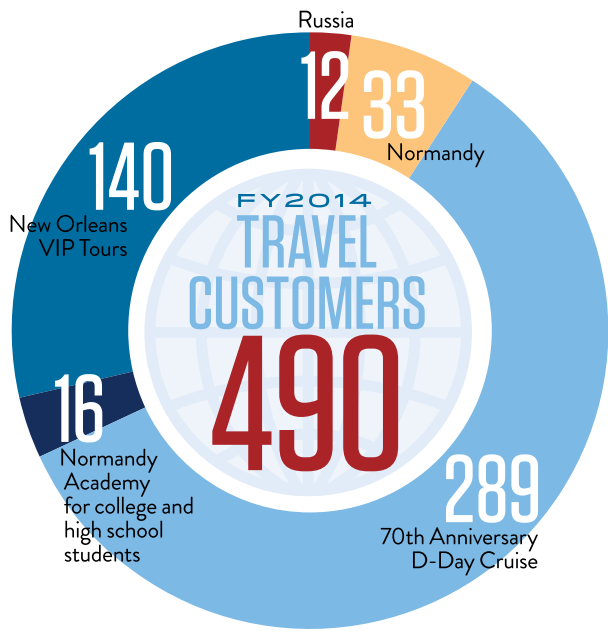
One of the Museum's earliest installations is still one of its most impactful: In adjacent cases, toy soldiers representing the military forces of Germany, Japan, and the United States demonstrate just how vastly our men were outnumbered, and just how unlikely the odds of victory. It's one of the war's great lessons: With a pure purpose, noble hearts, and monumental effort, small numbers can lead to great, great things.



*The toy soldiers in front of each flag represent the size of each country's military at the start of the war. (Each figure represents 1,000 troops.) To remedy the numerical disadvantage, the United States had to move with stunning energy to mobilize, train, and deploy millions of troops.*



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



**650,000**  
STUDENTS  
who visited  
the Museum  
since its opening

**50**  
STATES in which  
schools participated  
in the Museum's  
educational programs

**10,000**  
TEACHERS  
who have visited  
the Museum  
since its opening

**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.

# 133,475

**196** GIFT MEMBERSHIPS given

**65** MEMBERS from countries outside the United States

CHARTER MEMBERS REPRESENTING ALL US STATES

**60** BOTTLES of red nail polish

**75** cans of hairspray

VICTORY BELLES  
IN FY2014

**64** tubes of lipstick

**70** performances in Stage Door Canteen

**50** performances on the road

**2,200** KISSES GIVEN

**1,800** bobby pins

posed for **3,000+** PICTURES



ONLINE & SOCIAL  
FY2014

3.2  
MILLION  
VISITORS

to [www.nationalww2museum.org](http://www.nationalww2museum.org)

336,200  
people talked about the  
Museum on Facebook

34,600 new fans **f** 652,800 mentions

603 emails sent to  
14,326,700 constituents



4,500  
new Twitter followers

5,490 retweets **t** 2,162 mentions

7,583  
Instagram photo "likes"

32,200,000 FACEBOOK IMPRESSIONS

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

5 YEARS

200 +



62 volunteers who  
have been with  
the Museum  
more than

10 YEARS

60 volunteers  
over the  
age of

344

VOLUNTEERS

ACTIVELY SERVING THE MUSEUM

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

AVERAGE  
VOLUNTEER  
TENURE  
4.1 YEARS

# 20,000

**VOLUNTEER  
HOURS** spent restoring  
**PT-305**  
in FY2014

# PT BOAT



# 300

**GALLONS**  
OF PAINT

# 12,459

FEET of CABLING & WIRING

# 10,000

BOARD FOOT OF MAHOGANY

# 3,000

BOARD FOOT OF CYPRESS

# 75

sheets of marine plywood

# 39,000

COPPER RIVETS

# 36,000

BRONZE SCREWS

#10 COTTON DUCK 480 Yards

# 120

DOLPHINTE bedding compound GALLONS

# 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

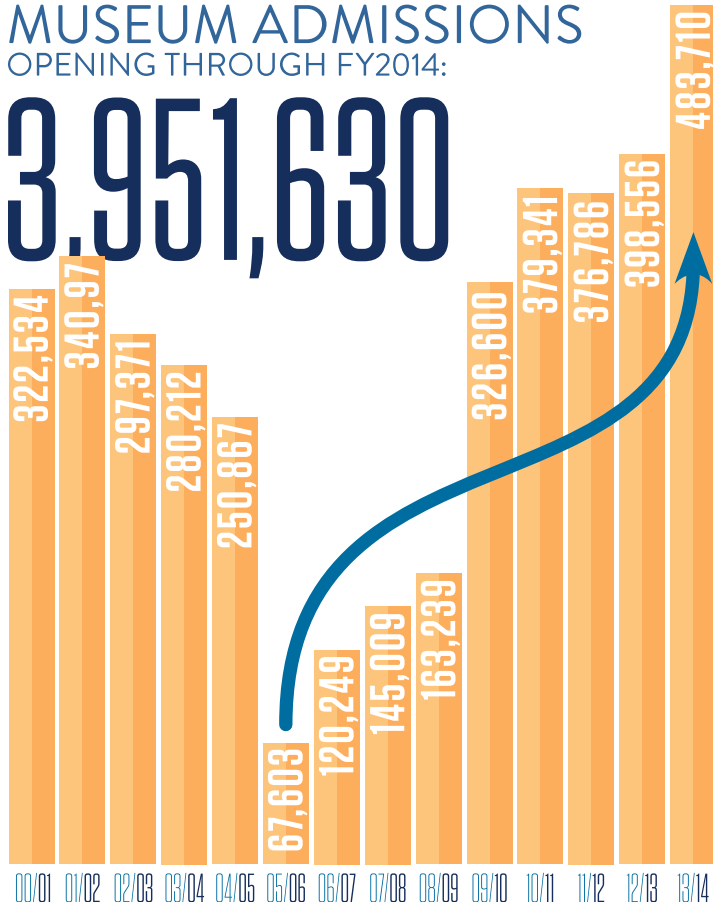
amount raised since 2004 for \$325 million Road to Victory Capital Campaign

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"

7,500+ ORAL HISTORIES & OTHER ACCOUNTS  
From WWII veterans (audio, written, video)

# VISITORS IN FY2014

50 newly naturalized citizens who took their oath at the Museum

# 483,710

# MUSEUM VISITORS

1,668 WWII veterans who visited the Museum

total number of showings of *Beyond All Boundaries*:

1,880

309,288 TICKETS SOLD TO **BEYOND ALL BOUNDARIES**

# MEMBERSHIP

## Demonstrating Loyalty Through Their Generosity

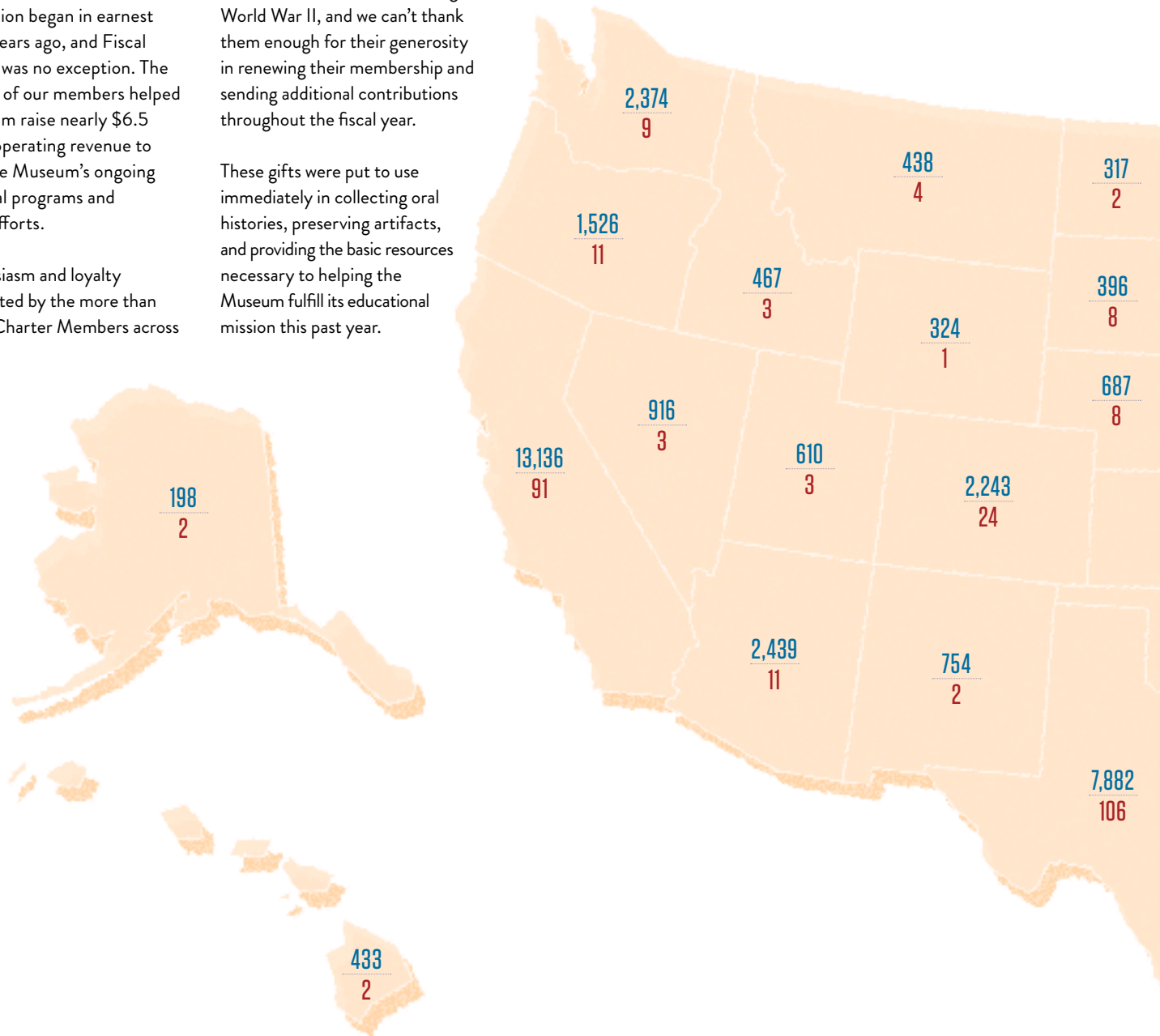
Charter Members remain the foundation of The National WWII Museum. Their support throughout the 2014 fiscal year was an amazing example of our members' loyalty and commitment to America's National WWII Museum.

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.





# PATRIOTS CIRCLE

## Elite Members Show Growing Influence

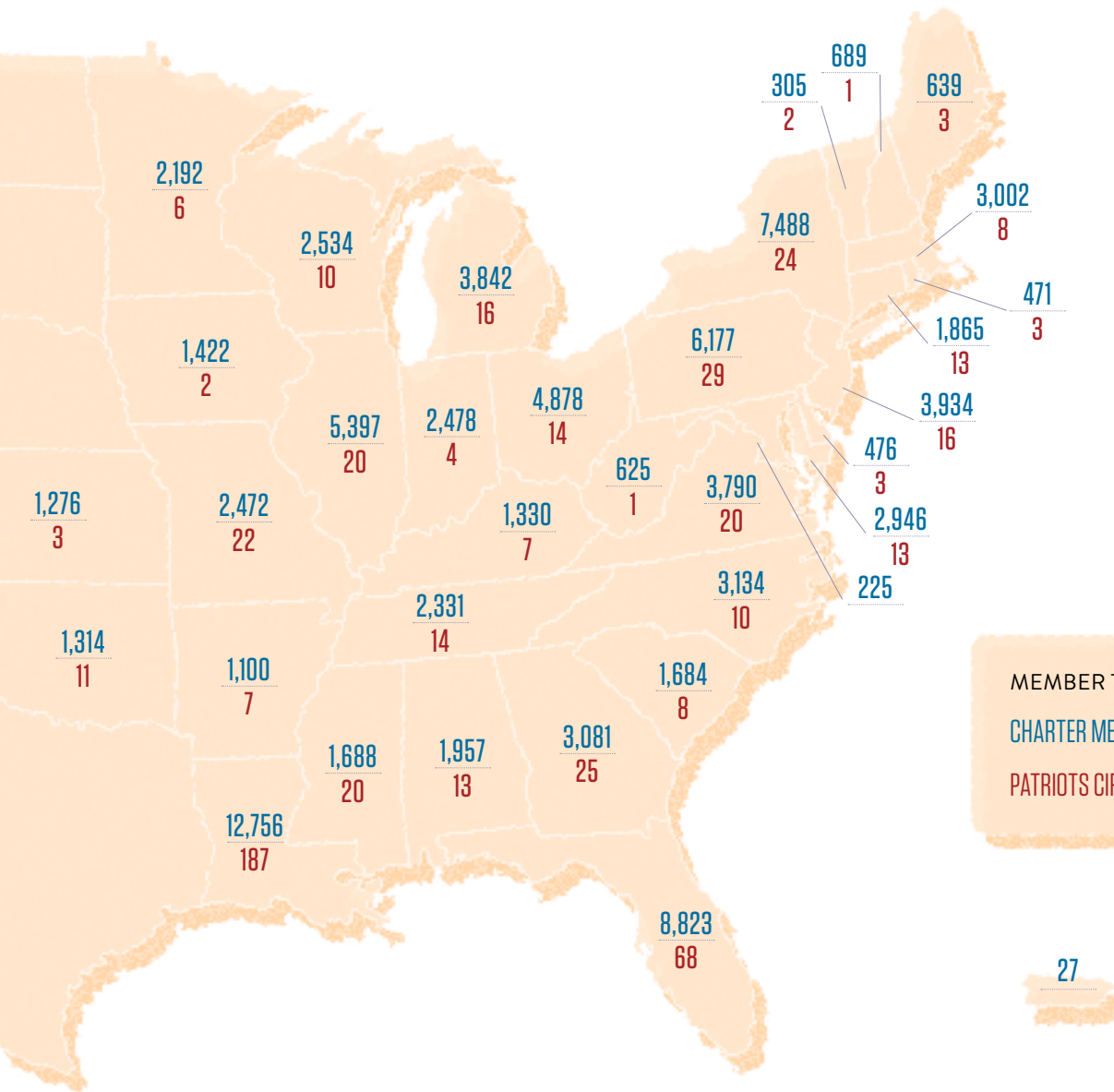
The Patriots Circle turned 10 years old in Fiscal Year 2014, and the program's maturity is evident in the loyalty and growth of its membership.

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.



MEMBER TOTALS BY STATE:  
**CHARTER MEMBERS: 133,475**  
**PATRIOTS CIRCLE: 1,183**

27

# PATRIOTS CIRCLE DONORS

## Four Star ★★★★★

Anne and Herschel Abbott  
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Ashner Family Evergreen Foundation  
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*IHO - James G. Bovender, USMC, WWII KIA*  
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Deborah G. Lindsay  
Lockton Insurance Agency of Houston  
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Betsy and Brian McClure  
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## Three Star ★★★

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Arthur Hershey and Sharon Linkletter  
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Kent and Jan Jackman  
Mr. and Mrs. Donald C. Jones



## Two Star ★★

### 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."

Mr. and Mrs. Robert E. Keith  
*IHO - Lieutenant Commander Robert E. Keith*

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*IHO - Cpt. Joseph Daniel Tompkins, USAAF, WWII Veteran*

Mrs. Harold B. Williams, WWII Home Front  
*IHO - Harold B. Williams, USA, WWII Veteran*

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Matthew S. and Julianne L. Brott

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*IHO - George Reynold Cannon, WWII Veteran*

John B. Carter

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*IHO - PFC Elmer Clayton Gill, WWII Veteran*

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*IHO - Sgt. Donald Walsh*

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*IHO - S/SGT Michael R. Cronin, WWII Veteran*  
*IHO - S/SGT James A. Nulty, WWII Veteran*  
*IHO - T/SGT Michael Migliore, WWII Veteran*

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Cynthia Crowell Troop

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*IHO - Fred Sprague, WWII Veteran*

Edward J. Weber  
*IHO - Edward G. Weber, WWII Veteran*

Mr. Neill Weiss  
*IHO - Solomon Tentler, WWII Veteran*

Mrs. Donald L. White  
*IHO - Donald L. White, WWII Veteran*

Jonathan and Lindsay Wilkerson  
*IHO - Merritt Mechem Wilkerson, WWII Veteran*  
*IHO - Myrtle Aiten Wilkerson, WWII Veteran*  
*IHO - A.J. Flynt, Korean War Veteran*  
*IHO - Ernest Eugene Hyne, WWII Veteran*

Wilson Family Foundation  
*IHO - James Everet Barnes, WWII Veteran*

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*IHO - Donald Meek, WWII Veteran*  
*IHO - Dr. George Wise, WWII Veteran*  
*IHO - Joe Wise, WWII Veteran*

Mr. and Mrs. William T. Wolverton, Jr.

**One Star** ★

96th Naval Construction Battalion  
*IHO - LCDR John A. Egan, USN, WWII Veteran*

Mr. and Mrs. Christopher Abbinante

Mrs. Nelson Abell

Joseph M. Accurso, M.D. and Mrs. B. Renee Accurso  
*IHO - Mr. Harry Dutko*  
*IHO - Mr. Sherlock A. "Skip" Herrick, Jr.*

Ms. Arlene Allen  
*IHO - TSgt. James H. Cunningham, WWII Veteran*  
*IHO - Sgt. Charles T. Worthington, WWII Veteran*  
*IHO - Sgt. Elton R. Worthington, WWII Veteran*  
*IHO - 1st Lt. Clair E. Lewis, Jr., WWII Veteran*  
*IHO - Sgt. Paul Worthington, WWII Veteran*  
*IHO - Sgt. Emma Mae Lewis, WWII Veteran*  
*IHO - Lt. Donald W. Lusk, USAAC, WWII KIA*

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*IHO - Charles Hudson Edge*

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Mrs. Jacqueline W. Anderson  
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Travis K. Anderson  
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*Pam Davis Friedler comes from a long line of civic-minded New Orleanians. Her father, the late architect and WWII veteran Arthur Q. 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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*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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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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 Karen A. Wibrew and Michael B. Wanas  
 Mr. and Mrs. Michael Dudley Williams, Sr.  
 Paul D. Williams  
*IHO - Irving B. Williams, WWII Veteran*

Mr. Turner A. Wingo  
*IHO - Frank Davis, Jr., WWII Veteran*

Mr. and Mrs. Joseph C. Wink, Jr.  
*IHO - Lt. Col. Joseph C. Wink, Sr., WWII Veteran*  
*IHO - Herbert Smith, WWI Veteran*

Mr. Richard L. Winter  
*IHO - Melvin Lawrence Winter, WWII Veteran*

Mrs. Gay Wirth  
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Dr. Hugh E. Wise  
 J. Nelson Wood  
*IHO - Charles P. Wood, WWII Veteran*

James Wood  
 Peter Wood  
*IHO - A. Wilson Wood, WWII Veteran*

Mark Woody  
*IHO - John Foy Hanley, WWII Veteran*

Ida S. Worthington  
*IHO - G. T. Worthington*

Mr. Timothy L. Wren  
*IHO - Robert Hicks, WWII Veteran*

L. R. Yates  
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Mr. Pierre Young  
*IHO - Thelma Ward, WWII Home Front*  
*IHO - Harvey Harris, USA, WWII Veteran*

Tracy H. Young  
*IHO - Harold F. Young, WWI Veteran*  
*IHO - Harold F. Young Jr., WWII Veteran*

Earl and Diane Zachry  
 William and Margery Zellerbach Foundation  
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Ms. Merri Zilka  
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*IHO - Irvin Spielberg, WWII Veteran*

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*IHO - Wallace Werneigk Goodey, Jr.*  
*IHO - Lorraine B. Goodey, WWII Home Front*  
*IHO - Eldon Pletcher, USA, WWII Veteran*

Anonymous  
*IHO - William Hoyt Truesdell, WWII Veteran*

And four other donors who wish to remain Anonymous

# ROAD TO VICTORY CAPITAL CAMPAIGN

## Society of The American Spirit

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

### 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  
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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

### Liberty

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Baptist Community Ministries  
Boysie and Joy Bollinger  
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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  
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### Valor

The Ashner Family Evergreen Foundation  
The Charlie and Janette Kornman  
Charitable Fund

The Duchossois Family  
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Lt. Commander Alden J. "Doc" Laborde, USN  
Lilly Endowment Inc.  
Mark P. Norman  
Ricketts Family  
Superior Energy Services  
Whitney Bank

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Anne Anthony in honor of Robert J. Hanbury  
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"Commodore" Thomas J. Lupo  
Robert H. Malott  
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 In memory of Calvin (Kelly) Haase  
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 In memory of Sgt. John Howson  
 & Cdr. William Howson, Sr.  
 Scott Jacobs  
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## Special Partners

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### 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.*

# BUILDING FOR THE FUTURE

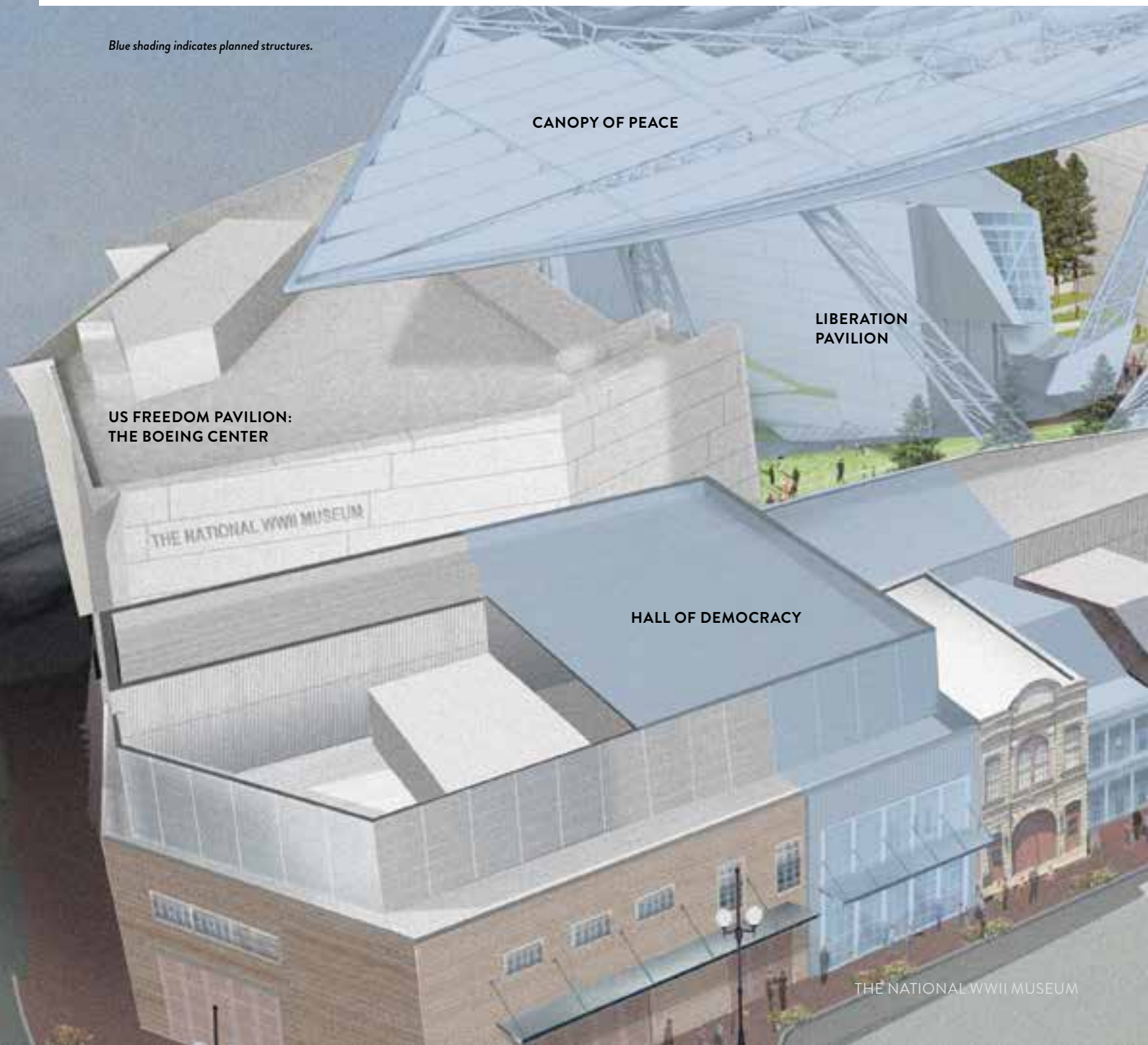
## Expansion

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.



*The National D-Day Museum (2000);  
D-Days in the Pacific (2001); Discovery Hall (2006)*

*Blue shading indicates planned structures.*



**CANOPY OF PEACE**

**LIBERATION  
PAVILION**

**US FREEDOM PAVILION:  
THE BOEING CENTER**

**HALL OF DEMOCRACY**

THE NATIONAL WWII MUSEUM





Solomon Victory Theater Complex (2009)



John E. Kushner Restoration Pavilion (2011)



US Freedom Pavilion: The Boeing Center (2013)







## 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.*





# BUILDING TOGETHER

## All Hands on Deck

These are the Museum's riveters: Historians. Travel experts. Education coordinators. Entertainers. Designers. Technologists. Customer service representatives. Restoration workers.

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.

# 2,284

WWII MONOPOLY GAMES SOLD



# 8,847



bottles  
of water sold in  
the main Museum store

# FINANCIALS:

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

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

	2014			2013	2012
	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals	Totals
<b>SUPPORT AND REVENUES</b>					
Grants	\$ 988,075	\$ 791,070		\$ 4,778,955	\$ 12,523,397
Contributions:					
Capital Campaign		14,527,988		6,718,085	7,687,948
Endowment			557,208	1,255,746	953,382
Other	3,067,465			2,260,972	2,652,305
Tax credit incentives		1,596,573		-	1,370,697
Memberships	6,726,019			6,098,108	6,194,959
Admissions	10,280,373			7,964,849	6,031,704
Facilities and property rental	1,707,590			1,400,465	637,431
Sponsored events and conferences	4,322,719	849,724		1,997,312	1,451,503
Food and Beverage	5,756,481			4,983,879	4,588,251
Museum Store	2,396,333			1,965,845	1,667,045
Investment income (loss)	2,581,131	389,843		2,293,840	1,004,693
Sponsorships	152,800			517,700	33,726
Miscellaneous	78,235			643,413	15,695
Net assets released from restrictions	17,385,813	(17,385,813)		-	-
<b>Total support and revenues</b>	<b>57,039,607</b>	<b>(827,188)</b>	<b>557,208</b>	<b>42,879,169</b>	<b>46,812,736</b>
<b>EXPENSES</b>					
Capital Campaign fundraising and other	1,728,628			1,652,616	1,453,168
Depreciation	5,626,802			5,242,117	5,736,230
Fundraising	2,519,046			1,836,606	2,023,821
Food and beverage	1,924,350			1,653,635	1,502,454
General and administrative	2,917,449			2,361,364	2,240,673
Museum Store merchandise sold	1,242,376			1,025,067	834,583
Interest - amortized	1,317,436			1,317,436	1,571,230
Interest - other	716,993			476,225	149,497
Loss on abandonment of property	200,516			-	-
Museum expansion	940,997			906,895	987,712
Programs and operations - personnel costs	9,815,699			8,713,780	7,791,715
Programs and operations - other costs	13,088,608			10,527,994	8,129,334
<b>Total expenses</b>	<b>42,038,900</b>		<b>-</b>	<b>35,713,735</b>	<b>32,420,417</b>
<b>CHANGES IN NET ASSETS</b>	<b>15,000,707</b>	<b>(827,188)</b>	<b>557,208</b>	<b>7,165,434</b>	<b>14,392,319</b>
<b>NET ASSETS</b>					
Beginning of year	125,297,180	18,468,013	6,955,051	143,554,810	129,162,491
End of year	\$ 140,297,887	\$ 17,640,825	\$ 7,512,259	\$ 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)

	2014	2013	2012
<b>ASSETS</b>			
Cash and cash equivalents	\$ 21,624,134	\$ 14,294,136	\$ 26,231,634
Investments	9,275,177	8,413,588	7,394,942
Unconditional promises to give:			
Capital Campaign, net of allowances	13,264,081	13,673,689	15,197,612
Endowment, net of allowances	1,246,658	1,502,543	770,061
Other, net of allowances	766,919	1,262,550	1,513,630
Notes receivable	49,110,363	43,661,332	41,908,763
Museum Store inventory	661,174	668,902	672,391
Other assets	2,408,827	2,909,143	5,303,716
Property and equipment, net of accumulated depreciation	142,874,681	139,321,640	111,769,291
Collections	9,198,742	8,222,373	7,174,407
<b>Total assets</b>	<b>\$ 250,430,756</b>	<b>\$ 233,929,896</b>	<b>\$ 217,936,447</b>
<b>LIABILITIES</b>			
Accounts payable trade	\$ 703,489	\$ 761,468	\$ 456,381
Construction projects payable	960,216	6,955,156	2,606,995
Accrued expenses	1,911,623	1,555,939	1,492,768
Deferred revenue	1,051,713	957,277	768,313
Notes payable	80,283,926	72,820,758	68,761,020
Line of credit	68,818	159,054	296,160
<b>Total liabilities</b>	<b>84,979,785</b>	<b>83,209,652</b>	<b>74,381,637</b>
<b>NET ASSETS</b>			
Unrestricted:			
Board designated	10,110,123	7,555,969	5,826,798
Undesignated	130,187,764	117,741,211	110,553,504
<b>Total unrestricted net assets</b>	<b>140,297,887</b>	<b>125,297,180</b>	<b>116,380,302</b>
Temporarily restricted	17,640,825	18,468,013	21,475,203
Permanently restricted	7,512,259	6,955,051	5,699,305
<b>Total net assets</b>	<b>165,450,971</b>	<b>150,720,244</b>	<b>143,554,810</b>
<b>Total liabilities and net assets</b>	<b>\$ 250,430,756</b>	<b>\$ 233,929,896</b>	<b>\$ 217,936,447</b>





THE NATIONAL  
WWII MUSEUM

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