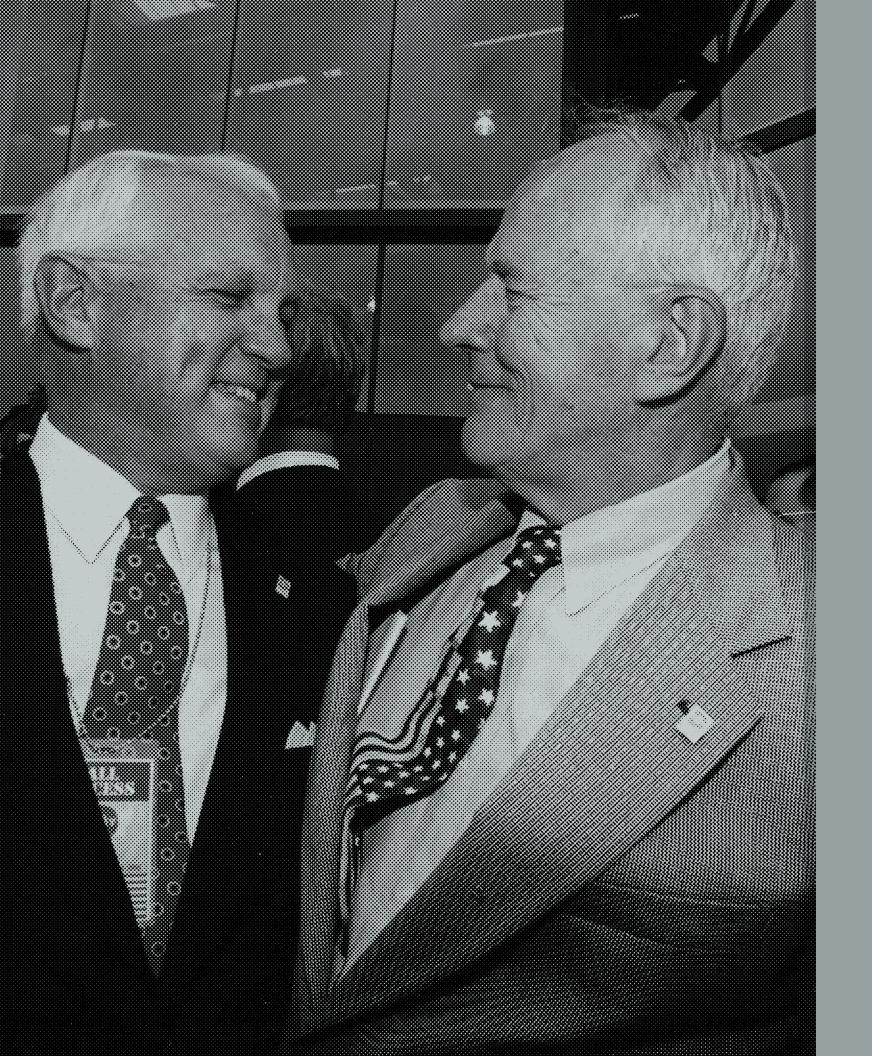
2017 ANNUAL REPORT

THE NATIONAL WWII MUSEUM



Personal accounts of World War II are at the heart of The National WWII Museum's mission to preserve and tell the story of the American experience in *the war that changed the world.* Our still-growing collection of firsthand observations from the war era numbers more than 9,400, and actually predates the Museum itself: Founder Stephen E. Ambrose seeded the priceless depository with hundreds of oral histories recorded during research for his classic books about World War II. Today, these and subsequently recorded eyewitness accounts enliven our galleries, and ongoing digitization efforts are bringing personal narratives to a global audience of WWII students and scholars.

For Fiscal Year 2017, we document and celebrate a pivotal year for the Museum-one featuring two grand opening events and the dedication of a fully restored WWII patroltorpedo boat. This special annual report also draws on the oral history process still in use in building our collection of personal war narratives. The report frames Fiscal Year 2017 milestones while recognizing essential support from so many Museum benefactors. As the Museum anticipates a future of global outreach, the report recounts achievements of Founding President & CEO Gordon H. "Nick" Mueller, PhD, who at the close of the Fiscal Year was succeeded by new President & CEO Stephen J. Watson.

In his own words, Dr. Mueller recalls each inspiring grand opening. Beginning with the June 2000 debut of The National D-Day Museum and reaching to the June 2017 opening of The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front, you'll see archival photos of gala ribbon cuttings and read commentary from Dr. Mueller. Throughout that chronology, which begins on page 10, a supplemental timeline tracks Museum events, key statistics, program developments, and other milestones, exploring beyond the parade of exhibit halls. The combined effect tells the Museum's history to date, highlighting distinguished efforts by Dr. Mueller and many others. The chronology concludes with a special spotlight on the events and achievements of Fiscal Year 2017–12 months at the Museum that call to mind the adjective "momentous."

Dr. Mueller's walk through time pauses to allow for Stephen Watson's narration of Museum grand openings still to come. In the same conversational style Dr. Mueller uses to revisit the Museum's past events, Watson explores upcoming major changes. He emphasizes that much of the institution's continued growth will serve the everexpanding mission to share historic assets and intellectual expertise far beyond our New Orleans campus.

From the soaring Bollinger Canopy of Peace to the digital outreach and education that will spring from the Hall of Democracy's Institute for the Study of War and Democracy and WWII Media and Education Center, Watson walks the reader through architectural renderings and outreach plans that map the Museum's bold future. Turn to page 28 and watch it unfold.

The text for Mueller's chronology and Watson's gatefold leap ahead is based on edited excerpts from video interviews conducted with both men during the final days of the Fiscal Year.

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Governor Pete Wilson

MEDAL OF

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Seventeen years of leadership-past, present, and future Chairmen of the Board of Trustees-gathered at the June 2017 grand opening ceremony for The Arsenal of Democracy. (Left to right:) James A. Courter, Philip G. Satre, Richard C. Adkerson, Gordon H. "Nick" Mueller, PhD, Donald T. "Boysie" Bollinger, Paul Hilliard, Herschel L. Abbott Jr., and Governor Pete Wilson.

LETTER FROM

THE CHAIRMAN

OF THE BOARD

JAMES A. COURTER



Looking back at what the Museum accomplished in 2017, I'm astounded by the dedication brought forth by the entire Museum family. It's gratifying to see how our endeavors in reaching new audiences have taken shape and gained momentum throughout the country and around the world.

None of these successes would have been possible without the vision and leadership of Nick Mueller, whose passion has established the Museum as a world-class institution. I am grateful for his considerable talents, which will continue to benefit the institution in his new role as President & CEO Emeritus. Furthermore, I'm excited to see Stephen Watson's leadership carry the Museum through the completion of its expansion. His natural ability to bring innovation to both the on-site and off-site visitor experience will further strengthen the Museum's influence as the leading educational resource on the war that changed the world.

The Museum's growing popularity with educators is already evidenced by audiences reached through its distance-learning programs: In December 2016, our National Electronic Field Trip commemorating the 75th anniversary of Pearl Harbor was viewed by over 116,000 students. Additionally, the Museum's new STEM Innovation Gallery opened its doors this year so that visiting students can learn through hands-on experiments how science, technology, engineering, and math (STEM) advanced during World War II.

Through this year's American Spirit Awards, we were also able to recognize students' contributions to their communities with the inaugural Billy Michal Student Leadership Award. American Spirit Awards attendees enjoyed a new program that featured multiple events over the course of two days, including a patron reception, student luncheon, and capstone gala event. This year, the Museum honored financier David M. Rubenstein and author David McCullough with the American Spirit Award, the institution's highest honor.

The weekend culminated with the dedication of the Governor Pete Wilson Liberty Flagstaff and grand opening of the Museum's newest permanent exhibit, *The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front*, which sparked national media interest as it reflects a pivotal chapter in America's history. *NBC Nightly News* was there to cover the exhibit's launch as Tom Brokaw sat down with McCullough to discuss the combined efforts and sacrifices made by Americans on the Home Front during the war.

When PT-305 was dedicated in March, *CBS This Morning* was there to capture the moment when WWII veteran Jim Nerison rode aboard her for the first time in 70 years. Months prior, *The New York Times* covered the massive vessel's trek through the streets of New Orleans, from the Museum to the Mississippi River.

Fiscal Year 2017 wrote new chapters in the continuing story of a remarkable teaching institution. As the Museum strives toward completing its expansion, plans for future educational and outreach enhancements will help inspire new, diverse audiences far beyond our brick-and-mortar campus.

I look forward to all that awaits us on the road ahead, as together we write new chapters in the Museum's exciting narrative. Thank you for an unforgettable year.

Juin A Court



The America Besieged gallery of *The Arsenal of Democracy* is dominated by a 50-feet-wide projection screen displaying the shock and chaos at Pearl Harbor on the morning of December 7, 1941.

LETTER FROM THE PRESIDENT & CEO



Having the opportunity to lead this institution as its President & CEO is truly an honor and privilege, but also a tremendous responsibility. To ensure that the legacies and lessons of World War II are not forgotten, we must continue expanding our efforts to tell one of the biggest stories in human history-one that has relevance today and for generations to come.

The incredible progress that the Museum made this year has been nothing less than inspiring. Our presence on Andrew Higgins Drive has been completely transformed with the addition of Founders Plaza, the Governor Pete Wilson Liberty Flagstaff, and the Horatio Alger Association American Spirit Bridge, connecting Louisiana Memorial Pavilion to Solomon Victory Theater. After 10 years of restoration work, we returned PT-305, the world's only fully restored and operational combat-veteran PT boat, to her native waters of Lake Pontchartrain for guest rides and deck tours. And, to cap off the Fiscal Year, we celebrated another major milestone with the opening of our newest permanent exhibit, The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front.

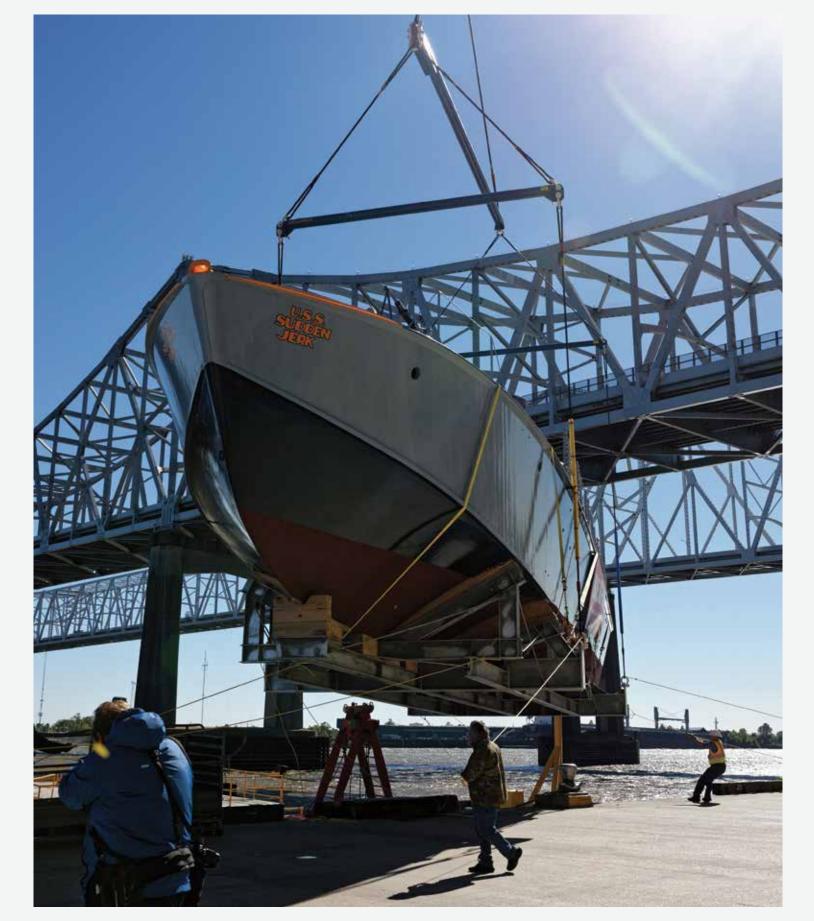
These accomplishments and so many others are a great testament to the visionary leadership of my dear friend and mentor, Nick Mueller. I am so grateful to be the beneficiary of all that he's done to advance this Museum from opening day to 2017. None of this growth, however, would have been possible without your generous support, which continues to pay dividends. Thanks to your investments, the Museum attracted a record 685,721 visitors this year, and earned the ranking of No. 2 museum in the world and No. 2 museum in the country, according to 2017 TripAdvisor Travelers' Choice Awards. We are so grateful that our family of supporters continues to grow beyond all expectations, with Charter Membership totaling 156,558-an increase of nearly 10,000 Members from last year.

Despite the continuous growth, there is much work left to do as we complete our expansion Master Plan. Construction is already underway on the Bollinger Canopy of Peace and the Hall of Democracy while we work diligently to raise the final \$100 million of our \$400 million campaign, which is needed for our final exhibit hall, the Liberation Pavilion, as well as our digitization initiatives and endowment. With these significant additions, it will be nearly impossible for visitors to experience the whole campus in a single day, making it even more important for us to complete The Higgins Hotel & Conference Center.

adult learners.

The opportunity to work with you to complete our Museum campus and extend our educational outreach far beyond New Orleans is truly exciting. I look forward to our growth not just as a Museum but also as a trusted source for all WWII knowledge-seekers.





PT-305's move through the streets of New Orleans from the John E. Kushner Restoration Pavilion to the Mississippi River drew national news coverage



While much of our physical campus is under construction, our educational programming is also flourishing. The new Institute for the Study of War and Democracy as well as the WWII Media and Education Center are now established and have begun developing new WWII research, public programming, distance-learning programs, and other initiatives for students, teachers, and

MISSION STATEMENT

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.

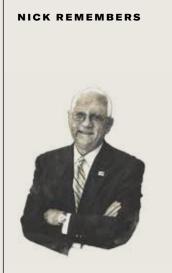
NATIONAL



THE NATIONAL D-DAY MUSEUM OPENS IN NEW ORLEANS

JUNE 6, 2000

On June 6, 2000, the Museum's first ribboncutting capped a 10-year effort to open The National **D-Day Museum in New** Orleans. The last miles of that journey covered the streets of the city as a large parade made its way to the institution, housed in a single structure. Eight WWII Medal of Honor recipients paraded solo in jeeps. Vintage military aircraft soared overhead. Flakes of red, white, and blue confetti and the music of military marching bands from the United States, France, and the United Kingdom filled the air. "I've seen bigger parades, but none more enthusiastic," said Medal of Honor recipient Hershel W. "Woody" Williams, a veteran of the Battle of Iwo Jima, to The New Orleans Times-Picayune. "If this doesn't do something for you, then you might as well pack it in."



That was a great day. The grand opening of The National D-Day Museum was a culmination of 10 years of work. We knew we were going to hit a home run, but we didn't know we were going to knock it around the world. C-SPAN covered the event all day, and there were 200,000 people on the street to cheer on 80 trucks filled with WWII veterans from all D-Days. Office buildings poured out. The parade stretched for three miles, 40 feet deep on every side. It was just an incredible, joyful day after 10 years of truly hard work.

After opening, we thought we were finally done. We created a much larger experience than we'd originally dreamed about, which was a small, modest museum for \$15 million located on the New Orleans Lakefront, in the research park that I was developing at the time. Instead, the D-Day Museum opened with 80,000 square feet downtown in a building three times what we'd originally imagined, at a cost of \$25 million. It was extraordinary.

We had so much support and star power behind us. If you look at this picture, there's Tom Hanks, and the Secretary of Defense next to him. You've got Stephen Ambrose and me, of course, and Boysie Bollinger, who succeeded me as Board Chairman. You've got Senator Mary Landrieu next to Tom Brokaw and Steven Spielberg. You've got Louisiana Senator John Breaux and our Mayor, Marc Morial, and so many WWII veterans. I mean, what a lineup, all at the ribbon-cutting. And all of our supporters here really



have stayed with us all of these years, some 17 years later, one way or another, especially Hanks and Brokaw, who have been our go-to guys on the national celebrity circuit. A parade through the streets of New Orleans preceded the grand opening ceremony for The National D-Day Museum. (Left to right:) Tom Hanks, US Secretary of Defense William Cohen, Nick Mueller, Stephen Ambrose, US Senator Mary Landrieu, Steven Spielberg, US Senator John Breaux, and New Orleans Mayor Marc Morial.

MUSEUM TIMELINE

1990

Over glasses of sherry in his backvard. historian Stephen Ambrose proposes to his friend and university colleague Nick Mueller his idea to open a D-Day museum to house his collection of WWII oral histories and artifacts, which he assembled during research for his books, including D-Day and Band of Brothers. Their initial vision was to build a modest museum near the University of New Orleans Research and Technology Park on the south shore of Lake Pontchartrain-a project Ambrose proposed as a way to celebrate the significance of Higgins Industries's contribution to Allied victory on D-Day, and to honor the American citizen soldiers of World War II.

JANUARY 1991

Peter Kalikow, a New York real estate developer and son of a WWII veteran, sponsors a feasibility study that led to a \$4 million grant from Congress to help build the Museum.

DECEMBER 1991

The National D-Day Museum Board of Directors is formed.

SEPTEMBER 1992

A National Advisory Board is assembled.

NOVEMBER 1995

The Board of Directors decides to shift the location of The National D-Day Museum to a former downtown brewery at 945 Magazine Street, instead of at the Lakefront as first planned.

JULY 1996

The institution closes the sale of 945 Magazine, 923 Magazine, and the Howard Avenue lot located in the Warehouse District in New Orleans.

NOVEMBER 1999

Paulette and Frank Stewart provide a capstone gift to ensure completion of The National D-Day Museum in time for its scheduled June 6, 2000, opening and celebration.

DECEMBER 2000

The Museum purchases a Landing Craft Personnel (Large), or LCP(L), a vessel used extensively in World War II that eliminated the need for established harbors, and was able to carry 24 men and a crew of four while going 17 mph in as little as 3.5 feet of water.

2017 ANNUAL REPORT

E.J. OURSO DISCOVERY HALL REINFORCES EXPANSION PLANS FOLLOWING HURRICANE KATRINA

APRIL 21, 2006

The grand opening of E.J. Ourso Discovery Hall in April 2006 came against the backdrop of a city still reeling from devastation caused by Hurricane Katrina. The new addition's specialexhibition display space and state-of-the-art education wing completed the first phase of ambitious expansion initiated prior to the hurricane. Its opening signaled the Museum's strong commitment to its WWII educational mission. At the time of the dedication, more than 200,000 students had already visited the Museum, and more than 500 teachers had attended professional development workshops. Far more impressive results were on the horizon. Robust distance-learning and assetdigitization programs-all of which came of age in Discovery Hall-would propel the Museum's artifacts, programs, and mission far beyond its physical campus. Discovery Hall became a symbol of revival and commitment to the Museum's educational future.



NICK REMEMBERS

This opening event took place in the Louisiana Memorial Pavilion in 2006 with Louisiana Governor Kathleen Blanco—quite a contrast to how the Museum opened six years earlier. As you can see in the photograph, there's no one else in the Museum in the aftermath of Katrina. The others who are there were the Chairman of the Board David Voelker, myself, and Jesse Arboneaux from the Ourso Family Foundation, which made a major gift for Discovery Hall.

During this event, we dedicated the four-story building in the rear of the Museum that houses our orientation hall, special exhibit space, our education center, and offices on the fourth floor. This was necessary because we needed office space, yes, but I also wanted to reaffirm that student and teacher education, and a K-12 laboratory, were going to be the first parts of the expansion—even though the Hall was largely invisible because it was built onto the rear of the existing Museum.

Even though there were few people in the city in the first year after Katrina—scarce residents, virtually no tourists—we decided to have a ribbon-cutting for this building, which was about halfway completed when Katrina hit.

Fortunately we could combine some federal and state funds to finish it. It was a great day. David Voelker was there with Governor Blanco, who was so much help to us—not just for this building but for the next one as well.



The debut of E.J. Ourso Discovery Hall was low-key, but represented a big step forward for The National WWII Museum. (Left to right:) President of the E.J. and Marjory B. Ourso Family Foundation Jesse Arboneaux, Museum Trustee Louis Freeman, Museum Trustee David Voelker, Louisiana Governor Kathleen Blanco, and Nick Mueller.

MUSEUM TIMELINE

DECEMBER 2001

At the suggestion of many visiting WWII veterans, the Museum expands the visitor experience by opening *The D-Day Invasions in the Pacific* exhibit in the Louisiana Memorial Pavilion.

SEPTEMBER 2002

The transition to a larger mission of an expanded Museum covering the entire WWII experience gets underway with creation of a national Board of Trustees.

OCTOBER 2002

The National Charter Membership program launches.

DECEMBER 2002

At the first meeting of the new Board of Trustees, the process to secure Congressional designation as The National WWII Museum begins.

AUGUST 2003

The Museum welcomes its 1 millionth visitor.

JANUARY 2004

The Board of Trustees approves a Master Plan that envisions a six-acre, 300,000-square-feet campus of multiple buildings featuring exhibits and attractions covering all campaigns of the WWII era, as well as Home Front and postwar liberation stories.

FEBRUARY 2004

The US Congress designates The National D-Day Museum as "America's National WWII Museum," broadening its mission.

The Museum kicks off its \$200 million capital expansion campaign in Washington, DC, with a gala honoring 13 members of Congress who served in World War II with American Spirit Medallions. The event is hosted by Tom Hanks, and also provides insight into the Museum's capital expansion plan.

JUNE 2004

The Museum commemorates the 60th anniversary of D-Day in Normandy with 300 guests aboard a chartered Silversea cruise ship traveling from London to Caen, France. Guests include veterans, Museum Trustees, historians, and Museum supporters.

DECEMBER 2004

Museum Trustee Richard C. Adkerson bestows to the Museum a generous gift to fund technological equipment (cameras, lights, microphones) to help launch a program solely dedicated to the collection of oral histories.

SOLOMON VICTORY THEATER BRINGS STAR POWER TO THE MUSEUM

NOVEMBER 6, 2009

November 2009 saw the **Solomon Victory Theater** open with the premiere of Beyond All Boundaries, a 4D multimedia experience produced by the Hettema Group and narrated by Tom Hanks. An immediate hit with visitors, the attraction remains one of the most popular to be found at cultural institutions in America. The Solomon Victory Theater complex also houses BB's Stage Door Canteen, a USO-style entertainment venue, along with two gift shops and a restaurant. Its construction marked the debut of a striking architectural style that will distinguish the pavilions to follow.



That was a moment—when I really began to think that the WWII Museum Master Plan for the expansion was going to happen.

The Solomon Victory Theater was a game-changer for us, along with BB's Stage Door Canteen and The American Sector restaurant. The new pavilion wasn't about exhibits, except Beyond All Boundaries, which was a major exhibit and a very expensive attraction. We rolled the dice on the whole shebang. We said, "We've got to have something that's going to break us out of the starting gate and put us into the big time." And it wasn't going to be more of your traditional exhibits. This was going to be a dramatic four-dimensional multimedia experience that would immerse people in the story of World War II.

So, there we are at the opening with the benefactor of that building, Teddy Solomon; Louisiana Governor Kathleen Blanco; Senator Mary Landrieu; Lieutenant Governor (and future New Orleans Mayor) Mitch Landrieu; founding Chairman Boysie Bollinger; and former California Governor Pete Wilson. Of course, Tom Brokaw and Tom Hanks are still with us nine years after our grand opening. What a day! It was for me one of the best grand openings because that was the first big step across the street with a world-class attraction.

In New Orleans, there were people who were skeptical about the ambitious Master Plan, especially since it took us 10 years to open The National D-Day Museum in 2000. But now we're opening The National WWII Museum in phases. This was the first major phase. It grabbed the attention of the media, our business community, and people around the country.





The grand-opening ceremony for the Solomon Victory Theater, attended by many active-duty servicemembers, served notice of the accelerated campus expansion to come. (Second row, left to right:) Paul Hilliard, Theodore G. Solomon, Kathleen Blanco, Mary Landrieu, Louisiana Lieutenant Governor Mitch Landrieu, New Orleans City Councilmember Jackie Clarkson. (Front row, left to right:) Tom Hanks, Nick Mueller, Tom Brokaw, Pete Wilson, and Boysie Bollinger.

MUSEUM TIMELINE

JANUARY 2005

The Museum adopts more uniform practices for collecting oral histories, and also hires additional staff historians to help gather personal accounts that would support specific content for exhibit galleries outlined in the Master Plan.

APRIL 2005

Stan and Juanita Paulis of Springfield, Illinois, purchase the Museum's 100,000th Charter Membership.

MAY 2005

The Barksdale family pledges a \$5 million gift to the Museum for the Col. Battle Barksdale Parade Ground.

AUGUST 2005

New Orleans faces catastrophic loss of life as well as flooding, property damage, and mass evacuations with the arrival of Hurricane Katrina. Though untouched by floodwaters, the Museum closes its doors and takes drastic steps to stay in business.

NOVEMBER 2005

The Board of Trustees gathers in Dallas for an emergency meeting to assess the Museum's post-Katrina future and decides to stay the course.

DECEMBER 2005

The Museum reopens with bare-bones staff after three months, becoming a symbol of recovery in the region.

APRIL 2006

The Museum receives a generous gift from Museum Trustee and WWII veteran of the Pacific Paul Hilliard: a restored C-47 airplane that flew Airborne pathfinders first into Normandy on D-Day, at Operation Market Garden, and then in Operation Varsity.

NOVEMBER 2006

The Museum hosts its first International Conference on World War II, featuring panels with WWII veterans along with speakers Ken Burns, Madeleine Albright, James Bradley, and Medal of Honor recipients. Noted historians Sir Max Hastings, Donald L. Miller, and Victor Davis Hanson are also speakers.

AUGUST 2007

The Museum's Education Department launches web-based Virtual Field Trips, bringing the Museum experience to students and classrooms around the world.

JOHN E. KUSHNER RESTORATION PAVILION CREATES A HOME FOR WWII MACRO-ARTIFACT RESTORATION

JUNE 4, 2011

The Museum dedicated the John E. Kushner Restoration Pavilion on a hot June day in 2011. Its glass-wrapped main room-118-by-45-feet with a 32-feet-high ceiling—was a perfect fit for PT-305 for the final years of her restoration, a project that John Kushner would've appreciated. A real estate broker and Museum Trustee, Kushner, who died in 2005, was an avid collector of WWII memorabilia and champion of the Museum campaign to acquire major artifacts.



This is the John Kushner Restoration Pavilion, where we house our macro-artifacts that are under restoration, including PT-305, our patrol-torpedo boat that we just launched on Lake Pontchartrain in 2017. PT-305 moved out, and we're now using Kushner as a space to house various instruments and weapons of war, including radar, to tell the science-and-technology story of World War II. We design lessons into those stories to teach science, technology, engineering, and math-the STEM standards for teachers and students.

This pavilion will become an incredible learning space for field trips. Some restoration will still take place there, and students and teachers will see how theory relates to practice in technological innovation, math, and science. We're a history museum, but there's a history of science and technology, too.

The dedication for this pavilion was a smaller crowd of about 500-600 people gathered right on the street, in front of this building. Herschel Abbott was our Board Chair at the time. This Pavilion is the only building named after anyone involved with the Museum, but John Kushner was on our Board from the early 90s until his death in 2005. He was a commercial realtor who convinced us to buy this old warehouse downtown that we opened as the original National D-Day Museum. He also led the effort to buy all of the six acres of property that we needed for expansion of



the Museum. He succeeded in acquiring all properties without any of the sellers knowing who was buying, except the last one, who said, "I'm going to cost you more because I know who you are and why you're buying."

This dedication was another major milestone for the Museum. It was one of our smaller buildings, but very important to our story, our macro-restoration efforts, and for science education. The John E. Kushner Restoration Pavilion provided a home for marquee WWII macro-artifacts. (At center in white, left to right:) Herschel Abbott, Barbara Kushner, and Nick Mueller.

MUSEUM TIMELINE

JUNE 2008

The future Campaigns of Courage: European and Pacific Theaters pavilion gains one of its signature macro-artifacts with the acquisition of a P-40 Warhawk for the Richard C. Adkerson & Freeport-McMoRan Foundation *Road to Tokyo: Pacific Theater Galleries.*

OCTOBER 2008

The Museum launches Operation Footlocker, an educational program that provides schools and students across the country with hands-on opportunities to explore the lessons of World War II by analyzing WWII artifacts sent to classrooms in traveling trunks.

MAY 2009

The Museum welcomes its 2 millionth visitor.

The Museum brings National History Day back to Louisiana for the first time since Hurricane Katrina, hosting Louisiana History Day and sending four students to the national competition in College Park, Maryland. Since then, over 9,000 students have participated in Louisiana History Day.

JUNE 2010

The success of the "\$10 For Them" campaign ensures complimentary Museum admission for all WWII veterans.

The Museum celebrates its 10th year and the 66th anniversary of the Normandy D-Day invasion.

The Museum acquires its 100,000th artifact with the donation of a telegram informing the family of Roy Joseph Miletta that he had survived the sinking of the USS *Tang* submarine in the Pacific.

AUGUST 2010

The Museum receives a gift of a rare B-17E Flying Fortress from Museum Trustee Bob Ready and his family. Affectionately called *My Gal Sal*, the plane had to make an emergency crash landing on an ice cap in Greenland while on its way to Europe in June 1942 to join America's initial military buildup.

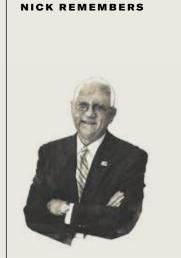
JUNE 2011

Portions of Hitler's Atlantic Wall are donated by the Utah Beach Museum and arrive at the Museum for permanent display. The transfer was made possible by WWII veteran Randolph "Randy" Richmond Jr.

US FREEDOM PAVILION: THE BOEING CENTER **SOARS ABOVE THE REST**

JANUARY 11, 2013

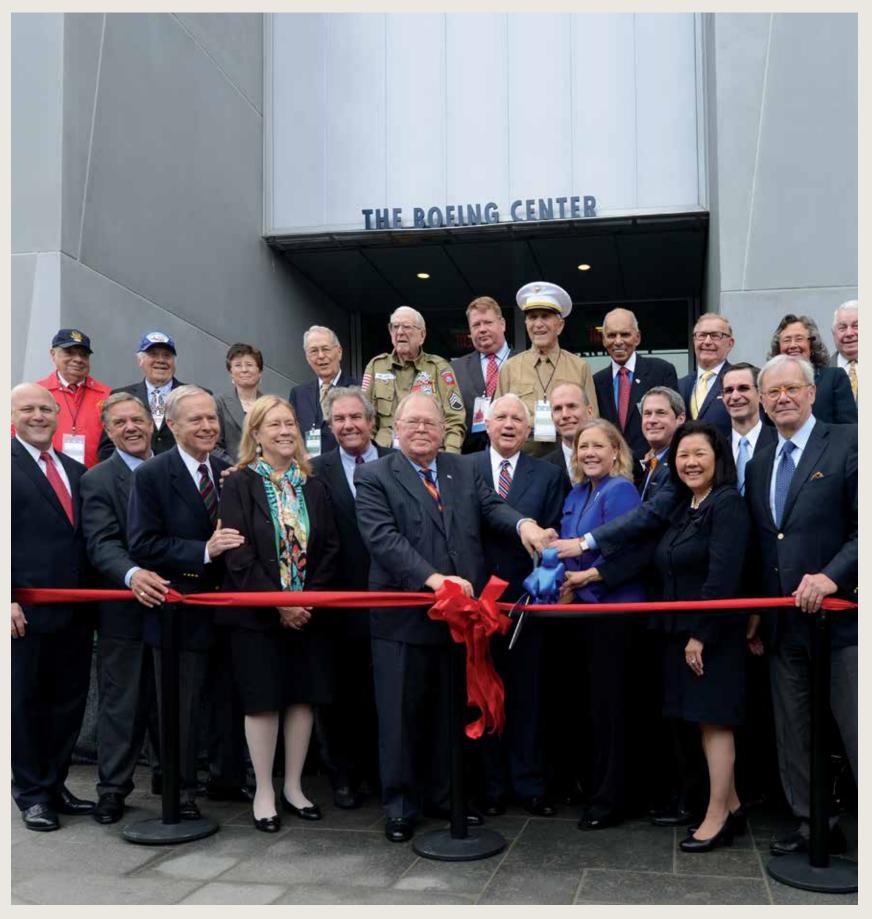
Among the dignitaries attending the January 2013 grand opening of **US Freedom Pavilion: The Boeing Center were Irene** Hirano Inouye and Catherine Stevens, respectively the widows of US Senators **Daniel Inouye and Theodore** Stevens. More than a decade earlier, these two decorated WWII veterans had been instrumental in securing federal funding for the Museum's earliest plans to expand its scope beyond D-Day invasions to cover the entirety of the American experience in World War II. They also secured the **Congressional designation** as America's National WWII Museum. After Stevens died, his comrade, Medal of Honor recipient Daniel Inouve, obtained \$20 million to start construction of the US Freedom Pavilion.



In a dramatic last-minute gathering before a critical meeting of the Defense Appropriations Subcommittee, Irene Hirano Inouve secured a meeting with Senator Inouye, Senator Mary Landrieu, myself, Governor Pete Wilson, David Voelker, Cleland Powell, and Paul Cambon. We said we needed \$25 million to build US Freedom Pavilion as the capstone building for The National WWII Museum-one that would be funded almost entirely by Congress. It was a huge earmark; I mean huge! Senator Mary Landrieu helped plead our case during an hour-and-a-half discussion with Senator Inouve.

Everything was on the table. Senator Landrieu told Senator Inouye she would contribute all of her previous earmarks, saying, "I'll give up everything for this." Senators Inouve and Vitter added theirs, and we got it. While we ended up with a "haircut" when the House Conference Committee reconstituted the defense bill, we still received \$20 million. Then the Boeing Company came in with an enormous \$15 million gift to increase the height of the pavilion and get the B-17 in there, the great iconic bomber of World War II.

We owe Boeing and those senators an enormous debt of gratitude because when that 100-feet-high building went up with all those beautiful iconic warbirds—it was a sight. This was just as important as opening the Solomon Victory Theater building; having this magnificent architectural statement to anchor the rear of our campus. It set the bar high for the future of this Museum-and everyone around the country, not only New Orleans, began to realize we were about serious business here and were going to finish this expansion.



WWII veterans including Tuskegee Airman Roscoe Brown Jr. (second row, fourth from right) gathered to officially open the new home for the Museum's fleet of warbirds. (Front row, left to right:) New Orleans Mayor Mitch Landrieu, Phil Satre, Pete Wilson, Catherine Stevens, Boysie Bollinger, Herschel Abbott, Nick Mueller, Boeing Vice Chairman, President, and Chief Operating Officer Dennis Muilenburg, Mary Landrieu, US Senator David Vitter, Irene Hirano Inouve, and Tom Brokaw.

MUSEUM TIMELINE

JULY 2011

The Museum opens The Jeri Nims Soda Shop. Located on the corner of Magazine Street and Andrew Higgins Drive, the Soda Shop offers Museum visitors and residents of the Warehouse District a fun option for a quick lunch or an evening dessert.

MAY 2012

The Museum welcomes its 3 millionth visitor

MAY 2013

The first annual Robotics Challenge pits 30 teams of elementary and middle school students, and their team-built robots. against tabletop challenges and obstacles based on real-life problems and scenarios from World War II

JULY 2013

For the first time, high school and college students travel to Normandy with the Museum to experience D-Day events, visit battle sites, and pay tribute to fallen soldiers

NOVEMBER 2013

A replica 1940s train car takes its place at the beginning of the visitor journey through the Museum and through World War II. This simulated train-car experience in the Louisiana Memorial Pavilion features video "windows" recalling the initial journey of recruits traveling by train as they go off to war.

MARCH 2014

The Museum debuts a new website, www.ww2online.org, as a public portal to its growing digital collections. The site launches with 150 oral historiesincluding firsthand accounts of D-Day at Normandy, the Battle of Guadalcanal, and the liberation of Dachau-and more than 5,000 wartime photos.

JUNE 2014

The Museum commemorates the 70th anniversary of D-Day with a journey from Lisbon to Normandy aboard a Silversea cruise ship while events in New Orleans attract more than 6,500 guests. Joining the commemorative cruise were Tom Brokaw, Rick Atkinson, Donald L. Miller, and decorated WWII veterans

JULY 2014

The Museum welcomes its 4 millionth visito



My Gal Sal-an iconic B-17E Flying Fortress pictured on Magazine Street en route to permanent installation in US Freedom Pavilion: The Boeing Center-was a gift of Museum Trustee Bob Ready and family.

CAMPAIGNS OF COURAGE PAVILION OPENS WITH SIGNATURE **IMMERSIVE EXHIBITS**

DECEMBER 13, 2014

The December 2014 opening of the Campaigns of Courage: European and Pacific Theaters pavilion marked another milestone for the Museum-the debut of an enveloping storytelling style that transports visitors to the battlefronts in the Europe and Asia-Pacific campaigns experienced by Americans during the war years. The Campaigns of Courage pavilion also launched one of the Museum's most personal interactive elements to date, the Dog Tag Experience, which begins in a recreated train station where Museum visitors are issued a digitally enabled card representing the dog tags given to new GIs. Each tag contains a unique identification chip and the opportunity to unlock the story of an actual war participant at kiosks located throughout the campus.

The Duchossois Family Road to Berlin: European Theater Galleries set the standard for all the exhibits that followed, a place where the sights, sounds, geographic environments, and personal stories of World War II transport visitors to a tangible journey back in time.

NICK REMEMBERS



The opening of the Campaigns of Courage pavilion happened in two stages. When we started building that pavilion, we didn't have all the funds for both major exhibits, but we had enough funds to build the pavilion and complete one floor. the Road to Berlin exhibit-so we opened and dedicated that exhibit first.

Road to Berlin transports visitors from the deserts of North Africa where soldiers first fought in 1942, through combat in the Italian landscapes and the French hedgerow country, into the freezing Ardennes forest in the Battle of the Bulge-and all the way into the ruins of Germany, heavily bombed before our troops arrived.

It's a powerful exhibit, and I'm very proud of it. A year later, we opened the Road to Tokyo on the second level of the Campaigns of Courage pavilion.





Joined by veterans of the battles depicted within Road to Berlin, Museum officials and civic leaders christened the Campaigns of Courage pavilion. (Starting fourth from left:) Phil Satre, Mitch Landrieu, Boysie Bollinger, Louisiana Lieutenant Governor Jay Dardenne, Pete Wilson, Richard Adkerson, Louisiana Governor Bobby Jindal, and Nick Mueller. In the lower photo, Dr. Mueller was joined by American Spirit Award honorees Tom Brokaw and Tom Hanks at a 2015 gala in New York City.

MUSEUM TIMELINE

SEPTEMBER 2014

TripAdvisor, the world's largest travel site, ranks the Museum the No. 4 museum in the United States, No. 11 in the world. and the top attraction in New Orleans in its annual Travelers' Choice Awards based on feedback from millions of the website's visitors

OCTOBER 2014

In partnership with the Commemorative Air Force, the Museum hosts the first WWII AirPower Expo, an air show of restored WWII aircraft, with ride-along flights and more than 11,000 people in attendance.

DECEMBER 2014

Museum historians complete the 3,500th video oral history-bringing the Museum's collection of personal accounts of the war to more than 7,500.

FEBRUARY 2015

At a New York City gala, the Museum honors longtime supporters and friends Tom Hanks and Tom Brokaw with the prestigious American Spirit Award, a bronze sculpture of the Higgins landing craft.

MARCH 2015

Joy and Boysie Bollinger, with an extraordinary donation of \$20 million, fund construction of the Bollinger Canopy of Peace, give a new name to BB's Stage Door Canteen, bolster the Museum's endowment, and record the largest private donation yet to the Museum

JUNE 2015

The Gary Sinise Foundation inaugurates its Soaring Valor program by flying 40 WWII veterans from southern California to New Orleans for two days of activities at the Museum. The Foundation also funds a full-time historian to work with the Museum's existing oral history outreach program to record the memories of WWII veterans.

NOVEMBER 2015

The Museum presents its first National Electronic Field Trip, We're All in This Together! How Students Like YOU Helped Win World War II. The streaming presentation, on the topic of wartime life on the American Home Front reaches nearly 30,000 students across the country.

ROAD TO TOKYO COMPLETES THE HEART OF THE MUSEUM EXPERIENCE

DECEMBER 11, 2015

In December 2015, the Museum opened the Richard C. Adkerson & Freeport-McMoRan Foundation Road to Tokyo: Pacific Theater Galleries. The galleries plunge visitors into the naval war and grueling combat conditions on the trail that led America's military from Pearl Harbor to Tokyo Bay. Building on the narrative breakthroughs introduced in Road to Berlin, the galleries examine the cultural differences, logistical challenges, and staggering range of extreme conditions and battles that confronted American military forces in New Guinea, Guadalcanal and Southeast Asia, the Himalayas, Burma, the islands of the Pacific, China, India, and Alaska.

On the same day, the Museum also opened the Ralph E. Crump, LTJG, USNR, US Merchant Marine Gallery in honor of civilian merchant mariners who risked their lives transporting weapons, men, and matériel to US troops overseas.



In 2015, we opened Road to Tokyo. Here we have Woody Williams, a recipient of the Medal of Honor from Iwo Jima: Phyllis Taylor; Madlyn Hilliard; and Paul Hilliard, Museum Trustee and WWII veteran of the Pacific. And of course our Chairman, Richard Adkerson, who was not only Chairman of the Board, but he and Freeport-McMoRan were the key benefactors to the Road to Tokyo exhibit—a major, major gift that enabled us to finish that exhibit on time. He was a great leader, as have been all of our Chairmen. Garv Sinise was there as our Master of Ceremonies. Also present are Mary Landrieu, Phil Satre, Jim Courter, New Orleans Mayor Mitch Landrieu, Bob Hayes-all people who've meant so very much to this Museum's success.

The opening of Road to Tokyo was of major importance for several reasons. First, this exhibit joined Road to Berlin in completing the Campaigns of Courage experience for visitors in both the European and Asia-Pacific theaters of World War II. Second. it closed an important circle for the Museum. Immediately after the D-Day Museum opened in 2000, many visiting WWII veterans of the Pacific war let us know in no uncertain terms that their war experience was conspicuous by its absence from our galleries. So, we got to work and opened the The D-Day Invasions in the Pacific exhibit in Louisiana Memorial Pavilion in December 2001. This was a significant step toward expanding into all campaigns



of World War II, even before we became the official WWII museum for the nation.

Many of the artifacts and oral histories from that exhibit migrated to the new Road to Tokyo, which tells the full story of the American experience in the Asia-Pacific theater. It's always stirring to observe a WWII veteran in those galleries-from standing on the flight deck of the USS Enterprise to the "Green Hell" of the Guadalcanal gallery, and the island-hopping and China-Burma-India campaigns to the exhibit's haunting concluding treatment of the use of atomic bombs to finally end the war. This grand opening, attended as it was by many veterans of the Pacific theater. was a very proud moment for the Museum and its supporters.



The grand opening of *Road to Tokyo* completed Campaigns of Courage. (Front row, left to right:) Richard Adkerson, Paul Hilliard, Nick Mueller, Museum Trustee and WWII veteran Richard L. Duchossois, WWII Pacific theater veteran and Medal of Honor recipient Hershel "Woody" Williams. In the lower photo, a restored P-40 Warhawk—bearing the distinctive markings of Claire Lee Chennault's "Flying Tigers" arrived for installation in the China-Burma-India gallery of *Road to Tokyo*.

MUSEUM TIMELINE

MARCH 2016

The Museum launches its first online Kickstarter campaign to fund the final phase of PT-305's restoration. The campaign raises more than \$200,000 from over 1,000 donors in just one month.

The Museum welcomes 81,703 visitors during the month, smashing the previous monthly record of 73,449. Our 5 millionth visitor is in that number, arriving to the Museum's campus on March 19.

APRIL 2016

An authentic, newly restored P-51D Mustang fighter painted in the likeness of the 332nd Fighter Group's Red Tail plane flown by Tuskegee Airman Roscoe Brown is unveiled during a special ceremony in US Freedom Pavilion: The Boeing Center. The warbird's restoration was generously supported by the Ricketts family, including Museum Trustee Todd Ricketts.

MAY 2016

The Museum partners with New Orleans Opera to stage performances of *Brundibár*, a two-act opera originally staged by children at the Theresienstadt concentration camp during World War II.

Nick Mueller receives the French Legion of Honor Medal—the highest distinction awarded by the French government—alongside Museum champions Tom Brokaw and Tom Hanks at a private ceremony at the Grand Chancellery in Paris.

JUNE 2016

The Museum partners with Whitney Bank to present the first New Orleans American Spirit Awards gala.

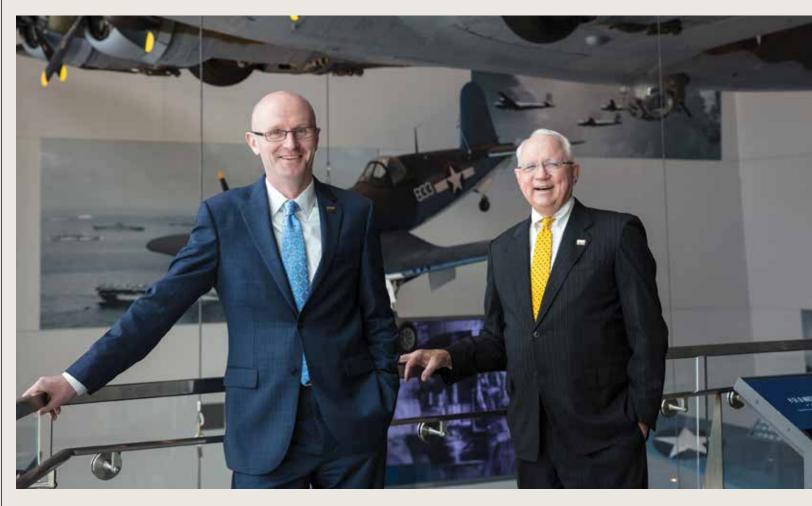
- A new Museum parking structure opens to the public.
- to the public

A LEGACY OF LEADERSHIP

On the evening of Friday, June 30, 2017, Museum staff members, volunteers, friends, and family gathered in Louisiana Memorial Pavilion—the original home of The National D-Day Museum—to salute the end of one era and christen the beginning of another. Just a few hours later, as Fiscal Year 2017 turned to Fiscal Year 2018, Stephen J. Watson officially assumed the title of President & CEO from Gordon H. "Nick" Mueller, PhD.

As heartfelt speeches were delivered by both men during the characteristically informal and collegial ceremony, all in attendance quietly crossed a symbolic bridge joining the Museum's birth and explosive early growth to its infinite future. When the speeches concluded, both men and their families, friends, and colleagues crossed Andrew Higgins Drive—following a traditional New Orleans "second line" band—onto Founders Plaza to raise a champagne toast to The National WWII Museum's past, present, and future.

Here's to Nick and Stephen!



GORDON H. "NICK" MUELLER, PHD PRESIDENT & CEO EMERITUS

On July 1, 2017, Gordon H. "Nick" Mueller, PhD, became President & CEO Emeritus of The National WWII Museum. Dr. Mueller is Founding President of the institution, formerly known as The National D-Day Museum, the creation of which was a shared vision with fellow historian Stephen E. Ambrose. Dr. Mueller led the organization as Chairman of the Board from 1998 through its fund-raising and construction to its grand opening on June 6, 2000. His appointment as full-time President & CEO in 2000 allowed him to reinvent the Museum's mission and Master Plan, and begin to develop the \$400 million campus of American's National WWII Museum, as designated by US Congress. Dr. Mueller raised more than \$300 million in private, federal, and state funds by 2017, and the Museum is scheduled to

complete its capital expansion in 2020. During Mueller's tenure, the Museum achieved both national and international recognition, and in 2017 the institution was ranked by TripAdvisor.com as the top-rated tourist destination in New Orleans, No. 2 most popular museum in the nation, and the No. 2 museum in the world.

Before stepping into his second career in the museum world, Dr. Mueller enjoyed a 33-year career as Professor of European History at the University of New Orleans. During his tenure there he also served as Dean, Vice Chancellor, and Founding President of the Research and Technology Park, which recorded a \$500 million economic impact as of 2016. Dr. Mueller earned his bachelor's degree at Stetson University, an MA and PhD at the University of North Carolina, and has done postgraduate work at Yale, Harvard, and several European universities.

Mueller is the recipient of numerous awards and recognitions for his distinguished achievements in higher education, museums, research and technology, and contributions to foreign countries, including the Chevalier Ordre national de la Légion d'Honneur, Republic of France.

"We are the stewards of one of the biggest stories in human history, a story that has relevance today and I believe will have relevance for generations to come," said Stephen J. Watson. "I think the most important thing I can say as I step into this new role is, 'Thank you, Nick, for all you have done for this Museum, and for the mentor you've been to me for the last 15 years.' Quite simply, this Museum exists because of Nick Mueller.

"Nick has been so much more than the title President & CEO could ever capture. He's been the intellectual driving force, the fund-raiser and the entrepreneur in every possible way you can imagine. And most importantly, he's always been a loyal and passionate leader who inspired all of us to reach just a little bit higher and to do our very best. No one will ever contribute more to the mission of this Museum. Period. And we will always continue to be inspired by his leadership and his passion for the American spirit."

Stephen J. Watson, MBA, has held increasing levels of responsibility at The National WWII Museum for 15 yearsmost recently as Executive Vice President & Chief Operating Officer, with involvement in strategic decisions as well as daily administration. In addition to daily operations, his purview as COO has included Membership programs, educational programming, collections and acquisitions, event rentals and group sales, fund-raising, marketing, and public relations.

In his various roles at the Museum, Watson has had a hand in developing nearly every aspect of the institution: Membership (2,000 percent increase during an 18-month campaign while Director of Membership), donor stewardship (establishing several key supporter relationships as Associate Vice President of Development), educational travel programs (overseeing the launch of the first Mediterranean and Pacific tours), capital expansion (management of the 2009 grand opening of the Solomon Victory Theater, BB's Stage Door Canteen, and The American Sector Restaurant + Bar; the launch of live entertainment programming; and ongoing involvement as an executive reviewer of new exhibits and galleries), and digital collections (authoring and championing a 10-year, \$11.3-million comprehensive digitization initiative).

The Scotland-born grandson of a WWII Royal Air Force pilot, Watson earned his BS and MBA degrees at Nicholls State University before moving to New Orleans and entering the nonprofit sector with UNO's WWNO public radio station. He joined the staff of the institution then known as The National D-Day Museum in 2002, quickly adding value to the young institution with his business, marketing, and leadership skills. Shortly after the Museum's congressional designation as The National WWII Museum in 2004, Watson was promoted to Vice President & COO with responsibility for the Museum's ongoing growth. In this role he worked closely with President & CEO Gordon H. "Nick" Mueller, PhD, and with the Board of Trustees to bring to life an ambitious capital expansion plan that would quadruple the size of the campus and firmly establish the Museum as a worldclass institution.

As that plan to grow the Museum's physical campus has progressed toward completion, Watson's leadership helped create a comprehensive strategy to provide greater digital access to the Museum's collections as an integral component of new education programs and outreach.

"One characteristic of what has built this Museum is entrepreneurship," said Dr. Mueller. "It's in our DNA. Stephen's got it in spades, and it's going to carry on forward. We have a hotel and a couple of more pavilions to build in the next few years, and we're going to get there. I want to tell you, you haven't seen anything yet.

"Stephen, you're a singular leader with extraordinary vision for this Museum. I'm very confident that you are going to be—as you are and have been—inspired by that same American spirit that inspired me and Stephen Ambrose in his backyard in 1990."

CAPITAL CAMPAIGN

The National WWII Museum is in the midst of a \$400 million Road to Victory Capital Campaign that will quadruple the size of the original Museum facility, add state-of-the-art programs and exhibit space, enhance the library and archives, and expand collections and conservation space.

THE NATIONAL WWII MUSEUM

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THE MUSEUM HONORS ITS FOUNDERS AND SALUTES THE AMERICAN SPIRIT WITH HORATIO ALGER ASSOCIATION AMERICAN SPIRIT BRIDGE

In January 2017, WWII veterans, dignitaries, staff, and volunteers gathered to dedicate Founders Plaza and the Horatio Alger Association American Spirit Bridge. These projects connect the original D-Day Museum with a magnificent bridge and arrival area in the Plaza that celebrates the founding of The National WWII Museum.

The Plaza provides a striking new introductory experience for visitors, as well as a welcoming space for reflection and contemplation. **Highlights include WWII macro-artifacts** well-known to returning guests, recognition walls for major donors and the Museum's Founders, and a bronze sculpture of President Franklin Delano Roosevelt. The Bridge would become a key part of the Museum narrative after the June 2017 opening of The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front, leading guests from the prewar and Home Front stories in that exhibit to a recounting of the epic effort by the US Merchant Marine that supplied men and matériel to the far-flung battlefronts detailed in Campaigns of Courage: European and Pacific Theaters.

NICK REMEMBERS



Again, the key people at the ribbon cutting are those who helped us complete this grand arrival area. The area separating the original building from the rest of the campus—previously named Howard Avenue, now Andrew Higgins Drive was a little underwhelming. It was not really befitting the arrival to a national museum. So with private funds, some state help, and the Horatio Alger Association, we were able to combine a number of new Museum features on this occasion.

We completed the American Spirit Bridge and dedicated that. The Bridge spans Andrew Higgins Drive, so it physically links the campus and keeps visitors indoors during bad weather. We also dedicated Founders Plaza, which includes the sculpture of President Roosevelt and fragments of the Atlantic Wall that were given to us by the Utah Beach Museum in Normandy. We added a Major Donor Wall to recognize all the individual donors and corporations who have contributed \$1 million or more to the Museum—gifts ranging from \$1 million to \$20 million. The Wall is very beautiful, and we're not just honoring our donors there; the Wall reads: "Honoring those who served and sacrificed."

And then, unbeknownst to me, the staff added something very personal, the Founders-recognition area. Former Trustee Ron Henson had advocated some 10 years earlier for the Museum to recognize the conversation between Ambrose and me, which was the original



2017 ANNUAL REPORT





In the upper photo, Founders Plaza and the Horatio Alger Association American Spirit Bridge united the Museum's growing campus. Nick Mueller, Horatio Alger Award recipient Paul Hilliard (third and fourth from left), Madlyn Hilliard (at center, in red), and Jim Courter were joined on the Bridge by Horatio Alger Association representatives (left to right:) Jim Seneff, Martha Seneff, Kathy Shannon, Tom Shannon, Harvey Massey, and Carol Massey. In the lower photo, the Founders Plaza Wall celebrating the Museum's creation by Stephen Ambrose and Nick Mueller. At lower left, the unveiling of the Horatio Alger Association American Spirit Bridge.

conception for the Museum. In Steve's backyard—over glasses of sherry—Steve proposed we build a small D-Day museum in the research park I was developing for the University of New Orleans.

We had done many things together over years of friendship and as historians. Steve came to New Orleans in 1971, and this was the biggest of many ideas and projects we pursued together. Neither one of us had a clue about what we were getting into other than it was a very big idea. We both knew it.

At that time, Steve had finished the research for his book on D-Day, collecting about 600 oral histories from veterans of D-Day. He wanted to save those stories for posterity and thought other people ought to have access to them. He wanted to hire professionals to run a small D-Day museum where Andrew Higgins tested his landing craft, right on the beach of the research park. So I said, "Let's do it." He said, "You go raise the money, and I'll give you my oral histories and artifacts." I said, "No, we're going to do this together, as with all our other projects." So that was the start.

That's why we call it Founders Plaza. The monument is very flattering and provides muchappreciated recognition not only of the great friendship that Steve and I had together, but also is a tribute to the origins of the Museum and how ideas can actually come to life if you believe in them and work hard enough.

HORATIO ALGER ASSOCIATION DONOR SPOTLIGHT



As the Museum celebrated the January opening of Founders Plaza, it also observed the official dedication of the Horatio Alger Association American Spirit Bridge, which spans the new Plaza and Andrew Higgins Drive.

The spark that inspired the generous funding of the striking structure came in October 2014, when Horatio Alger members William J. Doré and Paul Hilliard—a WWII veteran and an officer of the Museum's Board of Trustees—hosted the association's membership and board of directors meeting at the Museum.

The association and its members found common ground in the mission of each organization, and elected to support the American Spirit Bridge in honor of members who served in World War II and more recent conflicts.

The Horatio Alger Association is a nonprofit educational organization dedicated to "the simple but powerful belief that hard work, honesty, and determination can conquer all obstacles." The association now annually awards more than \$18 million in undergraduate and graduate need-based scholarships across the United States and Canada.

The organization annually bestows the Horatio Alger Award, which recognizes leaders who have triumphed over adversity to achieve success in their respective fields. Since the association's 1947 founding, more than 700 individuals have received the Horatio Alger Award and accompanying lifetime membership in the association.

Of the more than 300 living honorees, almost a third of them are military veterans, approximately half of whom served in World War II.

"I am deeply moved to be able to recognize the many Horatio Alger members who served in World War II—as well as those who served in more recent conflicts—with the dedication of the American Spirit Bridge," said Horatio Alger Association Board Member Tom Shannon. "I can think of nothing more fitting than for our two organizations to be linked in such a magnificent tribute."

2017 ANNUAL REPORT

2019

HALL OF DEMOCRACY

THE ROAD AHEAD



To lead the Museum into its next monumental chapter, the Board of Trustees appointed Stephen J. Watson to succeed Dr. Mueller as President & CEO on July 1, 2017. Recognized nationally as an innovative leader in the nonprofit world, Watson's deep knowledge of the institution has been guided by his longtime collaboration with Mueller in shaping the strategic plan for the Museum's future.

A main priority for Watson is raising the final \$100 million of the Museum's \$400 million Capital Campaign. Dr. Mueller believes he is poised for the job and fully prepared to expand the Museum's reputation for excellence both nationally and internationally, noting, "The Museum is in wonderful hands with Stephen as President & CEO. Both the Board and I agree that with Stephen at the helm, the Museum's brightest days are ahead."

BOLLINGER CANOPY OF PEACE 2018

The Bollinger Canopy of Peace will soon take its place as a new landmark on the New Orleans skyline. This magnificent piece of architectural sculpture, scheduled for completion in 2018, will rise 148 feet above the entire campus. The 482-feet-long. 134-feet-wide steel structure with Teflon-coated fiberglass panels will be one of the first of its kind in the country, and will stand as an engineering and architectural statement of distinction. A high-tech lighting system will illuminate the Canopy at night, making it a beacon symbolizing hope, peace through strength, and American technological achievements unleashed at the end of World War II.



STEPHEN LOOKS AHEAD

Bart Voorsanger, our Master Plan architect who's been with us throughout the expansion, envisioned the Bollinger Canopy of Peace as the crown jewel over the entire campus, an uplifting symbol, bringing all of the buildings together in a way that embraces and protects the heroic stories beneath it. It's going to change the skyline of New Orleans, and give us the ability to showcase some amazing presentations at night with light and projection on the Canopy. Thanks to the incredible generosity of Joy and Boysie Bollinger, the Canopy will become one of the most iconic elements not only in the city, but also in the country.

This structure will create awareness and become a symbol for the Museum, while putting us on the world map in a way that we have never been.

The Canopy represents America's hopes and aspirations, and ultimately the peace that was won. The structure will mean different things to different people, but we think it's a beautiful and bold architectural statement that will set a tone. We hope it will give visitors a feeling of awe from the moment they arrive on campus and really get their attention.

I don't believe anyone can really imagine its impact or fully understand it until they see it.

of oral histories, photographs, artifacts, and archives more accessible to the public through new online and learning initiatives.

The pavilion will house a special exhibits gallery; the Institute for the Study of War and Democracy, a growing hive of WWII historical expertise; a WWII Media and Education Center with production studios and broadcast capabilities for the editing, production, and dissemination of the Museum's digital assets and programs; and a stunning library that will support research and public engagement.



STEPHEN LOOKS AHEAD

The Hall of Democracy, in my mind, represents a pivot—that may not be the right word—but it's a pivot in the sense that it's the physical structure that represents the next phase of the Museum's evolution. We have to work just as hard at providing educational outreach, access, and being a source of authentic knowledge and information about the American experience in World War II as we have with building the physical campus and world-class exhibits.

The Institute for the Study of War and Democracy will become a new center of WWII research and expertise in the Museum. Staffed with top WWII historians, it will be key in developing our Conference programs and symposia, new initiatives like Corporate Leadership Academy, and online learning partnerships at the higher

education level. The Institute will also work internally with our Education department, our collections professionals, and our exhibit designers to make sure all of our content and communications are produced with the highest level of commitment to authenticity and quality.

World War II.

The Hall of Democracy is different from our exhibition pavilions because its impact won't necessarily be felt by the visitors who come to

The Hall of Democracy, expected to open in 2019, will be a 34,800-square-feet pavilion dedicated to the Museum's research, WWII content expertise, and outreach to visitors, educators, students, and scholars around the world. This pavilion will make the Museum's extensive digitized collection

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The WWII Media and Education Center will be staffed with media specialists who will produce digital content for students, teachers, our public history audiences, and those in the corporate world who are looking for great models of leadership among the men and women of

our campus, but instead experienced by people across the country through distance-learning technologies. That's exciting to me because as a national museum, I think that the access, the outreach, and how we bring the story of World War II to communities across the country is a core responsibility and part of our mission, and the Hall of Democracy is really going to help make that happen.

THE HIGGINS HOTEL & CONFERENCE CENTER 2019

As the Museum enhances its reputation among the great museums of the world, it will need to serve an increasing number of visitors, students, scholars, and educators. In 2017 alone, the Museum attracted, just in daytime visitation, 700,000 visitors. Of those visitors, 85 percent came from out of state, and half of those visitors cited the Museum as their primary reason for coming to New Orleans. Due to this increase in national visitation and distinction, the Museum is developing The Higgins Hotel & Conference Center, which will be managed by Hostmark Hospitality Group and will support the mission and growth of the institution.

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The property, which is expected to open in 2019, will feature 230 guest rooms and over 18,000 square feet of meeting space. Not only will the Hotel enhance the Museum visitor experience, it will also provide a dedicated space to sponsor the growing number of educational programs for the Museum.



STEPHEN LOOKS AHEAD

We fundamentally believe that a dedicated space for programs for students, teachers, enthusiasts, corporate groups, reunion groups, and the military should be a core component of what we have here at the Museum. When we looked at our last undeveloped piece of land, we had two goals: one, do something that economically supports the Museum's educational mission and, two, do something that enhances our guest experience-whether that guest is a visitor, teacher, student, scholar, or military group. Everything kept coming back to a hotel and conference center.

In 2017, we are driving over 300,000 room nights at hotels. You put that together with the fact that we have a larger campus now that can take a long time to enjoy, and that

our group visitation is growing and robust, and a hotel and conference center seems like a natural extension. In addition, we're building the WWII Media and Education Center, and the Institute for the Study of War and Democracy. We're really doubling down on developing our programming, conferences, and symposia, and we've made strong commitments to residential programs for students and teachers. All of those things pointed to why we thought this made a lot of sense for the Museum.

The Hotel will be appropriately themed and will be appealing to a business or leisure traveler. When you walk in, you're going to know that you're in a special hotel that will place you back in the 1940s. It will be a unique, iconic property unlike anything else in the city.

country's history, ensuring the freedoms we have today.

The Liberation Pavilion will mark the final major physical addition to the Museum, exploring

the end of the war, the immediate postwar years, and the war's continuing repercussions in our

own lives today through stories spread throughout three levels of the Pavilion. With an expected

premier cultural attractions in the world, and show how World War II was a pivotal moment in this

completion date in 2020, the Liberation Pavilion will allow the Museum to become one of the



STEPHEN LOOKS AHEAD

LIBERATION PAVILION

2020

The Liberation Pavilion answers the "what it means today" part of the Museum's mission statement. The Arsenal of Democracy helped us tell the "why it was fought" part of the story to help the visitor understand what was happening in the world leading up to the war, how America became involved in World War II, and what happened here domestically. Campaigns of Courage describes the wars in the Pacific and Europe, telling "how it was won." Liberation Pavilion resumes the story at the end of the war and helps stitch together the narrative between the end of the war and the present day-the legacies of the war for America and the world.

We want visitors to reflect on what freedom means to them and what they would do to

defend the freedoms and liberties that they enjoy. Through the Liberation Pavilion, we're going to take the visitor on a journey from World War II through time to show that freedom is something that's constantly under pressure, that freedom is not free. I believe that is core to what this Museum is about.

At the end of the day, we were fighting for freedom and democracy. Liberation will be an important capstone experience, engaging visitors as they think and reflect on what all this means to them. This is perhaps our most challenging and exciting work-and it's been a personal highlight for me during my tenure at the Museum.

2020

At the center of the Museum campus is the Col. Battle Barksdale Parade Ground, bustling with daily visitors, and hosting public and private gatherings-a space designed to embrace the community. Through future enhancements, this multipurpose area will continue to serve as an area for both Museum-sponsored activities and outside rental events, including fund-raising galas, educational programming, corporate banquets, and outdoor entertainment. The Parade Ground will also provide exhibition space for macro-artifacts and WWII reenactors.

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Plans to transform the Parade Ground at night are also in development. Through a nighttime spectacular called Expressions of America, Museum visitors will be taken on a transformative experience of the American spirit via a 360-degree sound-and-light show created for viewing beneath the iconic Bollinger Canopy of Peace. This 20-minute-long epic experience will be the first of its kind in the country, and will employ 3D digital video projection mapping technology.



The Col. Battle Barksdale Parade Ground is going to be an event space for all types of organizations and will not only be the largest gathering spot at the Museum for groups, but will also allow visitors to enjoy the campus and have a place to reflect.

This is being made possible by an early commitment from the Barksdale family, who've been great friends to this Museum. It was really one of the most important early gifts the Museum received when we were just beginning the Capital Campaign.

The concept of a parade ground is something very familiar to the military, and we thought it had great application here for military functions and for public programming on

COL. BATTLE BARKSDALE PARADE GROUND

STEPHEN LOOKS AHEAD

special days like Memorial Day and Veterans Day.

We also think it's important that our visitors have a space outside of the exhibition pavilions for a moment of reflection. Our exhibits can be intense, as they tell important but tough and emotional stories. We've also planned a series of sculpture benches, seating areas, and places of contemplation within the Parade Ground so that the visitor has a place to sit down and think about what it is they've just seen and learned.

"WE HAVE FAITH THAT FUTURE GENERATIONS WILL KNOW HERE, IN THE MIDDLE OF THE TWENTIETH CENTURY, THERE CAME A TIME WHEN MEN OF GOOD WILL FOUND A WAY TO UNITE, AND PRODUCE, AND FIGHT TO DESTROY THE FORCES OF IGNORANCE, AND INTOLERANCE, AND SLAVERY, AND WAR." FRANKLIN DELANO ROOSEVELT FEBRUARY 12, 1943



PT-305 RETURNS HOME TO LAKE PONTCHARTRAIN

A seven-decade homecoming journey culminated with PT-305's dedication in March 2017. The patrol-torpedo boat made by Higgins **Industries in New Orleans** served in combat in the Mediterranean, then went on to a long postwar career as a workboat. Meticulously restored by volunteers who gave more than 120,000 collective hours to the project, PT-305 has returned to service as a living-history macro-artifact educating future generations about WWII Home Front industry and ingenuity, as well as the brave crews who served aboard her.

NICK REMEMBERS



This was the first time we'd had a dedication off-campus. It was raining, so instead of doing it in the boathouse where the PT boat was, we had the dedication at the Lakefront Airport. At the dedication I said, "This is probably the first time anyone dedicated a PT boat inside of an airport," but that's what we did.

Here we are with a PT boat veteran. Marty Sherbecoe, and Stephen Watson, my successor as President & CEO, on the boat. This project began in 2006 with nothing but a rotting out hulk of a boat with 15 feet cut off its stem. We had a large, dedicated group who worked on a volunteer basis for 10 years to restore this vessel. It was a very big, complicated project—as big a project as restoring the B-17, except the B-17 wasn't going to fly. PT-305 had to meet Coast Guard standards and be certified to take people for hire in the lake. But we did it! She's in the water, taking passengers back into history on thrilling rides.

In the early years of the restoration, I really didn't know if we could afford to put PT-305 back in the water. I told the boat volunteers, "Maybe we'll just leave her in the Kushner Restoration Pavilion for visitors to see there." Then the volunteers kind of went on strike. They said, "Doc, if you don't put this boat in the water, we're not going to restore her." So I agreed. I said, "Okay, you win: We're going to put her back in the water." Then they started a rumor that I also agreed to let them take her over to the Mediterranean where she served in combat. I said, "No, I never agreed to that one. We're not doing that. The lake and US waters will be just fine."





PT-305 crew members and volunteers gathered to officially launch the Museum's fully restored WWII patrol-torpedo boat on Lake Pontchartrain, joined by PT-305 WWII crew member Jim Nerison (blue cap, fourth from right) and Museum President & CEO Stephen J. Watson (back row, third from right). At upper left, Stephen Watson, PT-boat veteran Marty Sherbecoe, and Nick Mueller. At upper right, PT-305 veteran Jim Nerison cruises Lake Pontchartrain aboard the restored patrol-torpedo boat.



GARY SINISE FOUNDATION DONOR SPOTLIGHT



A spring 2016 Kickstarter.com campaign-a first for the Museum-helped deliver a final fundraising push to return PT-305 to service. More than 1,000 individuals donated over \$200,000 in just a few weeks, and doubled the campaign's initial goal.

Helping push the "Launch PT-305" Kickstarter total to such thrilling heights were a \$10,000 direct pledge by the Pritzker Military Foundation (part of their total commitment of \$200,000 toward the boat's restoration) and a personal donation of \$50,000 by Museum friend and supporter Gary Sinise.

"It has been an honor to support The National WWII Museum's restoration of PT-305." Sinise said. "It is not only an educational artifact, but a statement in honor of the men who served aboard her and other boats like her. PT-305's timeline reaches from Andrew Jackson Higgins to her new mission of providing future generations with firsthand exposure to the sensations our WWII heroes experienced on open water in wartime. Watching the boat's restoration come together over the years during the Gary Sinise Foundation Soaring Valor visits to the Museum has been inspiring."

In addition to helping PT-305 set sail, Sinise—through his Gary Sinise Foundation-brings groups of WWII veterans to the Museum from around the country several times a year. These Soaring Valor visits are cherished opportunities to welcome these honored guests to a place that exists for, and provides thanks to, them. For the past two years, the Foundation has also funded a Museum oral historian who travels the United States gathering personal accounts from members of the WWII generation for our Digital Collections.



Built in New Orleans by Higgins Industries, PT-305 is again patrolling her home waters of Lake Pontchartrain, offering rides and deck tours aboard living history.

NICK REMEMBERS

THE ARSENAL OF DEMOCRACY HELPS COMPLETE THE MUSEUM'S MISSION

In June 2017, the Museum celebrated a major milestone with the grand opening of The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front. Also dedicated that day was the Governor Pete Wilson Liberty Flagstaff, which rises high above Founders Plaza. The Arsenal of Democracy completes a central element of the Museum's mission statement, demonstrating why the war was fought and how it was won with Home Front industry, ingenuity, and patriotic spirit.

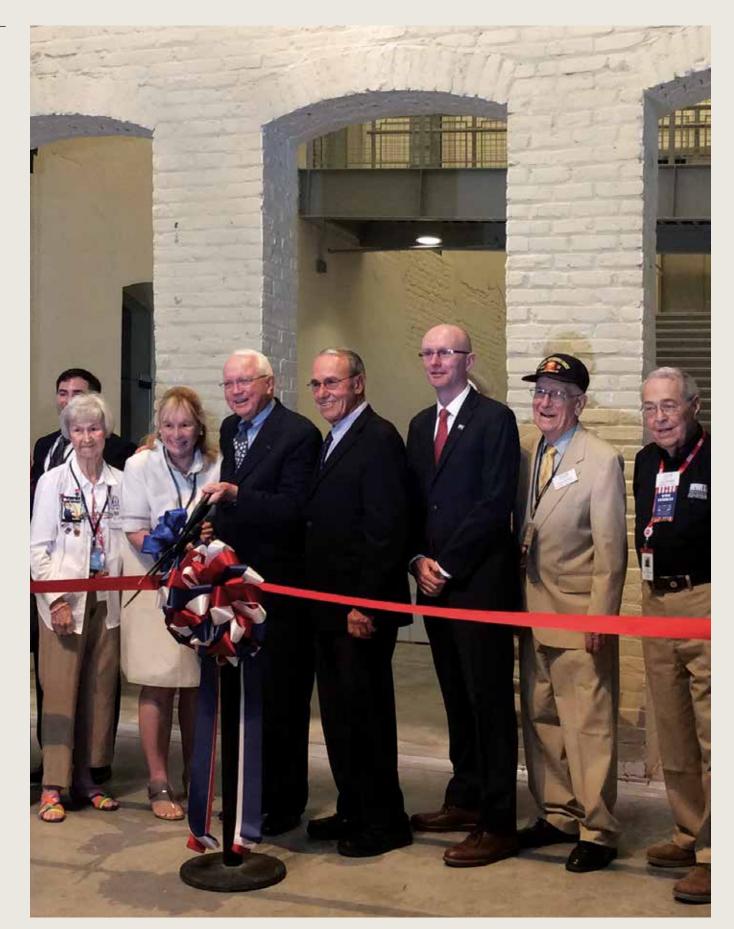


This is the last of the grand openings so far, a major, 9,900-square-feet exhibit that is part of the core story of America's success in World War II. Everybody in this country was involved in this volunteer effort to support our troops in the Pacific and in Europe. I was born just before the start of the war. My older brothers who lived through that period thought it was one of the most unifying times in American history, or any history that anyone could remember.

The Arsenal of Democracy exhibit covers the road to war, from the end of World War I through World War II on the Home Front. An early gallery explores the great debate going on in Congress, and in America, about whether or not we should be involved in the European or the Pacific wars. That debate, of course, ended with Pearl Harbor.

As visitors move through the Home Front exhibit, they find themselves on Main Street USA. They're seeing the movie theaters and the newsstands where people get their news. Fifty-thousand a month are signing up for the war or being drafted. They then enter a little 1940s house, complete with a little kitchen, living room, and radio, where people got news. From that small house, you go on to experience the entire social, economic, and mobilization effort, standing up our troops, and recruitment on an unbelievable scale.

Finally, visitors move onto the factory floor, with assembly lines running, in the Manufacturing Victory gallery. Car production turned into tanks and planes. It was a great miracle. Neither Hitler nor Tojo thought we could possibly do it-going from 500,000 to 16 million in the armed forces. The weapons. the uniforms, the transportation to the supply-who would've thought? Our enemies were probably thinking no country in the world could do something like that, especially isolationist America still in the throes of an economic depression. But we did it. It was extraordinary. Everybody played a role. Everyone was a part of this war effort. It's a huge story and critical to Allied victory in World War II. Nothing has been the same since.



The Arsenal of Democracy joined the Museum's WWII narrative by exploring the road to war and Home Front contributions to Allied victory. (Left to right:) Museum volunteer and WWII Home Front worker Dolores Libby, then-Chair of the Board of Trustees at The Brown Foundation Nancy Abendshein, Nick Mueller, Jim Courter, Stephen Watson, and WWII veterans and Museum volunteers Bowdre McDowell and Bob Wolf.

THE BROWN FOUNDATION DONOR SPOTLIGHT



The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front, which opened in June 2017, pays tribute to the American Home Front during World War II through nine immersive galleries that focus on America's road to war and then how it was fought through the ingenuity and labor of patriotic Americans.

As visitors enter the new gallery space, they immediately encounter a story emblematic of the values of the WWII generation and reflecting the key changes within the country—the story of the Brown Shipbuilding Company.

During the Great Depression, the Brown brothers grew their construction company Brown and Root into a firm capable of building large-scale projects. On the eve of war in early 1941, when the US Navy realized one of its shipbuilders was not capable of producing the necessary ships at the speed and quality required, it called upon the Brown brothers—despite the fact the company had never built a ship.

The Brown Shipbuilding Company quickly began turning out high-quality ships at a rapid pace. As the war raged, the company's patrol craft sank German submarines in the Gulf of Mexico and along the East Coast. One of the Brown destroyer escorts, the USS *Samuel B. Roberts,* fought Japanese battleships during the Battle of Samar, earning her crew the highest award for bravery in action, the Presidential Unit Citation. The Brown Shipbuilding Company ultimately launched 359 combat ships into Green's Bayou outside Houston.

At the end of 1942, Secretary of the Navy Frank Knox personally awarded Herman and George Brown the Army-Navy E Award for Excellence.

The Brown Foundation, Inc., of Houston was created by the brothers and their wives, Margarett Root Brown and Alice Pratt Brown, to support, encourage, and assist education, the arts, and community service in Houston and surrounding areas. The Museum is thankful for their continued partnership on the Road to Victory.



The United but Unequal: I Am an American gallery of The Arsenal of Democracy explores the incarceration of Japanese Americans during World War II.

CHARTER MEMBERS

The staunch support of over 156,000 Charter Members is the foundation of The National WWII Museum's growth. Their loyalty throughout Fiscal Year 2017 exemplifies a strong commitment to the mission of America's National WWII Museum.

Combined, our Members provided the Museum with over \$10 million in operating revenue to help fund educational programming and preservation initiatives. As we continue our efforts to expand the Museum, their commitment and generosity are an inspiration.

WWII veterans helped establish this Museum. With the passage of time, the torch has passed to the sons and daughters of our treasured WWII veterans-Americans who are invested in ensuring that their family's contribution to our collective history and the war that changed the world is preserved for all future generations.

Welcome to the 64,213 new Charter Members who joined during Fiscal Year 2017, and thank you to all of our Members across the country for supporting The National WWII Museum.

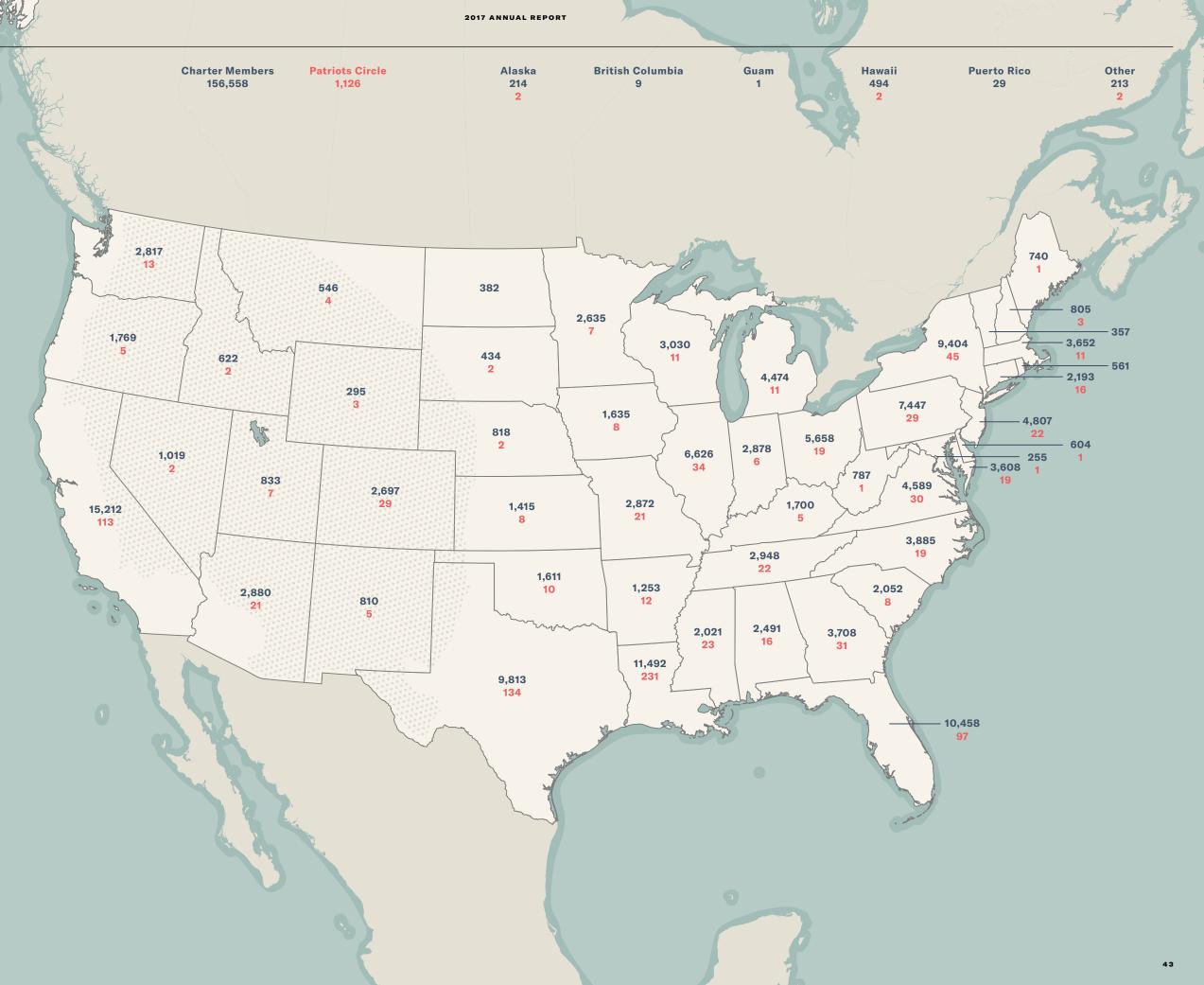
PATRIOTS CIRCLE

In Fiscal Year 2017. Patriots Circle Members contributed more than \$2.6 million to the Museum- the largest amount ever and a telling demonstration of their fidelity.

Members of the Patriots Circle have placed their stamp on The National WWII Museum. In addition to contributing between \$1,000 and \$10,000 annually, Patriots Circle Members participate in the Museum's travel programs, attend The International Conference on World War II. and are national ambassadors for the institution.

Among the Circle's 1,126 Members around the country, 65 are Members of the Museum's Board of Trustees and staff. Their annual financial support is a testament to the personal investment each has made in the mission of the Museum.

Thank you to all for leading by example through your giving.



FOUR STAR

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Jacob Maxwell IHO - Cecil Orlando Black, WWII Veteran DAVID AND ROSEMARIE DEVIDO FOUR STAR - HOUSTON, TX



After visiting The National WWII Museum while on a business trip in New Orleans, David DeVido returned the following year with his wife Rosemarie. During their visit, they met a WWII veteran and Museum volunteer who asked about their connection to World War II.

"I shared that my father, Joseph L. DeVido, who was in the US Navy, had landed at Normandy about two weeks after the beach was secured. He rarely spoke about the war, but I remember him telling me that he saw men killed and injured, and that he went through the concentration camps. He had difficulty erasing those memories and died at the age of 54 in a hospital for veterans," says David.

"When the volunteer explained that I could honor my father through a Museum Membership, we joined Patriots Circle that afternoon. I also decided to honor my mother, Beatrice Schoenfeld DeVido, who served on the Home Front," says David.

Rosemarie was born in Switzerland. Her parents, Brigitta and Johann Stirnimann, whose names also appear as the DeVidos' honorees, sheltered refugees from France, Germany, and Poland during World War II, and her father served in the Swiss armed forces.

"After our years of involvement with the Museum, I understand more about my father—the emotional suffering from PTSD that he and other veterans experienced," says David. "I regret that so many did not live long enough to visit the Museum and receive the thanks of a grateful nation."

The DeVidos remain committed to the Museum to ensure that their children and grandchildren learn about the sacrifices and effect of war on those who experienced it firsthand. Angus R. Cooper II Mr. and Mrs. A. Dano Davis IHO - Charles Douglas Gholson, WWII Veteran Col. Mitchell Paige, WWII Veteran Mary Lee and Bill Dixon

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44

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WWII Veteran Merritt Mechem Wilkerson, WWII Veteran

Myrtle Aiten Wilkerson, WWII Veteran Mr. and Mrs. William T. Wolverton, Jr. Tokuji Yoshihashi IHO - Ichiro Yoshihashi, WWII Veteran And three others who wish to remain Anonymous IHO - Bernard Gumpert, WWII Veteran Gilbert Gumpert, WWII Veteran John Narimatsu, WWII Veteran Suyenori Yamada, WWII Veteran Yoshito Yamada, WWII Veteran

ONE STAR

Mr. and Mrs. Christopher Abbinante IHO - Anthony J. Belli, WWII Veteran Mrs. Anne Abendschein IHO - Paul Abendschein, WWII Veteran Joseph M. Accurso, M.D. and Mrs. B. Renee Accurso IHO - Mr. Harry Dutko, WWII Veteran Mr. Sherlock A. "Skip" Herrick, Jr., WWII Veterar Dale and Carol Aclin IHO - James W. Dickerson, WWII Veteran John C. Aclin, WWII Veteran Col. Fae M. Adams (Ret.) James L. Adams IHO - Bud Adams, WWII Veteran Ms. Susan Aguiar IHO - John Arruda WWII Veteran Mr. Thomas W. Akridge IHO - John "Jack" Edwin Akridge, Sr., WWII Veteran Doug and Mary Albert Mr. John Amato IHO - John G. Amato Virginia D. Amato The American Legion Synepuxent Post 166 Ms. Jerome T. Amerma Mr. and Mrs. Charles C. Anderson Jack R. and Rose-Marie Anderson Marie E. Anderson IHO - Frank T. Alaburda, WWII Veteran John A. Anderson, WWII Veteran Mark Reid Andersor IHO - Robert A. Scalfi, Jr., WWII Veteran Albert Bruce Crutcher II, WWII Veteran The Honorable and Mrs. William C. Anderson IHO - Harold E. Anderson, WWII Veteran Charles Weller, WWII Veteran Mr. Sheldon Anderson IHO - Alvin Vincent Anderson WWII Veteran Travis K. Anderson IHO - James Woodrow Wise, WWII Veteran Ms. Loretta Angerer IHO - Richard Kent Angerer, WWII Veteran Ms. Susan Armstrong IHO - Douglas A. Armstrong WWII Veteran John W. Armstrong, WWII Veteran Richard N. Armstrong, WWII Veteran Robert B. Armstrong, WWII Veteran Mrs. Donna M. Asbill IHO - H. T. (Hank) Miser, WWII Veteran Oral Jackson Asbill, WWII Veteran Capt. Charles B. Askey IHO - Cdr. Henry Benjamin Askey. WWII Veteran Humphrey Atherton Mr. and Mrs. Robert Auray IHO - Robert R. Auray, Sr., WWII Veteran George Edmund Voyer, WWII Veteran

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Ms. Mitzi Blahd Jack E. and Mary T. Blake IHO - Jack E. Blake, WWII Veteran Harold J. Blakemore, USN, WWII Veteran Derek Blakeslee Mrs. Joanne L. Blatt IHO - William N. Blatt, WWII Veteran Ms. Mary Blouin IHO - Calix Peter Blouin Ir WWII Veteran Thomas Blum Mr. and Mrs. Barry O. Blumberg IHO - Robert Blumberg, WWII Veteran Mr. Vernon M. "Ike" Blumenshine Dale E. Boger IHO - Edwin Daniel, WWII Veteran Maj. George Henry Boger, Jr., WWII Veteran Thomas W. Costello, WWII Veteran Mr. William Boller IHO - Merle Howard Boller. WWII Veterar Mary Kay Borchers IHO - Charles L. Borchers, M.D., WWII Veteran Lt. Col. Gerald F. Bourgeois USAF (Ret.) Roger and Carolyn Bourgeois IHO - Abel L. Bourgeois, US Army Malvin Pitre, Sr., WWII Veteran Roger R. Bourgeois, USAF Mr. William Bourland IHO - Dr. Robert Leon Bourland, Sr., WWII Veteran B. Joe and Becky Bowers Irene L. Bowes IHO - Thomas Bowes, WWII Veteran Dr. and Mrs. John Hall Bowker. WWII Veterar Mr. C. Harvey Bradley, WWII Veteran Dr. and Mrs. Salvador A. Brau Dr. John C. Bravman IHO - Ella Katherine Brayman. WWII Home Front Maurice Daniel Bravman, WWII Veteran Neil Bray IHO - Eugene G. Bray, WWII Veteran Edward Brayman and Sparre Strand Mr. and Mrs. Michael Brem John Brennan Lee and Tamie Bressler Ms. Deborah Bridges IHO - Jack Hires, WWII Veteran Marvin H. Bridges, WWII Veteran Mr. and Mrs. H. David Bright IHO - Major Walter Subby, M.D., WWII Veteran Mr. A. Vernon Brinson IHO - John P. Williamson, WWII Veteran Judy and Bernard Briskin Emil Britt Carole Brookins IHO - Charles H. Glueck, WWII Veteran Rebecca A. Glueck, WWII Veteran Charles E. Brown, Sr., WWII Veteran Mr. Richard Brown Mr. Thomas Brown Wesley W. Brumback Mrs. Frank S. Bruno David L. Brush IHO - Baby Proctor, WWII Veteran William George Hutchisons. WWII Veterar George and Rebecca Bryant IHO - George B. Bryant, Jr. WWII Veteran Murphy C. Bryles

2017 ANNUAL REPORT

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W. Boyd Christensen IHO - Wilford Boyd Christensen, WWII Veteran

Joel E. Churche, WWII Veteran IHO - Esperenza Churche, WWII Home Front

Richard and Rebecca Clapp IHO - Richard N. Clapp, WWII Veteran Mrs. Deanna Clary

IHO - Lloyd R. Smith, WWII Veteran Sylvia Clawson IHO - Robert Edwin McGreer.

WWII Veteran Shirlee McGreer Brig. Gen. James B. Cobb, USAF (Ret.)

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W. H. Cocke, Sr., WWII Veteran Dr. and Mrs. Walter D. Cockerham

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Roy C. Coffee, Jr. IHO - Herschel Abbott

Mr. Thomas G. Coffey Douglas Comella Mr. Mark S. Comora

IHO - Herb Mahler, WWII Veteran Mr. and Mrs. Charles H. Compton

IHO - Francis Eldon Brecht, WWII KIA Frederick F. Brecht, WWII Veteran Harry C. Compton, WWII KIA

Merrill C. Comstock Dr. John R. Condit, Jr.

IHO - John Russell Condit, Sr., WWII Veteran Mr. Richard Conly

Steven R. Corbett IHO - Arnold W. Pardis, WWII Veteran

SNR Jack Keefer, WWII Veteran an War Linda C. Cornutt IHO - Lt. Everett R. Core, Casarella WWII Veteran

Lt. Robert G. Harper, USMC

Mr. and Mrs. Steven Cossé IHO - Claude Cossé, WWII Veteran Mr. David A. Coulter Ms. Jenny Craig Terry Craig Ms. Beatrice Crain IHO - Barney Goldberg, WWII Veters

IHO - Barney Goldberg, WWII Veteran Mr. Gordon Crawford George E. Cressman IHO - SSGT David E. Stutzman, WWII Veteran Ms. Donna L. Cross IHO - Master Sgt. John Marshall Caffey, WWII Veteran Jim and Kathy Crouch Mr. F. Gary Cunningham IHO - 1st Lt. John H. Cunningham. WWII Veteran Roderick Henderson Outland. WWII Veteran Mr. Robert W. Curry, Jr., WWII Veteran IHO - Robert W. Curry, Sr., WWII Veteran Ms. Doris L. Dahl IHO - Lt. Col. Kenneth M. Dahl. WWII Veteran Pvt. Harold Liddell, WWII Veteran Terry and Joanne Dale Mr. Alex Daniels IHO - Don O'Cain Daniels, USMC. WWII Veter Patrick and Marlene Darby Mr. Russell and Mrs. Margaret Daulton Mrs. James S. G. Davenport IHO - James S. G. Davenport, Jr., WWII Veteran Mrs. Susan Davis Mr. and Mrs. Thomas E. Davis IHO - Thomas E. Davis, WWII Veteran John & Vaticano, WWII Veteran Mr. James J. Dawson IHO - Richard H. Dawson, WWII Veteran Jeanine Dawson IHO - Jesse Eugene Ogle, WWII Veteran Mrs. A. F. Day, Jr. IHO - A. F. Day, Jr., WWII Veteran Mr. and Mrs. Nathaniel de Rothschild Mrs. Joan DeCosmo IHO - Vincent A. DeCosmo, WWII Veteran Robert C. Eubank, WWII Veteran Kevin P. Delaney IHO - Edward J. Delaney Peggy and Don DePascal Mr. Charles E. Devonshire, WWII Veteran Mr. and Mrs. Gene H. Dewhurst IHO - Lt. Col. David H. Dewhurst Ms. Paula Di Domenico IHO - Wilhelm Grimmer, WWII Veteran Alfred Grimmer, WWII Veteran Rodney Grimmer, WWII Veteran Richard and Bonnie P. Dial IHO - George Prendergast, Jr., WWII Veteran Mr. Dante Dieso, WWII Veterar IHO - Donald Dieso, WWII Veteran Frank Dieso, WWII Veteran John Deiso, WWII Veteran Mr. and Mrs. John Dilland IHO - Glenn A. Dilland, WWII Veteran Ms. Elmire Diznev IHO - William Tryon McInnis WWII Veteran Howard C. Dizney, WWII Veteran Mr. Chris Domangue IHO - Edward J. Filanowski WWII Veteran Mr. Nick Domino Mr. Harry A. Donovan Ms. Susan Dorsch IHO - Robert Ewing, WWII Veteran Margaret Dragisic Gary and Jan Dressler Ms. Mariorie Drevfus IHO - Selwyn Bud Dreyfus, WWII Veteran

BOB AND MARIE WOLF THREE STAR - NEW ORLEANS, LA



Bob and Marie Wolf can claim a rare "triple crown" designation at the Museum: veterans, volunteers, and Patriots Circle supporters.

Both have a direct connection to World War II. Bob, a WWII veteran, was an infantry soldier with the 86th Infantry Division and put his German language skills to use while serving in Germany. Marie remembers that while her father served in the US Army Air Corps, she participated with her family in recycling efforts, purchasing war bonds, and growing victory gardens on the Home Front.

First supporting the Museum in our Charter program in 2001, the Wolfs were among the initial supporters in Patriots Circle in 2005.

Then, after Bob retired, Marie reminded him that she "married him for better or worse, but not for lunch," and both soon started volunteering at the Museum.

Bob greets visitors at the Guest Services Desk and also volunteers with the Museum's Curatorial Services team translating German materials for the Museum's collections. Marie works with the care and conservation of uniforms and other textiles in the Museum's collections.

"Over the years, Marie and I have marveled at the enrichment of the Museum experience as each new exhibit opened," said Bob. "I've also taken a lot of pride in my many friends among the staff who have grown into increasingly responsible positions, and have been honored to work among the volunteers who serve with me to put a welcoming face on the Museum."

Both remain enthusiastic about the Museum, and it shows in their vitality, humor, and dedication. "Being part of the Museum family has given special meaning to our golden years," says Bob. George B. Faux

Todd Fernstrum

Mr. Joel Fierman

Mr. Kim Fischer

Francis M. Feltham

WWII Veterar

WWII Veteran

WWII Home Front

Alan and Patricia Fiorenza

WWII Veteran

WWII Veteran

WWII Veteran

Mr. Budd W. Florkiewicz

WWII Veteran

WWII Veteran

IHO - Roy Lee Foreman

WWII Veteran

WWII Veteran

IHO - George Demas

WWII Veteran

Ms. Martha L. Freeman

WWII Veteran

Ronald A. Freeman, PE

WWII Veteran

War Veteran

WWII Veteran

Gerald F. Friedler

Edmund Frodyma

Ms. Phyllis R. Friedenberg

Joan Fotiades

John Poulos

Nick Demas

Eleanor I Fox

Mr. Roger M. Flynt, Jr.

Gave Folse

Shirley Foreman

Ms. Carol Forkiotis

Mr. Robert L. Fiscus

Nolie M. Fishman

Jay H. Floyd, Jr.

Ms. Delia A. Flynn

Ms. Elizabeth F. Dube

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Michael Everett Eberhart IHO - Noah Everett Eberhart. WWII Veteran

Ebersol-Saint James Family Trust Charles E. Ebrom Ms. Patricia C. Edwards

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WWII Veteran Achilles Arnaud, WWII Veteran

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McCaleb Barnes IHO - Jesse Elliott McCaleb, Jr., WWII Veteran Carla Cloud Ellis IHO - Lt. Col. Carl E. Cloud,

WWII Veteran Ms. Charlotte Ellis IHO - Albert Ellis, WWII Veteran

Mr. Loyd E. Ellis Mr. Larry P. English

IHO - Lloyd (Bill) English, WWII Veteran Commander David A. Eptig, Jr., USN,

WWII Veterar Mr. James Erlandson IHO - Lt. Robert W. Erlandson.

WWII Veteran Michael P. Esposito, Jr.

Ms Alexandra M Estev Trish and John Eubanks Mr. Horace D. Evans

Mr. John Evans Mr. Mark W. Evans IHO - MSGT Ben E. Evans. WWII Veteran LTC Randy Everson, USA (Ret.)

IHO - LTJG Bartlett S. Everson, USN, WWII Veteran 1LT Lynn Everson, USA, WWII Veteran

Randy and Rosemary Ewing Lt. Col. Edward J. Farrell IHO - Louis J. Farrell

Olive Goodwin Farrell Ms. Susan Farrell

IHO - James O. Hill, WWII Veteran

Henry and JoAnn Gagain

IHO - Alfred Karmen, WWII Veteran IHO - Loyen Faux, WWII Veteran Edward Gagain, WWII Veteran Edward Karmen, WWII Veteran IHO - John Curran Feltham, Sr., Fugenia Karmen WWII Veteran Percy Marshall Feltham, Jr., Frank Karman, WWII Veteran Howard Gagain, WWII Veteran Joseph Alix, WWII Veteran Col. and Mrs. Mark Ferketish Moses Attaya, WWII Veteran IHO - Robert C. Finnegan, WWII Veteran William Gagain, WWII Veteran Gregory T. Ferkeish, WWII Veteran Ms. Dorothy Galvin Thomas P. Gilsenan, WWII Veteran Mr. and Mrs. Richard Garbisch IHO - Robert William Fernstrum, Lawrence and Ashley Garcia Mr. and Mrs. John T. Garniost The Diane and Elliot Feuerstein Fund IHO - Bill Tweedy, WWII Veteran Dan Luciano, WWII Veteran of the Jewish Community Foundation IHO - Arnold D. Feuersteir John Grunow WWII Veteran Dr. George J. Gataky IHO - George J. Gataky, Sr., IHO - Irving Fierman, WWII Veteran WWI Veteran Mr. Norman C. Gauthreaux IHO - Anthony J. Fiorenza, WWII Veteran Thomas Melvin Matthews, IHO - Roy N. Gauthreaux WWII Veteran Mr. Carol Gautreau IHO - Charles "Red" Fischer. Mr. John Gay IHO - Andrew Price Gay, WWII Veteran Mr. Herbert Gedge IHO - Alfred B. Gedge, WWII Veteran Burton H. Gedge III, WWII Veteran IHO - SGT Harry S. Miller, USAAF. Mr. Joseph P. Gehegan, Jr. Mr. and Mrs. Ronald and Sharon Gembler IHO - Elam George Gembler WWII Veteran IHO - N. C. Dragisic, WWII Veteran Emil Frank Gembler, WWII Veteran Alfred F. Gembler, WWII Veteran IHO - Sidney Bernard Flynn, Emily P. George IHO - James Arthur Piercy, WWII Veteran IHO - Roger M. Flynt, WWII Veteran Rosemary A. Giblin Keith Anthony Folse and Barbara IHO - John P. Wahl, WWII Veteran Roy A. Glapion, PE IHO - Lt. Col. Ira C. Weatherly (Ret.), Mr. Bobby J. Glass IHO - R. M. Brantley, WWII Veteran Pvt. Guy Joseph Folse, WWII Veteran Buford Weaver, WWII Veteran Jack Weaver, WWII Veteran Sambo Weaver, WWII Veteran Mr. Charles Godchaux IHO - Dr. Constintine "Gus" Forkiotis. IHO - Frank Godchaux Jim Ragland, WWII Veteran Mr. and Mrs. George D. Fosdick Julian Ragland, WWII Veteran IHO - Maior Leslie Howard. Ms. Judy Goldblatt IHO - Emanuel P. Goldblatt, George W. Fosdick, WWII Veteran WWII Veteran Julie Fotiades and Evelyn Fotiades Poulos The Goldie Anna Charitable Trust Robert and Susan Goldstein Family IHO - Charles A. Smith, Jr Mr. Joseph A. Gonenc, Jr. Wallace W. Goodev III Mrs. Jean H. Frank, WWII Home Front **Goodwin Foundation LLC** IHO - Captain Douglas S. Goodwin, IHO - Captain Charles W. Frank. WWII Veteran Harry "Goodstein" Goodwin, WWII Veteran IHO - Charles Melvin Freeman Howard Goodwin, WWII Veteran Josiah DuBuois, WWII Home Front Mr. Alvin Goolsby and Ms. Betty J. Verdino IHO - Lt. Cmdr. Theodore M. Robinson IHO - S1C Omar Tillion Goolsby SSgt. Richard Harris, WWII Veteran WWII Veteran SSgt. Theodore B. Marks, WWII Veteran Ms. Lucinda Gordon IHO - Col. William I. Gordon, Earl A. Booth, WWI and WWII Veteran WWII Veteran Cmdr. James Thearle, Vietnam Mr. and Mrs. Russell and Beth Gould IHO - Richard L. Gould, WWII Veteran IHO - Bernard Friedenberg, Albert J. Graf IHO - Albert J. Graf, Sr., WWII Veteran Doris Graf

William "Bud" Schenk, WWII Veteran

RON AND KAREN ADAMS TWO STAR - PHOENIX, AZ



Ron and Karen Adams were

investigating tours that would honor the 60th anniversary of D-Day in Normandy. Serendipitously they found this "new museum"-The National WWII Museum-which offered a tour in 2004 from London to the landing beaches of the invasion. After their travels with the Museum and walking through the more than 9.000 American graves at Normandy American Cemetery and Memorial in Colleville-sur-Mer, they decided on the spot to become involved with the Museum.

Ron explains, "Early on we realized the potential for the Museum. Their mission to share the history of the United States' involvement in World War II and to also reflect the personal accounts of the heroes who served their country resonated with Karen and me."

through Patriots Circle in addition to being frequent attendees at the Museum's annual International Conference on World War II. "We brought several of our family members from Illinois and Minnesota to visit the Museum while we attended the 2017 Conference in New Orleans," says Ron.

Karen notes, "Our favorite Museum experience is Beyond All Boundaries. The 4D film is breathtaking. It captures and conveys the significance of the WWII generation in the fight to free the world from evil in an extraordinary way."

"Being involved has instilled in us a sense of being an integral part of a large family with common goals and a true sense of patriotism. It has been an honor, and we are proud to be in the Patriots Circle," concludes Ron.

2017 ANNUAL REPORT

Mr. Hardy P. Graham IHO - Hardy Moore Graham. WWII Veteran

> Mr. R. Newell Graham IHO - Hardy Moore Graham.

WWII Veteran Tom and Mary Ellen Grant Ms. Barbara B. Grater

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Ralph W Gruwell WWII Veteran Valerie and Jack Guenther IHO - Jack Mallepell, WWII Veteran Ross Howard, WWII Veteran

Mr. Kenneth R. Guest

IHO - Harry R. Guest, WWII Veteran Mr. and Mrs. E. J. "Mike" Guillot, Jr. IHO - Alfred Flynn Edgar Flynn Jim Ledet John Flynn Manny Guillot

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Caroline Hackney IHO - Ernst Hackney WWII Veteran Dr. and Mrs. John M. Hale

IHO - Mr. John P. Hale, WWII Veteran Nicholas J. Pappas, WWII Veteran David Ross, WWII Veteran

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Mrs. Joan Meiklem Hall IHO - Wesley John Meiklem. WWII Veteran

Robert C. Hall, WWII Veteran Mr. Tom Hamilton Dan Hammond IHO - Elmer M. Hammond

WWII Veteran Raenel R. Hansen

IHO - Charles F. Richner WWII Veteran Kathleen Kress Hanson

IHO - John J. Kress. WWII Veteran Ruth McNern Kress, WWII Veteran Ms Gail P Harkins

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IHO - Frank Carleton Harris Mrs Hazel Harris Mr. Keith W. Harris

IHO - William Smith, WWII Veteran Herman J. Jury, WWII Veteran Halsey Goldsmith, WWII Veteran Stanley Harris, WWII Veteran Victor Lambert, WWII Veteran Ralph Hillegas, WWII Veteran William Heslgs, WWII Veteran John and Liz Hart

Ms. Patricia Hart

IHO - Tom P. Hart, WWII Veteran Mr. and Mrs. Jay Hartig

IHO - Frank Di Girolamo, WWII Veteran SGT Paul J. Hartig, WWII Veteran

Mrs. Sharon Hartshorn IHO - Roy Thomas Kniebbe

WWII Veteran David B. Hartzell Mr. Ken Harvey, WWII Veteran Ms. Linda Hatley

IHO - PFC Madison M. Leek. WWII Veteran Les and Donna Haulbrook

IHO - William S. Henderson WWII Veteran

Joseph D. Haulbrook, WWII Veteran Ms. Joanne Hayes

IHO - Samuel M. Fleming, WWII Veteran Dr. Richard P. Hays IHO - Arthur D. Williams, US Army

Air Corps, WWII Veteran Aubry L. Hays, WWII Veteran Mr. Bucky Hazan

IHO - Captain Jack Scapa, WWII Veteran LTC James Hearley

IHO - CPL John A. Bero, WWII Veteran CPL John J. Neville, Jr. WWII Veteran CPT W. Donald Jensen, WWII Veteran LT Margaret Hearley May, WWII Veteran S2C Daniel M. Hearley, WWII Veteran SGT John M. Hearley, WWII Veteran

Ms. Phyllis L. Heckler IHO - Harold "Porky" Dankers, WWII Veteran

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Happy Samuels, WWII Veteran Joel Hedrick, Jr., WWII Veteran Quentin Samuels, WWII Veteran

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Advised Fund IHO - Jonas Robert Helms.

WWII Veteran Harold Clayton Daniel, WWII Veteran

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WWII Veteran Elmo John Fischer, WWII Veteran John Marvin Hemphill, USN.

WWII Veterar Ms. Diane Henderson

IHO - Henry Bowser, WWII Home Front Mr. John and Mrs. Jan Herbert

IHO - Art Harder WWII Veteran

John W. Herbert, WWII Veteran J. Tyler Herbert

IHO - Franklin J. Stupka, WWII Veteran Glendon M. Herbert, WWII Veteran

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Ms. Leslie Magid Higgins IHO - Eli Magid, WWII Veteran William J. Higgins

Ms. Henrietta C. Hildebrand

IHO - James H. Clement, Sr., WWII Veterar John Adrian Larkin, WWII KIA Capt. David Gerry Connally, US Army,

WWII KIA R. Hildebrand

IHO - Robert I. Hildebrand, WWII Veteran

Mr. David Hiller IHO - Robert R. Hiller, WWII Veteran

Bob and Sandy Hillman

CAPTTatnall Lea Hillman, SC, USNR (Ret.)

IHO - William Williams Keen Butcher WWII Veteran

48

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52

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TYLER HERBERT AND LAUREN PRINCE ONE STAR - NEW YORK, NY



World War II looms large within Tyler

Tyler's paternal grandfather,

Sergeant Glendon Herbert, was a

tail gunner on a B-24D Liberator who

was killed in action during the war

in a plane crash over Regensburg,

Germany. Tyler's father, Glenn, was

Stupka, who served in the US Army

real dad in every sense of the word,"

explains Tyler. "He was known as

in every aspect of his life."

'granddaddy' within our family and

exemplified 'The Greatest Generation'

Lauren's maternal and paternal

grandfathers served on the Home

Front. James Rasmussen served in

the Military Police, and her paternal

grandfather, Clayton Prince, served

in the Dental Corps of the US Army

removed, Richard Mickens, was a nose

gunner on a B-24 that was shot down

year in a POW camp in Germany and

later was liberated in 1945 by the 14th

Armored Infantry Division of General

Tyler currently serves as a Young

Museum's signature Drafts for Crafts

event, which supports the restoration

of significant WWII artifacts. A self-

confessed Museum nerd, Tyler says

that his friends often mock him for

within the Museum's exhibits.

spending "hours" reading every word

"Lauren and I are honored to be

engaged with the Museum," says Tyler.

"We are humbled by the sacrifices

of our families and others who came

before us to bestow the freedom we

enjoy today."

Benefactor who helps produce the

George Patton's Third Army.

over the Bavarian Alps. He spent a

Air Forces. Her first cousin, twice

during the war. "Frank was my father's

raised by his stepfather, Franklin

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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 2020, this \$400 million expansion project will quadruple the size of the original Museum, adding state-of-theart 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.

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The Stephen E. Ambrose Legacy Society recognizes 80 special individuals, couples, and associations 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. The Museum recognizes and thanks these Society members for their generous support.

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CONSOLIDATED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

The National World War II Museum, Inc. and Subsidiaries New Orleans, Louisiana

For the year ended June 30, 2017 (with comparative totals for 2016)

SU

				2017	2016
SUPPORT AND REVENUES	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals	Totals
Grants	10,212,600	5,843,225		16,055,825	11,018,991
Contributions					,
Capital Campaign		18,936,081		18,936,081	12,037,194
Endowment			322,673	322,673	4,908,815
Other	3,988,792			3,988,792	5,356,386
Tax credit incentives	6,636			6,636	2,799,000
Memberships	10,213,245			10,213,245	9,091,031
Admissions	15,874,388			15,874,388	14,895,805
Facilities and property rental	2,485,884			2,485,884	3,287,504
Sponsored events and conferences	4,809,564	919,146		5,728,710	4,029,504
Gift shop	3,375,510			3,375,510	3,467,611
Investment income	2,417,235	1,008,796		3,426,031	532,690
Sponsorships	267,250			267,250	594,500
Miscellaneous	1,063,995			1,063,995	730,170
Net assets released from restrictions	22,032,660	(22,032,660)			
Total Support and Revenues	76,747,759	4,674,588		81,745,020	72,749,201
EXPENSES					
Capital Campaign fundraising and other	1,928,280			1,928,280	1,525,641
Depreciation	7,728,044			7,728,044	6,365,219
Fundraising	3,060,967			3,060,967	2,750,134
General and administrative	3,727,369			3,727,369	3,233,938
Gift shop merchandise sold	1,702,676			1,702,676	1,786,803
Interest - amortized	271,221			271,221	271,215
Interest - other	559,235			559,235	419,109
Museum expansion	1,140,301			1,140,301	1,183,830
Programs and operations -	11,379,761			11,379,761	9,778,728
personnel costs	10,000,000			10,000,000	45 770 540
Programs and operations - other costs	16,386,938			16,386,938	15,770,510
Total expenses	47,884,792			47,884,792	43,085,127
CHANGES IN NET ASSETS	28,862,967	4,674,588	322,673	33,860,228	29,664,074
NET ASSETS					
Beginning of year	190,659,349	18,499,009	17,204,905	226,363,263	196,699,189
End of Year	219,522,316	23,173,597	17,527,578	260,223,491	226,363,263

FINANCIALS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

The National World War II Museum, Inc. and Subsidiaries New Orleans, Louisiana

June 30, 2017 (with comparative totals for 2016)

	2017	2016
ASSETS		
Cash and cash equivalents	44,842,627	43,943,273
Investments	20,400,820	17,518,623
Unconditional promises to give:		
Capital Campaign, net of allowances	17,090,815	13,573,169
Endowment, net of allowances	2,390,165	3,014,575
Other, net of allowances	1,228,676	1,864,536
Grants receivable		423,056
Notes receivable	12,819,876	12,524,383
Gift shop inventory	665,041	654,596
Other assets	3,929,352	3,044,713
Property and equipment,	173,872,030	161,888,353
net of accumulated depreciation Collections	12,564,559	12,087,630
		,,
T-4-1 A4-	000 000 061	070 526 007
Total Assets	289,803,961	270,536,907
LIABILITIES		
Accounts payable trade	1,928,478	1,547,797
Construction projects payable	1,599,750	2,242,865
Accrued expenses	1,795,102	1,870,396
Deferred revenue	3,018,614	1,671,143
Line of credit	3,652,185	3,477,807
Notes payable	17,586,341	33,363,636
Total Liabilities	29,580,470	44,173,644
NET ASSETS		
Unrestricted:		
Board designated	5,523,803	3,302,280
Undesignated	213,998,513	187,357,069
Total Unrestricted Net Assets	219,522,316	190,659,349
T	00 170 507	19,400,000
Temporarily restricted	23,173,597	18,499,009
Permanently restricted	17,527,578	17,204,905
	260,223,461	226,363,263
Total Linkilitian and Not Accest	280 802 061	270 526 007
Total Liabilities and Net Assets	289,803,961	270,536,907

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