

2016 ANNUAL REPORT

THE NATIONAL WWII MUSEUM





BELOW Tuskegee Airman Roscoe Brown (right) oversees maintenance on his P-51D Mustang.



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BELOW The P-51D Mustang "Charlotte's Chariot," piloted by Museum friend and Charter Member Dan Fordice, flies over WWII AirPower Expo. The Expo returned for its second successful year in FY2016.



Letter from the Chairman of the Board



JAMES A. COURTER

Fiscal Year 2016 saw achievement in many areas by staff members, volunteers, and generous supporters. Not least among these milestones were two sterling thresholds passed during March 2016: A total of 81,703 visitors explored the Museum's galleries, smashing the previous monthly record of 73,449. In the same month, the Museum welcomed its 5 millionth visitor. We're honored that about 1 million of those lifetime visitors have been school-age children; of those, more than 750,000 have visited through field trips and other school programs.

Also shattering previous standards is the effort to enlist Museum Members in advancing our mission: membership rolls increased to 147,000, another high mark for the institution and the largest such support base among museums across the nation.

As anyone who's recently visited the Museum's campus can attest, further signs of growth are everywhere. December 2015 saw the grand opening of Richard C. Adkerson & Freeport-McMoRan Foundation *Road to Tokyo: Pacific Theater Galleries*, joining The Duchossois Family *Road to Berlin: European Theater Galleries* to complete the Campaigns of Courage: European and Pacific Theaters pavilion. In the same month, the Museum celebrated the opening of the Ralph E. Crump LTJG, USNR, US Merchant Marine Gallery. *Road to Tokyo*, of course, is named for my predecessor as chair, Richard Adkerson. Generosity and leadership have been hallmarks of his three-year tenure as chairman, and I am honored to be taking the reins from my esteemed colleague and friend. Richard, thank you for your leadership as our capital expansion continues strongly onward!

That capital expansion continued to make strides in summer 2016 as ground was broken for Founders Plaza and the Bollinger Canopy of Peace. On Constance Street, finishing touches were put on the new parking garage and offices, while elsewhere on campus our historians and educators pored over plans for the next set of immersive galleries, *The Arsenal of Democracy: The Herman and George Brown Salute to the Home Front*.

No accounting of the past year would be complete without recognizing a singular honor for Dr. Mueller. In May, the Museum's president and CEO received the French Legion of Honor alongside longtime Museum champions Tom Brokaw and Tom Hanks at the Grand Chancellery in Paris. It is the highest distinction awarded by the French government, and Dr. Mueller, Mr. Brokaw, and Mr. Hanks earned it for their tireless efforts in teaching the modern world about the towering achievements of the WWII generation.

Congratulations to Nick Mueller, Tom Brokaw and Tom Hanks.
Three great Americans.

BELOW Introducing a campaign fought largely from air and sea, the opening gallery of *Road to Tokyo* is set fittingly in a crucial US weapon: a US Navy aircraft carrier.



BELOW A Japanese vice admiral's flag, Japanese and American uniforms, and binoculars from the battleship *Nagato* are on display in the Returning to the Philippines gallery of Road to Tokyo.



Letter from the President and CEO



GORDON H. "NICK" MUELLER, PHD

Education has always been at the core of the Museum's mission, and the new Institute for the Study of War and Democracy illustrates how we are enlarging the Museum's mission to become the most trusted source for WWII history and knowledge.

This research and education center, a key feature of the coming Hall of Democracy pavilion, will marshal the efforts of a premier team of historians to ensure that we are not only the leading WWII museum but also the best at providing authentic experiences and resources for diverse audiences. Scholars and researchers in the Institute will provide oversight for our exhibits, add intellectual horsepower for online education programs, and lead the development of conferences and symposia. In the process, we will be reaching new learners and strengthening our national and international brand far beyond the boundaries of time and place.

This exciting project is founded on careful planning. Six years ago, the Museum Board's Strategic Planning Task Force brought forward ideas and challenges for management to take our initiatives to new frontiers of learning and access. The agenda was linked to the creation of the Digital Archive and Research Services to manage the Museum's growing collection of digitized assets—including thousands of oral histories and other personal accounts, photographs, maps, documents, and artifacts. Envisioned as the Museum's education engine, these assets will soon be tapped as we launch graduate online degree programs in the study of war and society, develop new learning tools for schools, and provide services that help families search the WWII service of loved ones.

In addition to the new Institute, the Hall of Democracy will offer a state-of-the-art WWII Media and Education Center with broadcast studios, interactive presentation centers, production facilities, and digital-instruction experts to enable students, schools, and universities to gain immediate online access to the Museum's rich archival resources and programs. The pavilion will also house a special gallery that can accommodate large-scale traveling exhibits.

These new initiatives do not replace, but rather build on, the fine educational offerings that have drawn teachers, students, and other history enthusiasts to this Museum since its opening on the anniversary of D-Day in Normandy in 2000.

We are reaping the benefits of careful planning, steady investment, and exciting ideas. As always, thank you for your support!

A handwritten signature in black ink that reads "Gordon H. Mueller". The signature is written in a cursive style with a long horizontal line extending to the right.

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.



BELOW This shark-faced P-40 Warhawk (restoration funded by Museum trustee Paul Hilliard and the Irene W. and C.B. Pennington Foundation) cuts a stunning figure against the towering video backdrop in *Road to Tokyo's* China-Burma-India gallery.



Educational Foundations

Educational Programs Helped Lay the Groundwork and Plot the Future for America's National WWII Museum

From its very beginning, The National WWII Museum has been committed to education, and to giving teachers and schools the tools they need to tell the WWII story in a full and meaningful way. Indeed, director of education Kenneth Hoffman, hired by Stephen Ambrose and Nick Mueller, began work on a set of WWII lesson plans two years before the first visitor arrived in the Museum's galleries, his workspace adorned with a countdown clock that marked the days until the grand opening.

Once the Museum officially opened its doors, and as gallery and staff resources became available, the Museum's educational offerings took a leap forward: Milestones in the Museum's first five years included the first gallery field trips and public lectures, family programs, teacher workshops, local school outreach with the Red Ball Express artifact van, and student competitions including the Student Essay Contest and WWII Quiz Bowl.

In August 2005, Hurricane Katrina offered a milestone of a different kind. The Education Department was reduced from five to one (Hoffman), but the Museum's commitment to education remained strong. "We rebuilt, restructured, and reconnected to teachers and students with new technologies," said Hoffman.

Over the next five years, the Museum balanced continued growth of on-site programming with technology-based efforts reaching far beyond the physical institution. In New Orleans, a grant from the E.J. and Marjory B. Ourso Family Foundation made possible the completion of the education offices and classroom in Discovery Hall (the first expansion of the original Museum building). The Museum played host to National History Day for youth participants and, for adults, the first International Conference on World War II—focused on in-person interactions between noted scholars, WWII veterans, and amateur historians. Meanwhile, new technologies served classrooms across the country with live video conferences, virtual field trips, a Sci-Tech website and other web-based resources, and webinars. Distance-learning initiatives—championed by then—Board chairman Governor Pete Wilson—had brought the Museum into a new era of educational outreach.

"The depth and breadth of the Museum's distance-learning programs have established a national educational presence," said associate vice president for education and access Owen Glendening. "That was an aspiration from the very beginning. The potential for further growth is unlimited."

At the intersection of digital and hands-on learning is the increasingly important area of STEM (science, technology, engineering, and math) education. Practical in application and essential for students preparing to compete in tomorrow's economy, STEM topics have a unique role in the history of World War II—a conflict that engaged the best in American engineering, ingenuity, and mechanics. By combining the two, Museum educators have developed engrossing programs, including the popular WWII Robotics Challenge, STEM field trips, and a summer science teacher institute, that emphasize the kind of integrated learning and critical thinking that serve students best.

"The development of radar, penicillin, jet engines, rockets, atomic science, and blood plasma all had impacts on the war and all continue to have impacts on us today," Hoffman said. "Combining history and STEM, while somewhat unique in the museum world, has allowed us to reach students and teachers beyond the social-studies classroom and become a year-round teaching resource."

Today, The National WWII Museum welcomes more than 50,000 students per year on field trips. Beyond that total, more than 92,000 K-12 students visited the Museum in Fiscal Year 2016, as well as more than 61,000 college students. Add to that the reach of distance-learning programs, which counted more than 56,000 total participants in FY2016. The Museum's mission to educate current and future generations about World War II rolls on. With a slate of programming that is broader than ever—and new programs just beginning to take root—the best of FY2016 was impressive indeed . . . and so much more is still to come.

EDUCATIONAL HIGHLIGHTS

BEGINNINGS: Work begins on the Museum's first lesson plans.

1998

CORE CAMPUS RESOURCES: First field trips & public lectures

2000

MOVING BEYOND THE CAMPUS: Red Ball Express for area schools

2003

CREATING A DIALOGUE: First Student Essay Contest & WWII Quiz Bowl

2003

A NEW MISSION: Congressional designation as The National WWII Museum

2004

DEEPENING SCHOLARSHIP: First International Conference on World War II

2005

REACHING NATIONWIDE: Operation Footlocker • First Virtual Field Trips • First sponsorship of Louisiana History Day

2006

INTERDISCIPLINARY LEARNING: First STEM Field Trips

2010

NEW STUDENT EXPERIENCES: Normandy Academy • Summer Camps • WWII Robotics Competition

2012

NEW TEACHER EXPERIENCES: Real World Science • Gilder Lehrman Summer Teacher Institute

2015-16

TOP LEFT Middle-school students hear history firsthand as Museum volunteer Bowdre McDowell shares stories of the war years.



TOP RIGHT Using LEGO MINDSTORM components and their own ingenuity, Robotics competitors face WWII-themed challenges.



BELOW Student day at WWII AirPower Expo introduces students to WWII aircraft and the pilots who flew them.



Stephen E. Ambrose Legacy Society

The Stephen E. Ambrose Legacy Society recognizes 85 special individuals and couples who have included The National WWII Museum in their will, trust, life insurance policy, retirement assets, or other estate plans. These gifts support our mission to preserve and share the history of the American experience during World War II. The Museum recognizes and thanks these Society members for their generous support.

BELOW One of *Road to Tokyo's* most striking galleries takes visitors onto the flight deck of the USS *Enterprise*, where life-size video depicts fighter planes taking off and landing on this very ship in 1942.



BELOW Legacy Society supporter Captain John H. Ford serving in Europe.

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DONOR SPOTLIGHT MYRTIS "JERI" NIMS



Myrtis "Jeri" Nims is the widow of the late Robert E. Nims, founder of Lucky Coin Machine Company. Since his passing in 2000, Jeri has continued to honor her husband's legacy through philanthropy. Robert came to New Orleans when he served with the Merchant Marines in World War II. After the war, he moved to the city and stayed until his death.

When Jeri visited the Museum for the first time she "instantly fell in love." Due to the couple's shared love for the arts, Jeri decided to name the Robert and Jeri E. Nims Entertainers Hallway, which welcomes all visitors to the Solomon Victory Theater and BB's Stage Door Canteen with large photos of the stars of stage and screen who served in uniform during the war.

She has also named the Jeri Nims Soda Shop, a restaurant on the Museum's campus where guests can enjoy house-made milkshakes and sodas as well as a lunch and breakfast menu that evokes the nostalgia of the WWII era. Period decor in the Soda Shop includes a jukebox, WWII-era posters, and photographs of Louisiana's 1948 jitterbug champion—Jeri herself (above).

Her generosity and enthusiasm for the Museum's mission are invaluable, and she is one of our strongest advocates. Jeri has acknowledged that her greatest joy comes from using her fortune to "help people." We are fortunate that she is a member of the Museum family.

Summer Teacher Training

A Stellar Array of Educator Resources Takes World War II from the Collection to the Classroom



The Museum is a summertime beacon of professional advancement for teachers from around the country. In FY2016, historian and best-selling author Donald L. Miller, PhD (author of *Masters of the Air: America's Bomber Boys Who Fought the Air War Against Nazi Germany*, *The Story of World War II*, and *D-Days in the Pacific*), led a seminar for 25 teachers produced in partnership with the Gilder Lehrman Institute of American History. A weeklong Real World Science: Summer Teacher Seminar gathered 28 science educators to study how STEM innovations proved essential to the Allied victory in World War II, including examinations of wartime artifacts from our collection, meetings with veterans, and working with a Museum-designed curriculum, among many other activities.

In FY2016, Museum educators were also hard at work at a new teacher-education resource unlike any other. The aptly named From the Collection to the Classroom is a series of comprehensive WWII curriculum guides designed to bring students and teachers the best of The National WWII Museum's galleries: photography, video, digital artifacts, personal accounts, and authoritative treatments of major battles, leaders, strategies, and social issues, as well as the wealth of scholarly research and curation that goes into the Museum's award-winning exhibits. Throughout the fiscal year, educational experts and historians, including Richard B. Frank (author of *Guadalcanal: The Definitive Account of the Landmark Battle* and *Downfall: The End of the Japanese Imperial Empire*), collaborated to incorporate this rich

source material into the first volume in the series, *The War in the Pacific*.

Drawing on the 10 galleries in *Road to Tokyo*, *The War in the Pacific* contains historiographical essays, lesson-planning tools, materials for hands-on student activities, and a classroom poster. An accompanying interactive website, free for use by all with registration, houses relevant multimedia resources linked to each lesson plan, and downloadable, printable contents of the entire set. Three additional volumes will follow, each based on another body of assets from the Museum, on the themes of the war in Europe, the Home Front, and liberation.

In turn, each will serve as the basis for a summer institute for teachers, at which educators will have unparalleled access to

OPPOSITE PAGE The first cohort of the WWII Summer Teacher Institute explores *Road to Tokyo* with historian and fellow educator Rich Frank, who was instrumental in developing the Museum's exhibit on the Pacific war.

the Museum's exhibits and the experts who created them. Historian Rich Frank reflects, "The great privilege and delight in taking the teachers through *Road to Tokyo* is the opportunity to elaborate on how we put the exhibit together. This adds tremendous depth to the experience since teachers not only can look at what was displayed, but also learn about the design process; the deliberations on text, images, and artifacts; and certain flourishes to the finished product that ordinary visitors have no opportunity to understand." Further, each cohort of teachers will reconvene for a second summer session, one year later, in Normandy or Pearl Harbor—an extraordinary opportunity to explore the historical sites related to the European and Pacific theaters of war.

From the Collection to the Classroom is primed to set a new standard for what the Museum can offer teachers—beginning with the curriculum guide itself. Each teacher accepted into the program will receive thorough training in the use of the materials, as well as training in how to share the guides with others—each teacher will act as a master teacher for up to 30 other educators in his or her region—in order to ensure the free resources are available far and wide.

"We've seen the teaching of World War II pared away in school textbooks over many years," said associate vice president of education and access Owen Glendening, who oversees the departments that came together to produce the content for the new curriculum guide. "In some cases, it's down to a just a handful of stories: Pearl Harbor, Anne Frank, the Holocaust, the atomic bombs, Japanese American incarceration. Those all have resonance and there is deep public interest in those stories, but what we felt was missing was the larger narrative of the American experience of *the war that changed the world* as we are committed to telling it. Because we have rich multimedia layers in all of our exhibits—original oral histories, narrated video, animated maps—that are fresh, historically correct, and dramatic, we saw the potential to take all of that history that's available at the Museum to walk-in visitors and bring it together into classroom-ready material for students anywhere."

WWII SUMMER TEACHER INSTITUTE BY THE NUMBERS

Number of 2-year cohorts

4

Master teachers trained in
each cohort

30

Additional teachers trained
(30 by each master teacher)

900

Average number of
classroom hours furnished by
each curriculum guide

10

Total number of teachers
reached by year 5

3,600

Total number of students
reached by year 5

400,000

Cost per master teacher,
fully covered thanks to
generous donations

\$8,500



DONOR SPOTLIGHT THE DAVID I. ORECK FOUNDATION THE PATRICK F. TAYLOR FOUNDATION

The hometown-workshop multiplier effect means that 3,600 teachers and more than 400,000 students will experience the Museum's four-part From the Collection to the Classroom WWII overview curriculum over the next five years.

Funding for the first Institute cohort and the curriculum kits was generously provided by the David I. Oreck Foundation. The Patrick F. Taylor Foundation will fund the second cohort covering the war in Europe. Oreck, a WWII veteran, and Phyllis Taylor on behalf of the Patrick F. Taylor Foundation, were able to meet and observe the first Summer Teacher Institute educators while they were at the Museum.

"It takes visionary funders who appreciate the depth and integrity of this approach to recognize the value of investing in those students," said associate vice president of education and access Owen Glendening. "To actually come and experience the Institute was a special statement. I think they found, as do we, that the level of engagement and enthusiasm the teachers show for the subject—and for the power of these tools to engage their students—makes the project wholly worthwhile."

Program Supporters

The National WWII Museum thanks the following donors, whose support makes our exhibits, educational programs, outreach initiatives, and commemorative events possible. These generous individuals and organizations help us increase understanding of *the war that changed the world* among people of all ages across the nation.

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DONOR SPOTLIGHT JAMEY AND JUDY CLEMENT



DALLAS, TX Jamey and Judy Clement were introduced to the Museum by their friend Walter Negley, who invited Jamey to the grand opening of the Solomon Victory Theater complex in 2009. It was the first of many visits for the Clements, for whom patriotism runs deep: In World War II, both Jamey's and Judy's fathers served in Europe, as did Jamey's uncle. Jamey's grandfather was active as well, as president of the Pennsylvania Railroad on the Home Front.

But it is Jamey's two sons—one a 2nd Lt in the USMC Reserves after a tour in Iraq with the 2/7 Marines, the other an aviator and a Captain in the Marines—who inspired their proud father to say, "Any interest I have in World War II and military history was heightened by their enlisting and willingness to serve."

Jamey's own father was reluctant to talk about his service in France, where he landed following D-Day. Before his father's death in 1994, Jamey asked him to write about his experiences. It was Jim Clement's three-page letter that sparked the Clements to name the *From Normandy to Berlin* exhibit in the Louisiana Memorial Pavilion.

Later, his father's letter would play a role in what became one of Jamey's fondest memories, during the Museum's 70th anniversary D-Day cruise. On the last day of the land tour, a Museum guide used Jim's letter to guide his family in his footprints. The Clements blazed a trail through Normandy, retracing the steps of Jim's unit from the beaches to Gathemo, the hill on which the guide believed Jim was injured. For Jamey, visiting the very sites where his father served was an incredibly special experience to share with his family.

SPECIAL EXHIBIT

**TOM LEA:
LIFE AND WORLD WAR II**

Debuting in June 2016, the special exhibit *Tom Lea: LIFE and World War II* collected 26 iconic pieces of original art from *LIFE* Magazine war correspondent and artist Tom Lea, who covered many aspects of the war—from experiencing convoy battles in the North Atlantic firsthand to hitting the beach at Peleliu in the Pacific with US Marines. In its June 11, 1945, issue, *LIFE* devoted seven pages to Lea's stark, visceral images of the Battle of Peleliu, including one of the most publicly recognizable artworks of the war, *That 2,000 Yard Stare*, a highlight of the exhibit for visitors. Supplementing the artwork—which was on loan from the US Army Center of Military History—were Lea's drawing table, brushes, and easel on loan from the Tom Lea Institute, and sketches drawn by Lea on loan from the collection of Judy and Jamey Clement. Oral histories of Peleliu veterans collected by the Museum were also featured.

BELOW WWII veteran R.V. Burgin, a US Marine who fought in the Battle of Peleliu, takes in the emotional artwork in *Tom Lea: LIFE and World War II*. Behind him is Lea's painting *That 2,000 Yard Stare*.

ASSIGNMENT:



Student Connections

On-Site and Online, Museum-Produced Educational Programs Reach Tens of Thousands Through Electronic Gallery Visits, Webinars, and Award-Winning National Electronic Field Trips

Through school field trips developed by our education staff, more than 750,000 students have visited the Museum since its opening. Themed according to a special exhibit or STEM topic, and including Title I subsidies in order to welcome the broadest possible population of students, field trips remain a premier way for students to experience the Museum and the WWII story.

Educational programs for families and the community provide another way to engage with history: In May, dozens of young cast members took part in a performance of *Brundibár*, a children's opera originally produced in Theresienstadt concentration camp, a "model" camp for artists and intelligentsia designed to deceive visiting inspectors. The opera was a propaganda tool to add to the deception—but also an instrument of hope for the child actors who performed it.

In addition to studying their roles and learning the music, cast members interacted with the last surviving original cast member of *Brundibár*, Ela Weissberger, who joined them on stage for the final triumphant song and interacted with the audience as a featured guest. For younger children, Weissberger led a butterfly-painting activity in honor of children of the Holocaust. And for those farther afield, she shared her story via a webinar, during which she related her personal story of struggle and survival, but also her casting as the role of the cat in *Brundibár*, and what its staging around the world means to her today.

Like the *Brundibár* webinar, web-based programming throughout the year brings WWII experts, authors, and veterans into classrooms. During FY2016, electronic distance-learning programs for students—including virtual field trips, Skype programs, webinars, and a pioneering National Electronic Field Trip in partnership with New Orleans PBS member station WYES—reached more than 50,000 students.

The premiere National Electronic Field Trips (NEFT)—titled for the WWII-era slogan *We're All in This Together!: How Students like YOU Experienced WWII*—aired in December 2015 and helped students see themselves in history by examining the war as it was fought on the Home Front. The project won an award

for excellence in "Instructional Media" at the 2016 NETA Awards competition, which honors achievements by members of the National Educational Telecommunications Association. The Museum's NEFT series, which continued on December 7, 2016, with *Remember Pearl Harbor*, streams directly into classrooms across the country.

Interactive, immersive, and presented live via the Internet, *We're All in This Together!* roamed the Museum's immersive exhibits and displays to teach students about rationing, Victory Gardens, collecting scrap for the war effort, and even a lesson in dancing the jitterbug. Thousands of students in grades 4–8 examined WWII artifacts and primary sources, asked questions of our Museum's expert staff, and participated in live polls—all without leaving their classrooms.

For everyday on-demand electronic outreach, the Museum's website offers a host of classroom-ready lesson plans for teachers on a variety of WWII subjects, including the war in the Pacific, the war in Europe, the Home Front, and the science and technology of the war. Designed with ease-of-use in mind, the lesson plans feature primary sources from the Museum's extensive collection and meet Common Core and Next Generation Science Standards.

The Education Department's Get in the Scrap! program is a service-learning project that calls on students in grades 4–8 to participate in classroom activities about recycling and energy consumption—the same patriotic role students played on the Home Front 70 years ago during World War II.

"Our goal is for students to make deeper and more personal connections with history than they can ever make with their textbook," said Virtual Classroom Coordinator Chrissy Gregg. "One of the most powerful ways to do this is to expose students to rich primary-source materials such as artifacts, photographs, songs, and historical film, in addition to firsthand accounts of the war. These personal connections with veterans, young people on the WWII Home Front, and Holocaust survivors remind students of the humanity of the war—not only the loss and sacrifice, but also the teamwork and perseverance."

DISTANCE-LEARNING CONNECTIONS IN FY2016

Virtual field trips

140 sessions
5,515 students

Skype programs

115 sessions
3,025 students

Webinars

5 sessions
18,618 students

National Electronic Field Trip in partnership with WYES

29,572 students

Total

56,730

TOP LEFT Director of education Kenneth Hoffman examines a propaganda poster on-camera for the inaugural National Electronic Field Trip in December 2015.

TOP RIGHT Ela Weissberger celebrates with a cast member in May 2016, following one of three performances of *Brundibár* sponsored by the New Orleans Theatre Association.

BELOW From their own school, students participate in an educational webinar produced live from the Museum.



Solomon Victory Theater Seat Donors

The National WWII Museum thanks the following donors for purchasing a theater seat in the Solomon Victory Theater to honor or remember a family member, personal friend, or organization. An engraved plaque has been permanently affixed to the arm of the purchased seat to recognize the contribution. Such support helps preserve the stories of World War II for future generations in this one-of-a-kind theater.

Karen & Ron Adams
IHO (1) Larry & Alice Melton
(2) Ron & Karen Adams
Richard C. Adkerson Family
Steven D. Alvis
John A. McGill
Mrs. Stephen E. Ambrose
IHO Steve Ambrose,
Moira Ambrose
American Beagle Squadron
Association
Elaine & Thomas P. August
IHO Lt. Col. William Hale
Ferguson US Army
Robert Cooley Bannon
Mr. James L. Barksdale
IHO R. Barksdale-West Point '66
Jean C. & Michael D. Beckman
IHO (1) Fritz L. Beckman
(2) Thomas A. Wilson
Scott Beninato
IMO S. Sgt. Peter Beninato
Mrs. Adelaide Benjamin
IHO (1) Edward B. Benjamin, Jr.
(2) William Bell Wisdom
Bob & Dee Boozer
Susan Gore Brennan
IMO (1) Kathryn Briede Gore
(2) Dr. Benjamin Cromwell Gore
Robert & Lenore Briskman
IHO (1) Robert Berman, Bomber
Shot Down Over Hump
(2) Burton Gwartzman, Battle of the
Bulge Heroic Medic
Zelda & Richard Carner
IHO 93rd Troop Carrier Squadron
AECOM
IHO William P. Rutledge
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IHO (1) A. Ray Edsel (2) Norma L.
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(4) Ron B. Wright
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(1) IHO Kay & Tim Favrot
(2) IMO Kelsey Bradley Favrot
Eleanor J. Fox
IMO Lt. Col. Lewis V. Smith, U.S.
Army, Birthplace: Sprio, Oklahoma
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(1) IMO Irvin & Angel Templet (2)
IHO Lorise & Lucy Naquin
Robert P. Nimitz
IMO of Paul Nimitz, Ray Eilenfelt
James P. Noll
IMO Loren Clyde Johnson,
Archaeologist, Newport, MN 3-19-
31 to 4-11-11
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IMO Mark W. Norman
The Peevy Family
IMO Virgil Edwin Peevy
George A. Pontikes, Jr.
IHO General Michael P. Cokinios
B.E. Quinn III
IHO Joseph N. Tolle
Toska & Barry Quinnes
Patrice K. Richardson
Todd Ricketts
Bruno S. Rinas
Rex & Helen Ritchie
Walter Harris, WWII 17th Airborne
Div Oakwood, Ohio
Rotary Club of Metairie
Rotary Club of the
Westbank Foundation
Rotary Westbank /Gretna, LA
Bill & Trudy Rutledge
Christine Greeley Schalles
IHO US Marine Corps., Lt. Col.
Robert W. Greeley, Wake IS POW
1941-1945
Edward H. Schulz
IMO Bunnie Schulz Bullard, TX
The Wilson Sexton Foundation
IMO John T. Sexton WWI
DeeDee & Eliot Simon
IMO (1) Norman Simon
(2) Donald J. Wingbermuehle
Pamela & Charles R. Smith
IHO Charles R. Smith
Daniel D. Smith
IMO Commander Walter F. Smith,
US Navy
Theodore G. Solomon, Sr.
Doris Carwie Solomon
Emilia Soltis
IMO Joseph Steven Soltis USN
Frank & Paulette Stewart
"The Roomies"
IHO Suzy & John Graham
Paul Tagliabue
IHO Italo Rancan
Patrick F. Taylor Foundation
IHO Buddy Jacobs
Dorothy E. (Betty) Thomas
IMO William Fred Thomas
Time-Life Books
Marvin D. Toombs
IMO (1) Jean & Marvin Toombs, VA
(2) Carolyn & Jerry Hatfield
David R. Voelker
IHO Virginia W. Voelker
Mrs. Donald Lyon White
IMO her husband
Anonymous
IHO Tom Hanks

BELOW The Solomon Victory Theater, home to the 4D experience *Beyond All Boundaries*.



DONOR SPOTLIGHT ROB AND LENORE BRISKMAN



Since their first visit to the Museum in 2013 for the grand opening of US Freedom Pavilion: The Boeing Center, Robert and Lenore Briskman have returned many times. Their favorite visit? A 2015 reunion of Rob's Princeton classmates, who toured the Museum together to learn about Princeton's role in the war. They were "very impressed," says Rob, who was thrilled to share this information with his friends and family.

The Briskmans are committed to expanding the Museum's educational mission so that younger generations can learn about the importance of the war. By sponsoring two seats in the Museum's Solomon Victory Theater, home to the extraordinary 4D experience *Beyond All Boundaries*, the Briskmans have taken an active role in supporting that mission. The couple has also made steps to include the Museum in their future Planned Giving initiatives. According to Rob, the variety of Planned Giving options at the Museum offers many ways to help strengthen the Museum's Endowment Fund for this very purpose.

Of the importance of studying WWII history, Lenore says, "This was the most popular war, and probably the most important war in recent years. . . . It would be a pity for people to lose track that this particular event could have changed the world in a disastrous way." Adds Robert, "It's important for visitors to know the whole story of World War II, not just the battles, but the things that affected civil society. It was a tremendous change of our culture, society, and industry. All of this needs to be told."

Conferences and Symposia

Experts and Audiences Engage at the International Conference on WWII and Panel Discussions Aimed at Lifelong Learners



The National WWII Museum hosts a year-round roster of public educational programming for students of all ages. From special symposia with WWII veterans and evening author talks to Lunchbox Lectures and Dinner with a Curator gatherings that match themed dinner menus with WWII topics, the calendar of enlightening offerings brims with rich, engaging content. The superstar gathering of each year, however, is the International Conference on World War II—the world’s foremost such convening of WWII experts, students, and aficionados.

The 2015 International Conference was “a high-water mark to date,” said Jeremy Collins, director of conference and travel program development for the Museum. The penultimate installment of the 70th Anniversary of World

War II Conference Series presented by the Pritzker Military Museum & Library and the Tawani Foundation, the 2015 Conference, titled *1945: To the Bitter End*, covered key events in the war from the Battle of the Bulge and V-E Day to the dropping of the atomic bombs and V-J Day. The annual conference takes place in New Orleans over the course of three days each fall—but the Museum’s work to produce this extraordinary event begins long before that.

The rough map for each Conference is first drawn by a Museum team led by president and CEO Nick Mueller and guided by staff historians. Finer details are drawn by the Conference Program Planning Committee, then the Presidential Counselors—a select group of scholars and experts that advises

CONFERENCE THEMES

From Pearl Harbor to Guadalcanal

2011

*Stemming the Nazi Tide:
The End of the Beginning, 1942–43*

2012

1943: Victory in the Balance

2013

1944: Beyond All Boundaries

2014

1945: To the Bitter End

2015

*1946: Year Zero—
Triumph & Tragedy*

2016

Dr. Mueller on a multitude of Museum endeavors, including exhibit content, travel tours, and the International Conference.

“These groups come together and work to form a program that is the most engaging for the audience and that includes the latest research and writing to press,” said Collins, who first came to the Museum as an intern while still a history student at the University of Missouri. “We want to make sure we bring in the top scholars with the newest research and publications—but we also want to make sure that those scholars are indeed good speakers, and that they’re able to convey their subject matter and knowledge to the audience in a digestible manner, because we serve the general public. We’re not here for academics or for the speakers’ peers. We’re

OPPOSITE PAGE Museum trustee Mike Bylen makes the most of his Conference experience by asking questions from the audience. With numerous Q&A sessions, panel discussions, and book signings, interaction between attendees and experts is a Conference tradition.

BELOW Annie Jacobson (*Operation Paperclip: The Manhunt for Nazi Scientists*) takes the stage with Gerald Steinacher, PhD (*Nazis on the Run: How Hitler's Henchmen Fled Justice*) to discuss war criminals—"To Punish or to Partner?"



here for the people who visit the Museum and support us every day."

The reach of the Conference extends well beyond the walls of the ballroom in which it's held through live Internet streams of every session. "The live streams really do allow this content to be presented to anyone and everyone, anywhere and everywhere," Collins said.

Some of the best moments of every Conference transcend the meticulous planning that goes into every minute of the schedule, Collins added, when the hundreds in attendance in New Orleans get to interact with the speakers.

"Audience Q&A is where some of the best discussions take place," Collins said. "It's not scripted. It's not part of the speaker's

presentation. It allows for the speakers and the audience to really engage in some exciting and thorough discussion. Our audience members can and do buy the speakers' books and read them. They know that by attending they get the opportunity to engage with the authors."

DONOR SPOTLIGHT

THE PRITZKER MILITARY MUSEUM & LIBRARY AND THE TAWANI FOUNDATION

The Pritzker Military Museum & Library and the Tawani Foundation, presenter of the *70th Anniversary of World War II Conference Series*, are vital Museum partners in making the International Conference the prestigious congress it has become.

"Their support is invaluable to the Museum's ability to bring together the finest historians—the best stories and freshest research—for our Conference audience both in person and virtually," says Jeremy Collins, the Museum's director of conference and travel program development. "Our institutions share a mission to celebrate the US citizen soldier. The Museum's focus is World War II; their focus broadens to include all of US history. The International Conference is where we meet, and their sponsorship generosity makes possible the success we mutually enjoy. The Museum is delighted that its relationship with the Pritzker Military Museum & Library and the Tawani Foundation will continue into the future, and our hope is that the ongoing partnership shines a spotlight on the essential work they do."

In FY2016, The Pritzker Military Museum & Library and the Tawani Foundation committed to a new round of funding in support of the next five years of the International Conference on World War II. The Museum is grateful for their ongoing generosity, which supports this prestigious gathering year after year.

In addition to their ongoing support for the International Conference, the organizations also stepped forward in FY2016 as major supporters of PT-305, playing a significant role in helping the Museum raise needed funds to return the boat to water.

BELOW The Museum's educational travel tours are a passport to WWII history.



Educational Travel Programs

Top Scholars, Expert Guides Direct Journeys to Normandy, Paris, Berlin, and Beyond to Lead Guests into WWII History

The evolutionary arc of the Museum's educational travel program has been steady expansion, including tours for high school and college students: Normandy Academy begins its programming at the Museum in New Orleans then travels to the beaches and hedgerows of the D-Day invasion, while Student Leadership Academy pairs online learning with a behind-the-scenes experience at the Museum's New Orleans campus. Both offer a college-credit option.

For adult learner-travelers, the programming menu ranges from a D-Day Tour of Normandy and Paris to the Easy Company Tour, retracing the steps through Europe taken by the soldiers immortalized by Museum founder Stephen E. Ambrose in his 1992 book *Band of Brothers* (later adapted for the HBO miniseries of the same title). Masters of the Air travels to the airfields of East Anglia, England, for a study of America's "Bomber Boys" of World War II. The Soldiers and Spies Tour visits Normandy then occupied Paris for lessons in wartime espionage and resistance, and The Rise and Fall of Hitler's Germany Tour explores Germany and Poland following the arc of the Third Reich's ascension then destruction.

Linking many such tours with renowned scholars has become a trademark of the Museum's travel program. Donald L. Miller, PhD., Dr. Alexandra Richie, and Alex Kershaw—all stalwart presenters at the annual International Conference on World War II—lead current tours for the Museum. A new tour for 2017 pairs Museum president and CEO Nick Mueller, PhD, with Robert M. Citino, PhD, the Museum's Samuel Zemurray Stone senior historian and also a Conference regular, for a land-and-water tour of Normandy and Paris via the Seine River. Another, the Writing the War Tour led by Miller, journeys back into some of World War II's most significant battles as documented by Ernie Pyle, Ernest Hemingway, and other war correspondents.

"The Museum's educational tours are a passport to WWII history," said Jeremy Collins, director of conference and travel program development for the Museum. "Our guides and historians are the best in the business, and to walk with them over the very ground where the soldiers fought, and fell, is to bend time

backward. Our returning tour groups say it all the time: For students of WWII history, these are trips of a lifetime, and the number of repeat travelers we have is a testament to our programs."

For school-age participants, lessons learned on a Museum educational tour can endure a lifetime. The curriculum for Student Leadership Academy encourages students to relate the lessons of World War II to their own lives and the world around them. Normandy Academy mirrors the journey Andrew Higgins's boats made from New Orleans to Omaha Beach.

"In France, the history is tangible," said Natalie McDonald, a Normandy Academy alumna. "You can literally feel the importance of a building by the depressions in the steps, and you can imagine how many people have stood in that exact spot. The beaches that we saw, where ships full of GIs charged the German batteries, were so beautiful and peaceful, but you could feel the sadness and the hope that remained after the men were washed away. It was such a powerful feeling."

EDUCATIONAL TRAVEL BY THE NUMBERS IN FY2016

Passengers on
adult travel programs

370

Number of countries visited

10

Passengers on
student travel programs

77

Total college credit hours
earned by students

237

DONOR SPOTLIGHT JOHN R. WHITMAN NORMANDY SCHOLARS FUND



The John R. Whitman Normandy Scholars Fund gives students across the country access to the lessons learned during the incredible US journey during World War II. Each year, exceptional students are chosen who embody the values of education, hard work, and a willingness to spread the lessons of D-Day.

A veteran of the Vietnam War who earned two Bronze Stars, including one "V" for Valor, John was born June 8, 1944, or "D-Day Plus 2" as he always said.

John always marveled at the bravery and innate leadership shown by the troops landing at Normandy. He and his wife, Christie, enjoyed several trips with The National WWII Museum. John, who passed away in 2015, strongly believed in the Museum's mission, particularly the importance of education in developing an informed citizenry.

Fighting for the Right to Fight: African American Experiences in World War II

At The National WWII Museum, education isn't just about teaching individual topics: it's about finding the connections that bring those themes to life, and make lasting impressions on the audiences who experience them. In FY2016, the special exhibit *Fighting for the Right to Fight*—and the significant research and scholarship that went into creating it—provided a rich source for these connections, inspiring a wealth of programming and experiences to help students, teachers, and all our visitors access this important story in new ways.

SEE HOW *FIGHTING FOR THE RIGHT TO FIGHT* CAME TO LIFE IN FY2016 →



BELOW The special exhibit *Fighting for the Right to Fight: African American Experiences in WWII*, presented at the Museum by the Coca-Cola Foundation, sparked an array of educational programming.





←

WWII AIRPOWER EXPO

In an annual event that proves more robust and thrilling with each year, The National WWII Museum joined with the Commemorative Air Force and Greater New Orleans Sports Foundation to bring the public in direct contact with the amazing machines that fought in World War II. WWII veteran airmen were some of the most enthusiastic passengers in the restored vintage planes in attendance, which included a B-17, B-25, and, shown here with Tuskegee Airman Charles McGee, a P-51D Red-Tail Mustang like the one he flew in the war. Elsewhere at the Expo, visitors climbed inside a mobile screening room to view *Rise Above*, a film about the Tuskegee Airmen.

→

PERSONAL ACCOUNTS

Among the 9,000+ personal accounts in the Museum's collection is the oral-history interview of Roscoe Brown, which features prominently in the special exhibit. In his interview, Brown describes his service with the 332nd Fighter Group—America's first black fighter pilots—recalling what it was like to fly escort missions in the 332nd's iconic red-tailed aircraft: "The bomber-escort missions required a lot of discipline. They were longer missions in the main, and you knew you were doing good. . . . Escort missions gave us our reputation. We got the reputation of being so-called 'Red Tailed Angels,' because of the fact that we stayed close to the bombers." The video is available online in the Museum's Digital Collections at ww2online.org.



↑

LIVE PERFORMANCE

In February, the Museum's BB's Stage Door Canteen staged the historical docudrama *Black Angels over Tuskegee*, currently one of the longest-running productions off-Broadway and a captivating dramatic depiction of the Tuskegee Airmen's story. The award-winning play is a narrative of six men embarking upon a journey to become the first black aviators in the US Army Air Forces during a tumultuous era of racial segregation in 20th-century America.



↑
DOCUMENTARIES

The centerpiece of the *Fighting for the Right to Fight* exhibit is an eight-minute, Museum-produced documentary about the struggles and combat exploits of African American servicemembers, narrated by Robin Roberts (whose father was a Tuskegee Airman) and featuring a collection of oral history segments and historical footage to convey the drama, determination, triumph, and disillusionment in the stories of servicemembers of color during World War II.



←
WEBINARS & SYMPOSIA

In April, a *Fighting for the Right to Fight* symposium featured two panel discussions by noted historians and veterans focusing on African Americans in the military, while a free interactive webinar, featuring Tuskegee Airmen George Hardy and Charles McGee and streaming live in classrooms across the country, allowed students to hear firsthand accounts of the struggles and extraordinary achievements of African Americans during World War II, both overseas and on the Home Front.





↑
EXHIBIT

On display at the Museum July 4, 2015–May 30, 2016, *Fighting for the Right to Fight: African American Experiences in World War II* resided in the Joe W. and Dorothy D. Brown Special Exhibit Gallery. The award-winning exhibit saw 612,892 visitors, including 37,863 students. *Fighting for the Right to Fight* is now a traveling exhibit with stops at the St. Petersburg Museum of History in Florida (through March 5) and the Dallas Holocaust Museum/Center for Education and Tolerance (August 31, 2017–January 26, 2018), with more locations to be announced.



↑
P-51D RESTORATION

FY2016 saw the completion of restoration work on this P-51D Mustang, painted in the likeness of the “Red-Tail” flown by Roscoe Brown in World War II—complete with the “Bunnie” nickname Roscoe painted in honor of his wife. The restoration project, sponsored by Todd Ricketts and the Ricketts family, was the latest in a series of collaborations with historic-aircraft specialists Flyboys Aeroworks in California, who restored the plane down to the powerful Merlin engines that Roscoe and a crew member are inspecting in the photograph on page 1. As it now rests, hanging from the rafters of US Freedom Pavilion: The Boeing Center, the Museum’s newly restored P-51D fighter tells an epic WWII story.



→

P-51D DEDICATION

Great fanfare heralded the dedication of the P-51D, drawing national media attention to the *Fighting for the Right to Fight* special exhibit and to the Museum and its work. WWII veterans Charles McGee and George Hardy were spotlighted during an evening dedication ceremony, hosted by ABC *Good Morning America* anchor Robin Roberts and WWL-TV anchor Sally-Ann Roberts, daughters of Tuskegee Airman Colonel Lawrence Roberts. As she reflected on her connection to the WWII story, Robin Roberts noted of her father, “He said he never felt more free than when he was in that plane, flying.”



←

NATIONAL ADVISORY COUNCIL

Fighting for the Right to Fight's development was overseen by a national advisory committee comprised of some of the world's most respected scholars of African American history and drawing on personal and family experience of segregation and race relations in the war years. Said John H. Morrow, PhD, committee cochair (far left in photo), “The committee meshed immediately within its ranks and with the Museum staff, who realized our vision far beyond the wildest expectations. As an African American and historian who was born in 1944 and grew up in the South in the aftermath of World War II, the stories were not new or surprising, but the overall impact of bringing all these stories together in one exhibit I found impressive. It's one thing to know about these events, entirely another to be present in an exhibit that surrounds you with them and immerses you in them.”

↑

MEDAL OF HONOR CEREMONY

A highlight of the special exhibit were five Medals of Honor—representing the seven medals awarded to African American heroes some five decades after the war's end. In 1997, after an investigation confirmed a racial disparity in the way the Medal was awarded, President Bill Clinton conducted a ceremony awarding the Medal of Honor to seven men (six of them posthumously). The families of these men were honored at an October ceremony hosted by Al Roker, at which Roker along with WWII scholars discussed the medals and their honorees through panel discussions and a screening of Roker's film *Honor Deferred*.

Teaching World War II to “Skimmers, Swimmers, and Divers” in Museum Galleries

How a Team of Designers, Advisors, and Historians Comes Together to Create an Immersive Exhibit Experience for Every Kind of Visitor



ROAD TO TOKYO BY THE NUMBERS

Galleries

10

Artifacts in exhibit

400+

Personal accounts

132

Dog Tag Experience stories

20

Video oral histories

23

Static maps

26

The National WWII Museum’s permanent exhibits—our primary teaching tool for tens of thousands of visitors each year—are developed through a process with many players and stages.

The exhibits are developed by the Museum’s exhibit-design partner, Gallagher and Associates, which handles the master vision of architectural spaces and all the content that goes within them, including gallery settings, lighting, artifacts, panels and labels, photographs, and media productions. Historical content is researched and vetted by Museum staff and History Associates, an outside research firm. Based off the master plans, the Museum then hires vendors to carry out the work, ranging from construction and lighting firms to video production companies, among others.

The Museum also enlists some of the top historians working in specialized fields to join with staff on various exhibits. Donald L.

Miller, Conrad Crane, and Rick Atkinson were instrumental in the development of *Road to Berlin*. Richard B. Frank, a noted historian of the Pacific war, was a key advisor for the *Road to Tokyo* galleries; Lynne Olson, who has written several books on the coming of war to Britain and America, is serving as consultant on our upcoming exhibit *The Arsenal of Democracy*; and the Museum’s new Samuel Zemurray Stone senior historian, Rob Citino, PhD, will serve in that capacity for the upcoming Liberation Pavilion.

Museum staff then works in teams with individual vendors to develop the detailed storylines across all the different types of content.

Foremost in the process is a deep understanding of both the history to be taught and the different ways visitors will absorb it. For the exhibit-creation team, the phrase that describes the range of visitor experiences in galleries is “skimmers, swimmers, and divers.”

“A ‘skimmer’ is a visitor who has a limited amount of time in the Museum, and wants to get the top-level story of World War II, quickly and efficiently,” said senior director of research and history Keith Huxen, PhD, whose role in the gallery-creation process is to compose and vet educational content and maintain responsibility for the overarching narrative of the story of World War II the Museum tells not only across individual exhibit galleries, but across all of the pavilions on the campus. “A ‘swimmer’ has more time, and wants to engage with the content more deeply, perhaps reading more panels or contemplating more artifacts. A ‘diver’ wants to read every word on every panel, watch every video, look at every interactive kiosk, etc.”

Huxen cited the Guadalcanal gallery in *Road to Tokyo*, the grand opening of which completed the Museum’s Campaigns of Courage pavilion in December 2015, as an

OPPOSITE PAGE Visitors to the Returning to the Philippines gallery experience multiple Museum storytelling tools—video displays, photos, text panels, artifacts, maps, and oral histories.

BELOW Jefferson DeBlanc's Medal of Honor in the Guadalcanal gallery of *Road to Tokyo*.



example of how the “skimmer, swimmer, diver” concept informs exhibit formation.

“A ‘skimmer’ might only read the intro panel, and spend three or four minutes walking through the gallery, getting a sense of the show presentation, and looking only at the few artifacts that interest him,” Huxen said. “A ‘swimmer’ may read all the intro and main text panels, check out the artifacts, and watch the entire seven-minute video show going on around him. A ‘diver’ will read every panel, watch the entire show with their full attention, watch every oral history and play every animated map in the Dog Tag Station, read every word of Jefferson DeBlanc’s Medal of Honor citation and ponder the medal and spear on display, plus absorb everything else on display in the gallery.”

The driving force in the Museum’s galleries is a commitment to personal narrative, which dates back to founder Stephen Ambrose, Huxen said.

“Dr. Ambrose collected oral histories of veterans for use in his books, which brought WWII history alive for so many readers through having that personal voice of experience, telling you about something most readers had not experienced for themselves,” Huxen said. “Dr. Ambrose’s collection was the heart and start of the Museum’s oral history collection, and we now have over 9,000 personal accounts in various formats in our collection holdings.

“The Museum has incorporated the personal voice into our exhibits not only through media-driven oral histories, but through our Dog Tag Experience, personal story panels, and the artifacts associated with individuals who went through the war. I personally believe that nothing interests people more than other people and their experiences.”

DONOR SPOTLIGHT RICHARD C. ADKERSON & FREEPORT-MCMORAN FOUNDATION



As chairman of the Board of Trustees, Richard C. Adkerson presided over the December 2015 grand opening ceremonies for *Road to Tokyo*, which explores the evolution of strategy in fighting relentless Japanese forces in Asia and the Pacific.

Together with the Freeport-McMoRan Foundation, Adkerson pledged \$5 million to the completion of the immersive Pacific war exhibits, a gift honoring the men and women who served in the Pacific during World War II, including his father as a Seabee.

As chairman, Adkerson said, “With our company’s operations in the Asia-Pacific region, it was good for Freeport and me personally to support the Museum in achieving this important goal in its Master Plan and to encourage others to participate as well.”

At the grand opening, Museum president and CEO Nick Mueller said that Adkerson’s “leadership to bring this day about has been decisive.”

Added Gary Sinise, master of ceremonies for the grand opening, “This institution, the stories it tells, the values it reflects, are important to our collective identity as Americans.”

PT-305's Restoration Nears Completion as She Readies for New Role

Everything from Her Instruments to Her Paint Scheme Teaches How Science, Technology, and Tactics Helped Win the War



BELOW After a decade of restoration work, including installing engines, electrical systems, rails, gun mounts, and other finishing touches in FY2016, PT-305 stands by on the eve of her return to water. Top of her to-do list for FY2017: sea trials in preparation for passenger rides.

FY2016 was an action-packed year in the John E. Kushner Restoration Pavilion, where volunteer crew members moved toward completion of the extraordinary restoration effort of PT-305. Patrol-torpedo boats were the fastest US Navy vessels in World War II—but when PT-305 first made her way to The National WWII Museum, she did so slowly, on a tractor-trailer. In fact, not much about the appearance of the tour boat-turned-oyster boat-turned-party boat, modified and even shortened as she was, suggested the fearsome war machine she once had been.

Today, almost every inch of PT-305, from her instruments to her paint scheme, advances the Museum's education mission. PT-305's Mark 31 Torpedo Director, acquired on eBay, is a deceptively simple metal device used to aim torpedoes by mechanically computing factors such as the angle of the target on the bow, the speed of the target, and the speed of the torpedo. The boat's paint colors—first applied in 1944 and reapplied in 2016—are a unique "Measure 32 modified" camouflage combination of blue tones intended to mask the boat from the enemy before, and immediately after, torpedo attacks.

And then there's her personal narrative. Built in New Orleans by Higgins Industries, PT-305 was deployed in the Mediterranean, for 14 months, during which she conducted more than 77 offensive patrols and operations, fought in 11 separate actions, sank three German ships, conducted reconnaissance, landed commandoes on occupied coasts, carried generals, and was home to 44 men.

"The restoration of PT-305, like all Museum projects, is aimed at making history accessible in as detailed and authentic a way possible," says Stephen Watson, the Museum's executive vice president and COO. "By preserving macro-artifacts so central to the wartime experiences of WWII veterans, we are building the framework for tomorrow's generations to connect with their service and sacrifice."

In June 1945, her squadron (Ron 22) returned to the United States to be overhauled for deployment to the Pacific. The war, however, ended while the squadron was still in New York Harbor. PT-305 was decommissioned and sold as military surplus for \$10.

PT-305 BY THE NUMBERS

Length

78 feet

Beam

20 feet, 1 inch

Weight

(depending on weapons)

43–56 tons

Speed

40 knots

Wartime crew

2 officers, 11 men

Restoration volunteer hours

120,549

Copper rivets

39,000

Caulked seam

3 miles

The Museum acquired PT-305 from the Defenders of America Naval Museum in Galveston, Texas, in June 2006, and transported her home to New Orleans. The decade-long, \$3.3 million effort to restore PT-305 totaled more than 120,000 volunteer hours. Everything aboard her except her weapons is now fully operational. Tours and sure-to-be-thrilling rides—all based out of a custom-built lakefront boathouse—are expected to begin in April 2017.

DONOR SPOTLIGHT PT-305 VOLUNTEERS



The last legs of PT-305's journey would have been unthinkable without the tireless efforts of her volunteer restoration crew. Sacrificing weekends over many years, the crew (a total of 200+ over the course of the project) worked toward an outlandish dream—restoring a combat-veteran patrol-torpedo boat to wartime operational trim. The John E. Kushner Restoration Pavilion became a home away from home for many crew members, who were inspired by the heroic service of the men who fought aboard PT-305.

Returning PT-305 to her home waters of Lake Pontchartrain will be the result of more than 120,000 volunteer hours at an estimated labor value of more than \$2 million. Donations from more than 100 companies (including shipbuilders, engineering firms, and many more) added to the in-kind donation total, which got a homestretch boost of more than \$200,000 from the Museum's first Kickstarter fundraising campaign.

"During World War II, everyone came together to accomplish the job of total victory," said senior curator and restoration manager Tom Czekanski. "In much the same way, people came together from all over the country to make the restoration of PT-305 a reality. The dedication of volunteers has allowed her to return to active service—now as an instrument of learning and a reminder of the courage and sacrifice of our WWII sailors."

CHARTER MEMBERS

At the foundation of The National WWII Museum's growth are our Charter Members. Their staunch support throughout the 2016 fiscal year exemplifies a strong commitment to the mission of America's National WWII Museum.

Combined, the Museum's members provided the Museum with over \$8 million in operating revenue to help fund educational programming and preservation initiatives. As we continue our efforts to expand the Museum, their loyalty is an inspiration.

In the first five years of the Museum, our WWII veterans were the torchbearers for advancing the membership program. As time moves on, the torch has passed to their sons and daughters—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.

We welcome the more than 50,000 new Charter Members who joined during fiscal year 2016 and thank all 147,051 for supporting The National WWII Museum.

PATRIOTS CIRCLE

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, these elite members participate in the Museum's travel programs, attend the International Conference on World War II, and are national ambassadors for the Museum.

In FY2016, Patriots Circle members contributed more than \$2 million dollars to the Museum—the largest amount ever and a telling demonstration of their fidelity.

Among the Circle's 1,116 members around the country, more than 60 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 this Museum. Thank you to all for leading by example through your giving.

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10

496
4

1,633
5

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4

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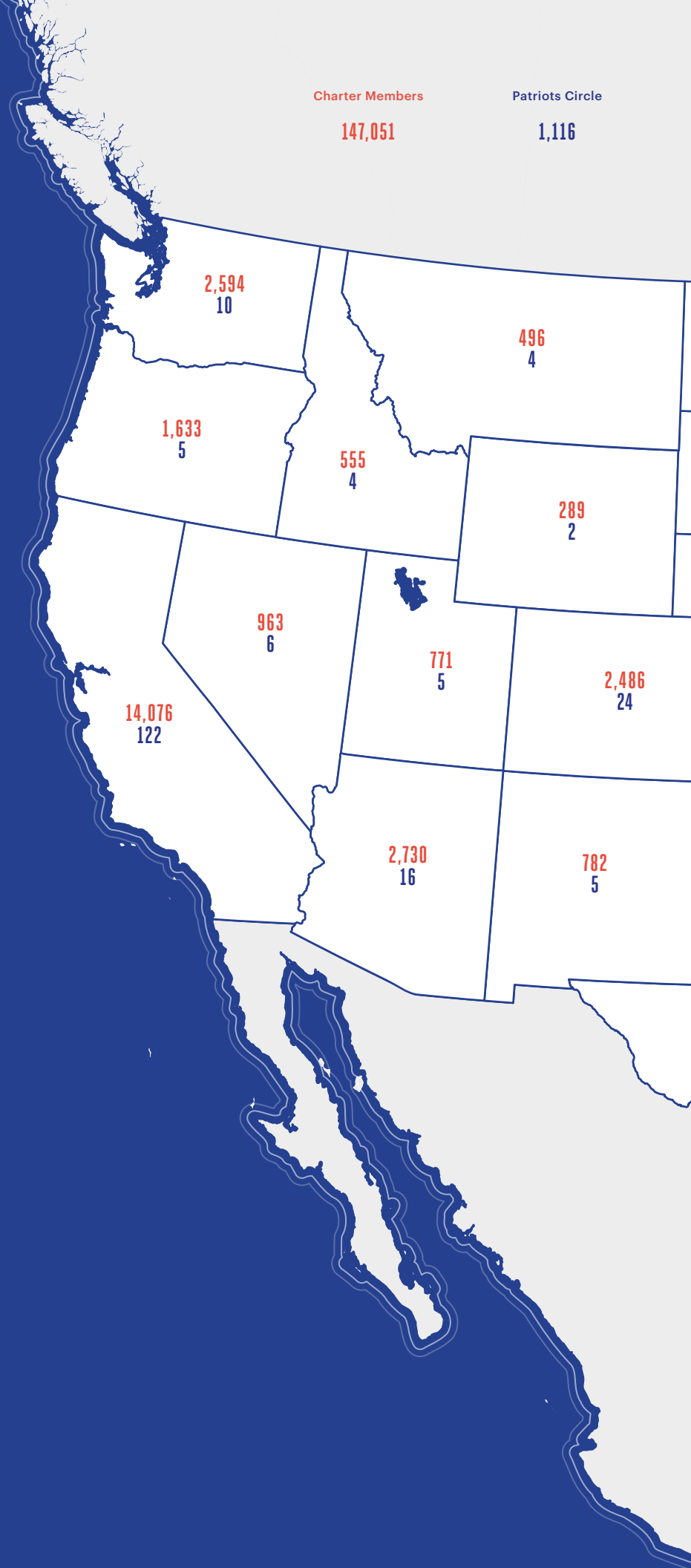
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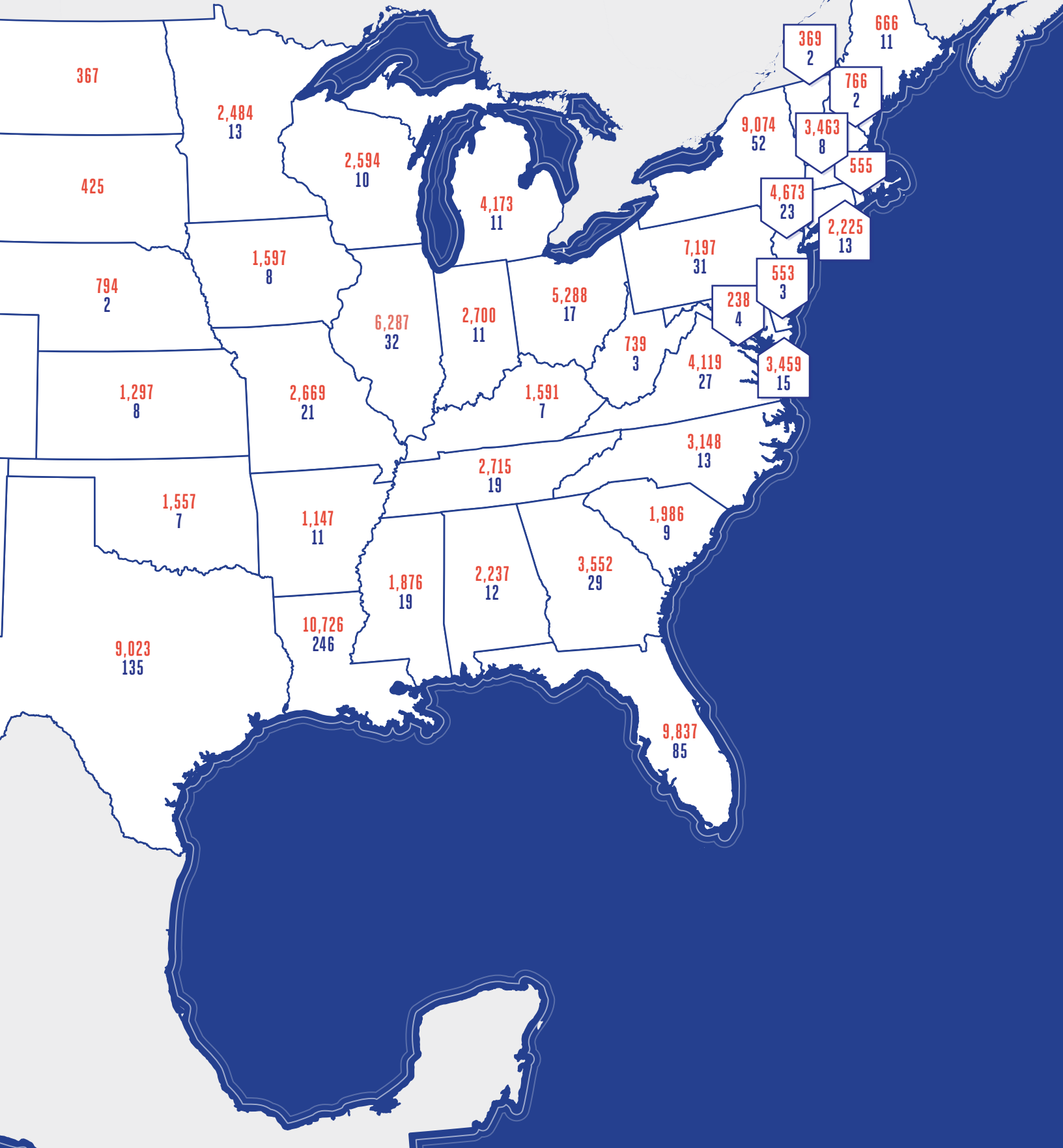
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COEUR D'ALENE, ID "We are so grateful that The National WWII Museum honors the sacrifice of the men and women who gave their all to save the world from Hitler and Imperial Japan. Because of their inherent modesty, much of what they accomplished for America and the free world is unknown to younger generations. What a gift that the Museum focuses on educating the world about the American experience of World War II—and honoring the sacrifice and dedication of the Greatest Generation!"

For Ken and Linda Copper, involvement in Patriots Circle has helped teach the importance of World War II to their children and grandson, and provide context for discussing their own family's service. Ken's father, H. E. Copper, was a pilot with VF-29 aboard the escort carrier *Cabot* in Bull Halsey's fleet, though he never talked about it. Linda's dad, Harold Buckingham, wanted to serve in the military but was deemed too important to the Home Front as the head of a trucking company.

"We never tire of telling our friends to visit New Orleans and the Museum with their children and grandchildren. I know that many have listened to our pitch, made the trip and thanked us for prompting them to go. They all come back impressed," says Ken.

The Coppers remain faithful supporters of the Museum through Patriots Circle to keep the history of this critical period alive and instructive for all Americans. "We are proud to participate, in a small way, to thank those brave souls who died and sacrificed so that we might live in freedom today."

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AUSTIN, TX Growing up, both Jonathan and Lindsay were captivated by stories from their respective grandparents about life during World War II. So when they heard about a “new” museum in New Orleans in 2005, the couple—then students but already avid travelers to WWII museums around the world—went to see it.

They knew right away that The National WWII Museum was something special. “Here were these innovative presentations—oral histories, videos, exhibits—that were so powerful. We loved the materials from both the Allied and Axis perspective—something we didn’t see at the Imperial War Museum in London or other WWII museums!”

Says Jonathan, “None of our family and friends who we’ve encouraged to go to the Museum have ever been disappointed. Even those who say they don’t consider themselves history or ‘museum people’ connect with the engaging exhibits.” Madelyn and Slate (almost two years old at the time) were mesmerized by *Road to Tokyo*, which they saw at its grand opening in 2015.

“For us, this brings purpose and meaning to our remaining in the Patriots Circle. What a blessing to use their enchantment with so many of the sights and sounds found on campus as an opportunity to share the stories of their great-grandparents—and our own fond memories.”

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METAIRIE, LA When he first heard the Museum was going to be built in New Orleans, WWII veteran Jacques Smith jumped at the chance to get involved as a Charter Member. As well as supporting the Museum financially, he is one of its biggest cheerleaders. “My friends call me a ‘big mouth’ for the Museum because I tell family, neighbors—anyone who will listen—about how great it is!” Whenever my sons come in from out of town, we always make a point to spend at least a day or two exploring the Museum together.

Jacques and his wife, Patricia, live in nearby Metairie, which allows them to visit often. They never miss a chance to bring their sons when they come to town. On a recent visit they took in the new *Road to Tokyo*. “It’s outstanding! I could spend days in the Museum reading every panel in the exhibits.” Their frequent visits also let Jacques and Patricia keep tabs on the Museum’s expansion, for which Jacques has a unique appreciation: “Being a civil engineer, I know it’s not easy to complete a large campus within the center of a city!”

Jacques is also quick to offer praise to Museum staffers and volunteers, whom he calls unfailingly friendly and helpful. “And my family and I will forever appreciate the recognition they give to us WWII veterans! Even though I give to several veteran-oriented organizations, the Museum remains my top priority year in and year out because of its mission to share the stories and lessons of America’s experience of World War II.”

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Keith Anderson, WWII Veteran



AUSTIN, TX Marc and Cathy's fathers both served in the armed forces during World War II—Cathy's dad, Ken Reash, as a Marine on Johnston Island, and Marc's father, Bernie Smith, in the Army Air Force in Foggia, Italy. As children, they both helped their families decorate veterans' graves and participated in fund-raising activities for the American Legion and Jewish War Veterans organizations. Cathy notes, "We were fortunate to have parents who shared their stories and instilled in us a tremendous respect for the sacrifices made by all Americans during World War II."

For both, a favorite spot on the Museum campus is US Freedom Pavilion: The Boeing Center. Says Marc, "Because my dad was a waist gunner in a B-17, I am awestruck when I step into that space and see *My Gal Sal* suspended from the ceiling along with other WWII aircraft. Cathy's favorite exhibit is on the second floor—the video testimonials of veterans' experiences are so moving."

For the Smiths, Patriots Circle is a way to take part in preserving the stories and legacy of World War II. "The quality of the exhibits is exceptional. But we're also invested alongside the Museums' staff and volunteers. They're always probing new ways to bring these stories to life and honor veterans. We were thrilled when the Museum, in partnership with the Gary Sinise Foundation, brought my 93-year-old dad on a Soaring Valor flight—he still talks about that experience!"

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Institute for the Study of War and Democracy Envisioned as Hub for WWII Scholars

Hall of Democracy Pavilion Will House Multimedia Facilities for Digital Outreach, and Play Host to WWII Scholars and Scholarship



OPPOSITE PAGE The Hall of Democracy—home of the Institute for the Study of War and Democracy—is scheduled to be complete in 2018, but work is already underway to develop the resources that will reside within it.

BELOW Robert M. Citino, PhD, brings academic *bona fides* to the Institute, in which he will play a leadership role in expanding the Museum's scholarly reach.



One of many jobs for Robert M. Citino, PhD, the Museum's new Samuel Zemurray Stone senior historian, is contributing to the formation of the new Institute for the Study of War and Democracy, which will be headquartered in the upcoming Hall of Democracy Pavilion.

As it is throughout the Museum's campus and digital footprint, education will be at the core of the Institute's work, and Citino brings an impressive scholarly résumé. Author of 10 books, he arrives after academic postings at the University of North Texas, Eastern Michigan University, Lake Erie College, the US Military Academy at West Point, and the Army War College, and chairs the Historical Advisory Subcommittee of the Department of the Army.

Among his areas of specialization is the German military, a pursuit enhanced by his fluency in the German language, which he began to study as an undergraduate at Ohio State University. A native of Cleveland, Ohio, he went on to get advanced degrees at Indiana University. Dr. Citino is a regular contributor to *World War II* magazine and other publications, and speaks about the war widely, including as a regular presenter at the Museum's annual International Conference on World War II.

"The Institute for the Study of War and Democracy will be something new for the Museum, a small but robust academic 'think

tank' made up of working scholars," Dr. Citino said. "We want the Institute to be the court of first resort for those in the public sphere seeking fresh, up-to-date interpretations of the scholarly work being done on World War II. When World War II is in the news (which it is, a *lot*), the Institute will be a 'go-to' for media outlets—print, broadcast, and online—seeking content, opinion, and contribution to the debate."

Augmenting its ongoing role as a center for scholarship will be a host of Institute functions: a venue for scholarly conferences, symposia, and book events; home to an online journal of contemporary WWII scholarship; a book-publishing imprint; an online masters-degree program in military history; regular "position papers" on WWII topics published by Institute members, and a home for postdoctoral fellows to use Museum holdings for research.

"The basic point of the Institute, it seems to me, is to allow the Museum to speak with a powerful voice to an influential segment of the 'WWII community' that it has never really tried to reach: the world of academic scholarship, including the intellectual wing of the US military community and federal-government circles," Dr. Citino said.

"Our motto is, 'Small, but punching above our weight!'"

DONOR SPOTLIGHT

THE ZEMURRAY FOUNDATION

A generous 2012 gift from the Zemurray Foundation, a distinguished New Orleans philanthropic institution, has funded two PhD historians at the Museum. The current Samuel Zemurray Stone senior historian, Robert M. Citino, joined the staff in 2016. His predecessor in the post, Keith Huxen, is senior director of research and history for the Museum.

Their roles intersect with virtually every department, supporting public programs, conferences, gallery content, and much more. Both are also focused on developing programming for new audiences, including participating in educational travel programs, writing for internal and external publications, and conducting news-media interviews. In many ways and on many channels, staff historians are often the public face of The National WWII Museum—a clear expression of the educational mission that has fueled the institution since its founding by two PhD historians.

"The generous support from the Zemurray Foundation is invaluable to an institution like ours because it ensures an ongoing commitment to top-level historical scholarship within the Museum," Huxen said. "It is important not only because it provides the financial foundations to attract the most distinguished scholars, but it means that our permanent and special exhibits, conferences, publications, collections, tours, and all other programming initiatives are being developed and supervised by historians with the highest-caliber talents. The public sees the end results of these programs when they visit the Museum or go on a tour or to a conference, but what they don't see is the long process and work beforehand, and the very beginning of that process is made possible by the support and vision of sponsors like the Zemurray Foundation."

Road to Victory Capital Campaign Society of American Spirit

Through the Road to Victory Capital Campaign, The National WWII Museum will tell the entire story of the American experience in World War II. When completed in 2020, this \$370 million expansion project will quadruple the size of the original Museum, adding state-of-the-art program and exhibit space, libraries and archives, and collections and conservation space. An endowment campaign will provide long-term funding for educational programs, research, collection of oral histories, and future exhibitions.

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DONOR SPOTLIGHT CLARK CHARITABLE FOUNDATION



The National WWII Museum is proud to highlight the Clark Charitable Foundation and its generous support of the Museum's Road to Victory Capital Campaign and Education Endowment.

Mrs. Alice Clark of the Clark Charitable Foundation grew up in New Orleans during World War II, which affected her family in many ways. Though her father was too old to serve abroad, her two first cousins fought and were unfortunately killed during their service across the seas.

In early 2015, Mrs. Clark became a One-Star Patriot Circle member of the Museum after receiving membership information in the mail, inspiring her family, including daughter Courtney Pastrick, the director of their family foundation, to visit New Orleans. Courtney states that "we were so impressed with the Museum and the story that it tells of World War II. We wanted to provide additional support so that it can continue to explore history for future generations." After their visit, the Clark Charitable Foundation made a generous donation to the Museum's Capital Campaign in addition to the Museum's Summer Teacher Institute program and Endowment Fund.

Courtney states that it is because of her father's involvement with all aspects of education that the foundation chose to assist the Summer Teacher Institute program. He greatly "felt the importance of teaching United States history to our country's children," making this program a great fit for the foundation.

The National WWII Museum is incredibly grateful for the support of the Clark Charitable Foundation and its role in building an institute that WWII veterans, and their families can look to with great pride.

BELOW The Ralph E. Crump, LTJG, USNR, US Merchant Marine Gallery, opened December 2015, tells the story of the servicemembers who risked all to “deliver the goods”—creating a link both narrative and literal to the “overseas” galleries of *Road to Tokyo* and *Road to Berlin*.



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Digitization Efforts for Oral Histories, Photographs, and Artifacts

Recording, Preserving, and Sharing the Personal Experience of Citizen Soldiers is a Core Pursuit Dating Back to Founder Stephen Ambrose



The personal experience of citizen soldiers is the foundation on which The National WWII Museum stands. The personal narratives of WWII veterans collected by founder Stephen Ambrose seeded a priceless trove of recorded interviews that has been growing ever since. The Museum's Research Department travels far and wide in a race against time to collect more.

These first-person narratives from men and women who lived through World War II give Museum visitors a uniquely personal connection to the war years. They're seen and heard throughout our galleries, and are archived for all to study at ww2online.org.

"I watched the whole scene," says Harold Ward, a witness to the attack on Pearl Harbor, in his Museum oral-history interview. "I watched *Oklahoma* roll over while *Arizona* was still exploding.

"It was chaotic. It was bloody. It was frightening."

Sailor Roy Boreen was aboard the USS *Oklahoma* that day.

"That morning the sun was out, it was a beautiful day, and then after the first attack and especially when the *Arizona* went up in the air, everything turned black," Boreen says in his Museum oral history. "That day was really dark and everything after."

As the race to collect oral histories like these continues, a parallel effort is underway to make more of the collection accessible to the public.

Recording and archiving are only the preliminary steps. The tools to disseminate these stories to current and future generations of students, educators, researchers, filmmakers, and authors, calls upon extraordinary computing resources, as well as countless staff hours.

The Museum's digital collections website, launched in December 2013, currently contains segmented and annotated videos of oral histories from all military service branches, easily searchable by theater, branch of service, or keyword. Website visitors can also create custom collections to which they can save photos and oral history clips at no charge—an invaluable resource for students of World War II. The Museum's new From the Collection to the Classroom WWII curriculum

OPPOSITE PAGE Roy Boreen poses in uniform during World War II, when he served at Pearl Harbor.

BELOW Boreen, in a video oral history now digitized in the Museum's collections, tells the story of his experiences in World War II.



spotlights oral histories throughout its lessons. More than 223,000 users have visited the Digital Collections website.

With the implementation of a new Digital Asset Management System (DAMS), the Museum will be able to increase the speed and efficiency of publishing oral histories and other digital assets to a global online community.

Ultimately, the Museum will have 100 percent of its inventory of oral histories and photographs, as well as artifacts, available on the website. As the Digital Collections offerings expand, building on the initial vision of Stephen Ambrose, those assets will enhance the on-site experience at the Museum, as well as further fuel the Museum's education mission.

And they will engage a global audience with the personal stories of the men and women who fought *the war that changed the world*.

DONOR SPOTLIGHT

IRON MOUNTAIN

The storage and information-management company Iron Mountain, which specializes in the storage and protection of original documents, recordings, and artifacts, has become an important partner in the Museum's digitization efforts through its generous support.

An essential counterpoint to the digitization and dissemination of primary-source documents and recordings is of course the conservation of the originals. Iron Mountain's capabilities in this area have helped the Museum's historians and curators move forward with digitization efforts secure in the knowledge that the original materials are also being properly managed and stored. It's another essential part of the digitization drive that means so much to the Museum and the stories it strives to preserve.

"Every time we lose a veteran, it's like losing a library—all of those memories and firsthand experiences are gone," said Museum president and CEO Nick Mueller. "Digitization efforts preserve a significant piece of our nation's cultural heritage for future generations, and Iron Mountain is helping us ensure that the stories of our WWII veterans are not lost with their passing. Through archiving and sharing firsthand accounts like Roy Boreen's, we're able to present deep and meaningful content to the public and students and scholars of all ages, living all over the world."

DIGITAL COLLECTIONS BY THE NUMBERS

Digital artifacts

190,000

Personal accounts

9,000

Visits to Digital Collections at
ww2online.org (2013–2016)

223,000

Visits to Museum website at
nationalww2museum.org
(2013–2016)

13,202,367

COLLECTIONS / ONGOING
DEVELOPMENT AND IMPACT

ABOVE As its educational outreach continues to expand, the Museum continues its essential work: telling the story of World War II through exceptional gallery settings, online experiences, personal accounts, and artifacts—such as this unique “souvenir” brought home by an American servicemember who served in postwar Nagasaki: a vase, flash-burned on one side, shows the scars of the atomic bomb while the other side remains unharmed. The vase was recovered by Lt. EL Willey, executive officer of the USS *Tills*, which was one of the first American ships to arrive in the city at the end of the war. The vase is on display in Downfall, the final gallery of *Road to Tokyo*, beneath towering screens depicting the blast, a haunting reminder of the personal and indelible impact of this world-changing war.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

The National World War II Museum, Inc. and Subsidiaries
June 30, 2016 (with comparative totals for 2015)

	2016	2015
ASSETS		
Cash and cash equivalents	43,943,273	41,485,663
Investments	17,518,623	13,145,975
Unconditional promises to give:		
Capital Campaign, net of allowances	13,573,169	12,170,599
Endowment, net of allowances	3,014,575	1,174,885
Other, net of allowances	1,864,536	1,001,125
Grants receivable	423,056	
Notes receivable	12,524,383	15,220,550
Gift shop inventory	654,596	548,712
Other assets	3,044,713	2,197,685
Property and equipment, net of accumulated depreciation	161,888,353	147,545,581
Collections	12,087,630	9,660,759
Total Assets	270,536,907	244,151,534
LIABILITIES		
Accounts payable trade	1,547,797	1,161,708
Construction projects payable	2,242,865	2,184,708
Accrued expenses	1,870,396	1,099,575
Deferred revenue	1,671,143	953,918
Notes payable	33,363,636	40,972,217
Line of credit	3,477,807	1,080,219
Total Liabilities	44,173,644	47,452,345
NET ASSETS		
Unrestricted:		
Board designated	3,302,280	2,809,479
Undesignated	187,357,069	165,450,273
Total Unrestricted Net Assets	190,659,349	168,259,752
Temporarily restricted	18,499,009	16,143,347
Permanently restricted	17,204,905	12,296,090
	226,363,263	196,699,189
Total Liabilities and Net Assets	270,536,907	244,151,534

**CONSOLIDATED STATEMENT OF ACTIVITIES AND
CHANGES IN NET ASSETS**

The National World War II Museum, Inc. and Subsidiaries
For the year ended June 30, 2016 (with comparative totals for 2015)

	2016			2015
	Unrestricted	Temporarily Restricted	Permanently Restricted	Totals
SUPPORT AND REVENUES				Totals
Grants	950,725	10,068,266		11,018,991
Contributions				
Capital Campaign		12,037,194		12,037,194
Endowment			4,908,815	4,908,815
Other	5,356,386			5,356,386
Tax credit incentives	2,799,000			2,799,000
Memberships	9,091,031			9,091,031
Admissions	14,895,805			14,895,805
Facilities and property rental	3,287,504			3,287,504
Sponsored events and conferences	3,231,406	798,098		4,029,504
Gift shop	3,467,611			3,467,611
Investment income (loss)	494,794	37,896		532,690
Sponsorships	594,500			594,500
Miscellaneous	730,170			730,170
Net assets released from restrictions	20,585,792	(20,585,792)		
Total Support and Revenues	65,484,724	2,355,662		72,749,201
EXPENSES				
Capital Campaign fundraising and other	1,525,641			1,525,641
Depreciation	6,365,219			6,365,219
Fundraising	2,750,134			2,750,134
General and administrative	3,233,938			3,233,938
Gift shop merchandise sold	1,786,803			1,786,803
Interest - amortized	271,215			271,215
Interest - other	419,109			419,109
Museum expansion	1,183,830			1,183,830
Programs and operations - personnel costs	9,778,728			9,778,728
Programs and operations - other costs	15,770,510			15,770,510
Total expenses	43,085,127			43,085,127
CHANGES IN NET ASSETS	22,399,597	2,355,662	4,908,815	29,664,074
NET ASSETS				
Beginning of year	168,259,752	16,143,347	12,296,090	196,699,189
End of Year	190,659,349	18,499,009	17,204,905	226,363,263

Residents of St. Roch, Louisiana, celebrate
V-J Day.

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BLOODY RIDGE


The Battle of Bloody Ridge was a significant engagement during the New Guinea campaign in World War II. It took place in the dense, mountainous terrain of the New Guinea Highlands. The Japanese forces, under the command of General Yamashita, were attempting to advance through the rugged landscape. The American forces, led by General Ewell, successfully defended the ridge, inflicting heavy casualties on the Japanese. This battle was a crucial turning point in the campaign, as it halted the Japanese advance and allowed the Americans to reorganize their forces. The battle is remembered for the fierce fighting and the harsh conditions of the jungle environment.