

THE NATIONAL WWII MUSEUM

# ANNUAL REPORT 2021





A remarkable photograph of several Tuskegee airmen at Ramitelli, Italy, March 1945, was colorized and is featured prominently as part of the Museum's new marketing campaign "Find the Extraordinary Inside."



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## 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.



The iconic image *Raising the Flag on Iwo Jima* by Joe Rosenthal was colorized for the Museum's new marketing campaign encouraging visitors to "Find the Extraordinary Inside."



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MajGen. James E. Livingston, USMC (Ret.)

† In Memory

## THE MUSEUM WELCOMES EIGHT NEW TRUSTEES

In 2021, The National WWII Museum introduced eight new members to its national Board of Trustees, bringing the Board's total membership to 59 business and philanthropic leaders across 20 states, Washington, D.C., and the United Kingdom.

The Board of Trustees works to advance the Museum's mission and offers leadership and guidance on priorities including the completion of the \$400 million Road to Victory Capital Campaign and campus expansion, growth of the Museum endowment, and support for the development and continued success of significant research, education, and digital access initiatives. We are honored to welcome these leaders to our distinguished ranks of Trustees.



### **R. RYAN ADKERSON**

Vice President and Financial Advisor, CAPTRUST in New Orleans, Louisiana

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R. Ryan Adkerson serves as a Financial Advisor and Vice President of CAPTRUST in New Orleans. Adkerson has been a leading philanthropic voice for the Museum, local preservation initiatives, after-school programs, and animal welfare efforts. He continues his family's legacy of Museum leadership started by his father, Richard C. Adkerson, who serves as a Chairman Emeritus of the Board of Trustees.



### **JUSTIN T. AUGUSTINE III**

Regional Vice President, Transdev Services, Inc., in New Orleans, Louisiana

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A native New Orleanian and graduate of Xavier University of Louisiana, Justin T. Augustine III has spent the last two decades as an executive leader for Transdev Services, Inc., managing 40 public transportation operations nationwide, including all aspects of public transportation throughout New Orleans. Dedicated to giving back to his community, he currently serves as Chairman of Xavier University's Board of Directors, Secretary of the New Orleans Business Council, and Chairman of the St. Augustine High School Foundation.



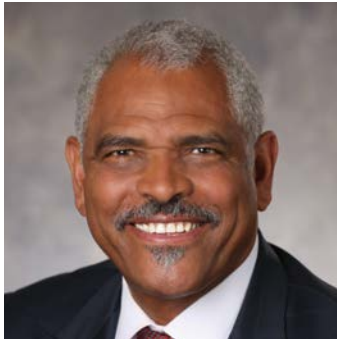
### **JESSICA BRANDT**

CEO, Ray Brandt Auto Group in New Orleans, Louisiana

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Jessica Brandt became CEO of Ray Brandt Auto Group after the loss of her husband, company founder and former Museum Trustee Raymond J. Brandt. Since then, the native New Orleanian has ensured the continued success of one of the largest auto dealers on the Gulf Coast while continuing to lead the Ray and Jessica Brandt Family Foundation, which supports educational initiatives for underprivileged children in the New Orleans area among other causes.





### **ARNOLD W. DONALD**

President & CEO, Carnival Corporation & plc in Miami, Florida

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Since 2013, Arnold W. Donald has served as President & Chief Executive Officer of Carnival Corporation & plc, the largest cruise company in the world. The New Orleans native has a strong commitment to higher education and serves on the boards of two of his alma maters, Carleton College in Northfield, Minnesota, and Washington University in St. Louis, Missouri. He is also on the board of Tulane University in New Orleans.



### **LTG CHARLES W. HOOPER, USA (RET.)**

Senior Counselor, The Cohen Group in Washington, D.C.

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Following a distinguished 41-year military career, LTG Charles W. Hooper, USA (Ret.) currently serves as Senior Counselor at The Cohen Group, providing corporate leadership in every major business sector. A graduate of the United States Military Academy and Harvard University, Hooper is recognized as one of America's most distinguished soldier-diplomats and one of the nation's foremost experts on the Chinese military and defense industries. In addition to assignments with the 25th Infantry and 82nd Airborne Divisions, Hooper had three high-profile diplomatic assignments including serving as the US Defense Attaché in both China and Egypt.



### **PETE NOVEMBER**

Executive Vice President and Chief Financial Officer, Ochsner Health in New Orleans, Louisiana

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As Executive Vice President and Chief Financial Officer, Pete November oversees Ochsner Health's accounting and financial operations while also leading their Information Services, Real Estate, Supply Chain, and Partnerships & Integration divisions. November also plays a key role in developing new partnerships for Ochsner Health throughout the Gulf South. Ochsner Health is Louisiana's largest non-profit, academic, healthcare system providing coordinated clinical and hospital patient care across Louisiana and the Gulf South. A Certified Public Accountant, he holds an accounting degree and a Juris Doctorate from the University of Kentucky.



### **STEPHEN G. OSWALD**

Chairman, President & CEO, Ducommun Incorporated in Santa Ana, California

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As Chairman, President & CEO of Ducommun Incorporated, Stephen G. Oswald oversees the strategic direction of the publicly traded aerospace and defense company. Oswald brings more than 30 years of experience leading multinational public and private equity held companies and holds an MBA from the University of Chicago. He also co-founded "STEM on the Sidelines" with the Los Angeles Chargers and University of California, Irvine (UCI), which promotes STEM education for high school students; supports charities and non-profits through the Stephen G. and Regina Oswald Foundation; and is a gold member of the Young Presidents Organization (YPO).



### **CAREN RUBIN**

Executive Director, Mosaic Law Congregation in Sacramento, California

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A graduate of The George Washington University, Caren Rubin has extensive leadership and governance experience with various organizations, including Mosaic Law Congregation. She was previously the Education Director for the Sacramento Jewish community's Hebrew High School, and worked in the nonprofit, technology, and government sectors. Rubin continues her family's legacy of Museum leadership started by her father, Mark Rubin, who was a Holocaust survivor and Museum Trustee.



Construction is well underway on the Museum's capstone exhibit hall, Liberation Pavilion, which will be the final major addition to the physical campus when it is completed in spring 2023.



My time as Chairman of The National WWII Museum Board of Trustees has been action-packed and unpredictable, and it has been an honor to lead our institution through this critical period in our history. Nearly 20 years in the making, our \$400 million Road to Victory capital campaign will soon conclude with the opening of the Liberation Pavilion, allowing us to tell a more complete story of *the war that changed the world*. This tremendous endeavor has shaped the Museum into the world-class institution it is today, and we have much to be proud of and thankful for.

As you'll see in this 2021 Annual Report, we have celebrated a number of important milestones for our Museum that advance the final pillar of our mission: What does World War II mean today? This question gets at the essence of why our nation entered the war, what we were fighting for, and the cost and meaning of our victory, then and now.

Over the past year, we have celebrated the long-awaited dedication of the Bollinger Canopy of Peace—a signature architectural element that unites our campus—symbolizing the values of the WWII generation and serving as a lasting tribute to their sacrifice. We also announced the development of the Priddy Family Foundation Freedom Theater on the top floor of our capstone exhibit hall, Liberation Pavilion, which will explore the ongoing struggle for freedom and democracy that was hard fought during the war and continues today. And we named our Institute for the Study of War and Democracy for world-renowned fitness expert, entrepreneur, and New Orleans native Jenny Craig, an investment that will expand our educational mission and increase the production of new scholarship.

These significant new investments are major achievements on our journey to become the most accessible resource for trusted knowledge on the American experience in the war. As we look toward the celebration of the completion of our brick-and-mortar campus in spring 2023, these initiatives will position us to ensure current and future generations understand the cost of the freedoms we enjoy and the ongoing relevance of the war's lessons and legacies.

It has been quite a journey, raising the funds and fulfilling the vision for a museum dedicated to the American experience in the war, and we are excited about these milestones and those to come in the year ahead. These accomplishments are a testament to the commitment of each of you who has supported us along the way. While the past year has brought many unforeseen challenges, from natural disasters to the ongoing pandemic, we have emerged a stronger institution thanks to the unwavering support and leadership of so many.

To our staff and volunteers, my fellow Trustees past and present, our Members and other supporters, our business and civic leaders, and more: thank you. Whether through direct engagement, the donation of dollars, or the sharing of ideas, you have made us into the institution we are today. As our mission becomes more urgent with each day that passes, your support ensures we can complete our campus and share the full story of the war while there are still members of the WWII generation present to experience what has been built in their honor. It has been a great privilege and responsibility to join with each of you on this journey.

A handwritten signature in black ink that reads "John E. Koerner III". The signature is written in a cursive style with a horizontal line underneath.



As we enjoy the return to a greater sense of normalcy here at the Museum, we reflect on the journey that we've taken over the past few years—one that has forever shaped our world and institution. I am proud to look back on this past year and recall the extraordinary work we have accomplished that has allowed us to advance our mission in new ways—here on our New Orleans campus and virtually.

In the 2021 Annual Report, you'll see myriad examples of how we have embraced a new approach to the visitor experience that has connected us with wider audiences across the globe. Our digital content production has grown substantially, touching all facets of our educational mission. From our joint online master's degree with Arizona State University—which has awarded more than 100 degrees to the next generation of scholars and educators nationwide—to countless historical articles, conferences, symposia, and youth and public programs, the Museum's content, collections, and scholarship have reached more people than ever before.

Beyond our digital content, we have found new ways to share the significance of our mission and the stories we preserve. Our new marketing campaign has encouraged all to *find the extraordinary inside* and to be inspired by the diverse personal stories of the everyday Americans who preserved our freedom and democracy when it mattered most—a message that has strongly resonated with a new generation of visitors. And the December dedication of the Bollinger Canopy of Peace represented not only the culmination of years of work but also introduced a bold new addition to the New Orleans skyline that draws renewed attention to our mission and reflects our continued relevance in the city and around the world.

Over the past year, we have continued to speed toward the conclusion of our \$400 million Road to Victory capital campaign and the celebration of our brick-and-mortar campus completion in spring 2023, and we have announced a number of important new developments ahead, including the *Expressions of America* sound and light experience. These compelling new additions will allow visitors to understand the story of the war and the meaning of our victory in innovative new ways. Of course, this progress would not have been possible without the commitment of all of you—our staff, volunteers, Trustees, Members, partners, and longtime supporters.

The Museum also had to contend with many challenges over the past year, from Hurricane Ida to varying complications from the ongoing pandemic, that highlight the hard work of so many to keep the Museum in operation. Our emergency stay-behind team of Security and Engineering staff played a critical role in mitigating the most severe impacts to our campus from Hurricane Ida, while Chairman John Koerner and his wife Ann established the Hurricane Ida Recovery Fund to support our campus repairs and keep staff paid during our closure. It is a testament to the character of our people that the Museum has never wavered.

There is much for the Museum to feel pride in over the last year—and much to look forward to on the horizon. I cannot thank you enough for your contributions to the enriching and expanding work of our Museum. The value of your continued commitment to advancing our mission is priceless—and together, we have the highest honor of recognizing the experiences of the *Greatest Generation*. I am confident in the path ahead for our Museum, and I am invigorated by our many shared successes—both past and future.

A handwritten signature in black ink, appearing to be 'S. Watson', written in a cursive style.



THE NATIONAL WWII MUSEUM

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On December 9, fireworks lit the New Orleans skyline as onlookers celebrated its newest addition—the Bollinger Canopy of Peace. The Canopy was made possible through a landmark 2015 gift from longtime Museum Trustee Donald T. “Boysie” Bollinger and his wife, Joy.

THE NATIONAL  
WWII MUSEUM  

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NEW ORLEANS



A Museum visitor captures a selfie with the life-sized bronze sculpture of President Franklin Delano Roosevelt. The sculpture bench has been a popular photo location for Museum guests since it was introduced in 2017.

## Engaging worldwide audiences in innovative ways has always been at the forefront of The National WWII Museum’s vision.

In Fiscal Year 2021, this core objective became even more critical as we strived to connect with wider audiences and redefine the Museum visitor experience at a time when many could not visit the Museum in person.

Teamwork, optimism, and determination carried us through the earliest days of the COVID-19 pandemic, and these same values held true in Fiscal Year 2021 as we worked to expand our reach by bringing the Museum’s collections, exhibits, and oral histories to both in-person and virtual audiences. In this Annual Report, we look back at how the Museum identified new ways to fulfill our mission to share the story of the American experience in World War II with groups beyond our traditional museum-going audience. In many ways, 2021 was a defining year for our institution. So, to better honor and represent our work and progress, this Annual Report extends beyond the fiscal year (July 2020–June 2021) to encompass all of the successes and challenges through the 2021 calendar year.

In an effort to rebuild visitation and engage younger and more diverse audiences, the Museum introduced a

new marketing campaign called “Find the Extraordinary Inside” in spring 2021, just as New Orleans tourism started to rebound. The campaign encouraged visitors to discover the stories of the ordinary Americans who served and sacrificed in unimaginable ways in World War II. Summer 2021 saw the Museum’s second-busiest July on record, and as travel continues to rebound in 2022, the campaign will help attract new visitors to the Museum by positioning it as the #1 attraction in New Orleans.

While accelerating efforts to increase in-person visitation, the Museum also remained committed to bringing our educational content and programs to broader national and international audiences. In 2021, the Museum hosted the first-ever all-virtual versions of two signature events—the American Spirit Awards and the 13th Annual International Conference on World War II. The Museum offered complimentary livestreams of both programs, making them accessible to tens of thousands of viewers around the world who were able to join us from the comfort of their own homes.

Soon after the fiscal year came to an end, Hurricane Ida made landfall in south

Louisiana on August 29, 2021, and the resulting power outages and storm debris forced the Museum to close for more than two weeks. Thanks to the dedication and generosity of Museum staff, Trustees, and Higgins Hotel & Conference Center staff, the campus was able to quickly resume normal operations and provide aid to team members in need.

In December 2021, the Museum observed the 80th anniversary of the bombing of Pearl Harbor and officially dedicated the Bollinger Canopy of Peace—two milestone moments reflecting the significance and continued relevance of the Museum’s mission.

Looking ahead, the Museum is preparing to launch the new *Expressions of America* sound and light show in November 2022 and is nearing completion on construction of the Liberation Pavilion, which is set to open in spring 2023. With the support of our staff and volunteers, Board of Trustees, and the broader Museum community, we are poised to engage with even broader audiences as we finalize our physical campus and find new innovative ways to educate current and future generations about the legacies of World War II.



Lawrence Brooks visits the Museum one last time as his funeral procession passes by the west side of campus on Camp Street.

## THE MUSEUM MOURNS THE PASSING OF LAWRENCE BROOKS

On January 5, 2022, the Museum mourned the passing of a beloved friend, Lawrence Nathaniel “Honey” Brooks, a WWII veteran known for his great faith, optimism, and a sense of humor that connected him to generations of people who loved and admired him. At 112, Brooks was the oldest known living US veteran when he passed away.

Drafted into the US Army at 31, Brooks served in the predominantly African American 91st Engineer Battalion and was stationed in Australia, New Guinea, and the Philippines. Classified as service personnel, he cleaned and cooked for three of the battalion’s white officers and attained the rank of Private 1st Class. Returning home after the war, Brooks worked as a forklift operator for four decades, retiring in his 70s.

Brooks was a well-known and much loved figure in the New Orleans community. He was a proud Army veteran, a lifelong New Orleans Saints fan, and a devoted member of St. Luke’s Episcopal Church. Before the COVID-19 pandemic, his birthday celebrations at the Museum were an annual highlight each September for visitors, staff, and volunteers. In 2020 and 2021, friends, family, and Museum staff celebrated his 111th and 112th birthdays with socially distanced, drive-by celebrations at his home. In 2020, the Museum launched a birthday card drive for him that generated an outpouring of affection, with Brooks receiving over 21,500 cards from all 50 states and nearly 30 countries. As a final farewell upon his passing, and at the request of the Brooks family, the Museum was honored to host a memorial on January 15, 2022, in US

Freedom Pavilion: The Boeing Center followed by a jazz funeral procession.

In interviews and during the oral histories he recorded for the Museum in 2014, Brooks was candid about his experiences during the war and the discrimination he experienced as a Black man returning home to Jim Crow America. In May 2020, he shared his experience as part of news coverage commemorating the 75th anniversary of the end of World War II, and his image was featured on the cover of *National Geographic*. But despite the many challenges he faced throughout his long and eventful life, Brooks was perhaps best known for his cheerfulness and positive outlook on humanity.

When asked how to live a long and healthy life, his advice was always simple: “Be nice to people.”

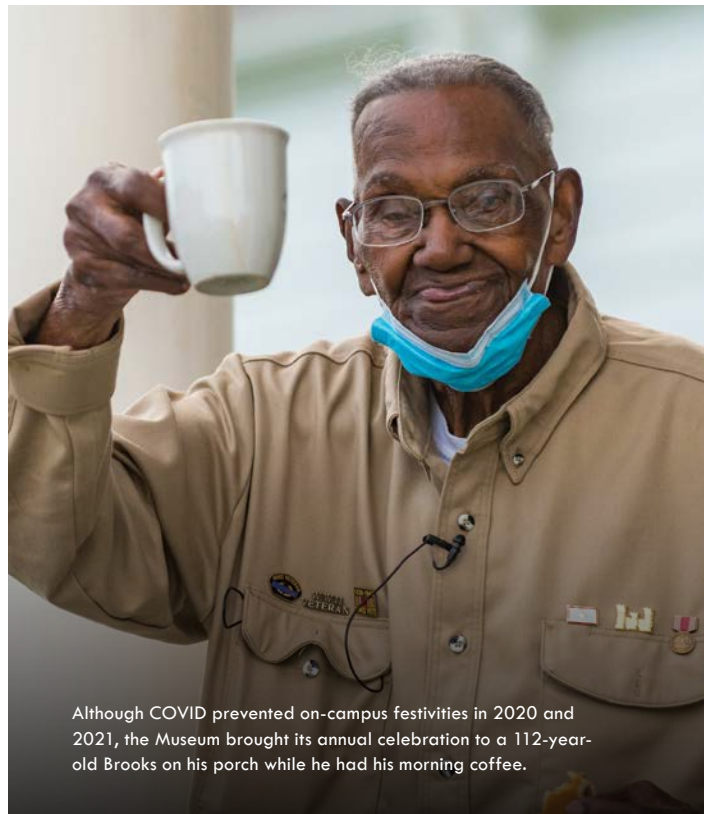




Lawrence Brooks, pictured here holding a service-era picture of himself, was part of the 91st Engineer Battalion from 1940–1945.



Brooks' birthday celebration became a beloved Museum tradition each year, complete with a serenade—and a kiss on the cheek—from his Victory Belles.



Although COVID prevented on-campus festivities in 2020 and 2021, the Museum brought its annual celebration to a 112-year-old Brooks on his porch while he had his morning coffee.



Museum visitors ask questions and receive responses from a video display of Staff Sergeant Alan Moskin, a WWII veteran and concentration camp liberator. The installation from USC Shoah Foundation was on display at The National WWII Museum in 2021.



## CONNECTIONS AND REFLECTIONS

New Technologies Help Facilitate Conversations with Veterans

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With approximately 240,000 WWII veterans alive today, The National WWII Museum's mission to record, preserve, and present the personal stories of the men and women who served in the war is as critical as ever. However, with these heroes now in their 90s or older, it has quickly become no longer feasible to have members of the WWII generation on site at the Museum every day to share their experiences firsthand with visitors. So, the Museum has found new ways for audiences to connect with veterans through interactive installations that allow visitors to have a conversation with video displays of participants or witnesses to the war effort.

From February through September 2021, the Museum hosted a special installation from USC Shoah Foundation titled *Dimensions in Testimony: Liberator Alan Moskin* in the Joe W. and Dorothy D. Brown Foundation Special Exhibit Gallery in Louisiana Memorial Pavilion. Utilizing advanced filming techniques, specialized technologies, and natural language processing, the Foundation's *Dimensions in Testimony* project creates interactive biographies of Holocaust survivors and other witnesses to genocide, allowing people to hear firsthand accounts of World War II and the Holocaust.

Museum visitors had the opportunity to ask questions to and receive real-time, pre-recorded responses from a video display of Staff Sergeant Alan Moskin, the first American WWII veteran and first liberator to be featured in the *Dimensions in Testimony* program. Drafted into the US Army at age 18, Moskin was assigned to the 66th Infantry Regiment, 71st Infantry Division, which helped

liberate Gunskirchen, a sub-camp of the Mauthausen concentration camp, in Austria in May 1945.

For the program, Moskin was extensively interviewed, answering more than 1,000 questions over five days. The Museum installation served as a beta test of Moskin's interactive biography, helping USC Shoah Foundation refine the experience based on the questions visitors asked and answers they received. The installation also featured artifacts that provided background on Moskin, his military unit, and the experience of liberators.

The New Orleans installation was made possible through the generous support of The Franco Family Fund; Karen and Leopold Sher in memory of D-Day veteran Dr. Hal Baumgarten, MD, and Holocaust survivors Rachel and Joseph Sher; and the Jewish Endowment Foundation of Louisiana through the Sandra and Edward Heller Family Fund.

Moving forward, the Museum is partnering with Storyfile, an innovative technology company that uses artificial intelligence and voice recognition software to create conversational video interactives. The Museum plans to introduce a permanent interactive video installation called *Voices from the Front*, which will allow visitors to converse with WWII veterans, Home Front workers, and Holocaust survivors on a daily basis. This installation will be housed in the Malcolm S. Forbes Gallery, which will also feature rare and iconic artifacts. *Voices from the Front* will be made possible through the generous support of Margie and Sandy Villere. The installation will feature interviews with at least 15 members of the WWII generation, further demonstrating the Museum's commitment to developing new ways to pass on veterans' reflections of the war effort so that all generations will understand their sacrifice.



For the *Dimensions in Testimony* program, Staff Sergeant Alan Moskin was extensively interviewed about his experience during World War II. Moskin answered more than 1,000 questions for his interactive biography.

# FISCAL YEAR 2021 BY THE NUMBERS

Connecting with audiences virtually in 2021 was more important than ever as we continued gathering incredible stories and providing best-in-class content while increasing access across the globe. The numbers below offer a small glimpse at the expanded reach of our collection.

**17.5 MILLION**

Views of the Museum's  
web pages

**289**

Historical articles published  
to the Museum's website

**116**

Virtual presentations hosted  
by Museum historians,  
educators, and curators

**81**

Oral history interviews  
conducted with members of  
the WWII generation

**409,924**

New followers to the Museum's  
social media accounts

**235,678**

Hours of Museum content  
viewed on YouTube



Senior Curator & Director for Curatorial Affairs Kim Guise films a continuing education course on American POWs in World War II with the Museum's Senior Curator and Restorations Manager Tom Czekański.



## A NEW GENERATION

Educating the Next Set of WWII Scholars

When The National WWII Museum and Arizona State University (ASU) launched a joint online master's degree in January 2019, it marked the first time that a graduate program was offered on the most significant conflict in human history. Two years later, the program has awarded 114 individuals to date with a Master of Arts in World War II Studies, ushering in a new generation of scholars and educators who will continue to inspire audiences with lessons from *the war that changed the world*.

The WWII master's degree has resonated with students who recognize the unique academic opportunity to learn from both a prestigious public research university and the nation's official WWII museum. Some are professional educators, and many have direct connections to the war through family members who served on the Home Front or abroad. Others are retired or active-duty military personnel who are using the lessons of World War II to understand the present-day implications of the war and its impact on global affairs and conflict.

Ellen Douville, a graduate from the program's first cohort, was teaching AP World History when she first discovered the World War II Studies program in a *Smithsonian Magazine* advertisement. Her uncle, 1st Lt. George McHugh, was a B-17 pilot killed in June 1944 after he stayed at the controls of his Flying Fortress to maneuver the bomber away from crashing into the small village of Pontpoint, France. She now plans to use her master's to pursue a new career working for a museum.

Another graduate of the inaugural class, retired Navy member John Lewis used the post-9/11 GI Bill to pursue his master's degree in World War II Studies. While studying military history with another university, he attended a seminar at the Museum where he learned about the ASU partnership. "I immediately switched

programs," he said. "Putting a master's program under the direction of the Museum and ASU means it will be a first-class operation."

As part of their online studies, students have the advantage of learning from the world's top WWII scholars from anywhere in the world. Graduate lectures are filmed in the Museum galleries and incorporate material from its extensive collection of over 250,000 artifacts and more than 12,000 oral histories. Using the same online format, an ongoing series of continuing education courses allow lifelong learners the opportunity to access the Museum and Arizona State University's expert instruction and resources without the full commitment to graduate-level study. To date, more than 560 individuals have enrolled in Continuing Studies courses, taking

a deep dive into topics like the Battle of Stalingrad or the American POW experience in World War II.

In an address at the University of Pennsylvania in September 1940, President Franklin Delano Roosevelt noted, "We cannot always build the future for our youth, but we can build our youth for the future." As the lessons of World War II continue to resonate in our own time, it is the Museum's responsibility to ensure that memories of the war are accurately handed down to the next generation. By training new WWII scholars and historians, we fulfill our mission to inspire and educate new audiences with the hard-won and increasingly relevant truths from this global turning point.



Students and faculty from the Museum's Master of Arts in World War II Studies program, in partnership with Arizona State University, gather in The Higgins Hotel & Conference Center for the 14th International Conference on World War II in November 2021.





Museum Director of Teaching & Learning Chrissy Gregg films a Blitzkrieg continuing education course with Curator Josh Schick in the Stephen Ambrose Reading Room on the Museum's campus.



As New Orleans tourism rebounds after the pandemic, evocative wartime photographs like this image featuring three Women Airforce Service Pilots (WASPs) are used as part of the Museum's marketing efforts to rebuild visitation and connect with new audiences.



## TRUE STORIES

Inspiring Museum Visitors to Find the Extraordinary Inside

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Within the crowded landscape of New Orleans attractions and entertainment, The National WWII Museum stands apart as a place where visitors can pause and reflect on the sacrifices of ordinary Americans while gaining a deeper understanding and appreciation for the freedoms we enjoy today. In spring 2021, the Museum introduced a bold new marketing campaign called “Find the Extraordinary Inside” to engage new and repeat audiences with the true stories of the WWII generation and inspire them to discover the diverse narratives inside the Museum.



The “Find the Extraordinary Inside” campaign—here represented by an ad placement on a New Orleans streetcar—began in summer 2021 and helped fuel a much-needed boost in visitation following the lull caused by COVID-19.

The launch of “Find the Extraordinary Inside,” part of the Museum’s efforts to rebuild its visitation following the COVID-related declines in 2020 and 2021, had actually been in the making for a few years. The creative campaign, developed by the Museum’s Marketing & Communications team in partnership with local advertising agency Peter Mayer, resulted from months of research and discovery, creative planning and exploration, and concept and audience testing. Drawing upon the expansive collection of archival imagery and oral histories, the team created a rich, emotional appeal for visitors to arrive on campus and discover the exceptional capabilities and potential that exists inside all of us. By approaching the war from a more personalized angle and utilizing colorized historic photography throughout the creative materials, the new campaign promotes the museum-going experience as an act of personal and civic discovery.

Striving to attract both hardcore history buffs and leisure travelers of all ages and backgrounds, the campaign is relatable and challenges preconceived notions about wartime histories among individuals who may not have a firsthand connection to World War II. Travelers will encounter the narratives of “Find the Extraordinary Inside” through every phase of their journey to New Orleans, from targeted digital advertisements as they plan their flight and hotel accommodations to physical billboards on the I-10 corridor drive to streetcars and bus shelters and even pedicabs in the French Quarter. From the boarding gates to baggage claim, audiences arriving at Louis Armstrong New Orleans International Airport now see recognizable imagery in vibrant color, including soldiers raising the flag on Iwo Jima, Tuskegee Airmen, and real-life Rosies, throughout the new terminal.

The campaign launched in May and June 2021, just as New Orleans tourism was rebounding following the gloomy days of the COVID-19 pandemic. The Museum’s visitation soared as leisure travel returned, with July 2021 becoming the second-busiest July in Museum history, falling just short of the best July on record. Although COVID variants and Hurricane Ida caused a significant dip in Museum visitation in fall 2021, this bold and compelling campaign direction will help the Museum continue to stand out as the premier attraction for visitors and residents as New Orleans travels rebounds in 2022. By putting the extraordinary stories of the WWII generation front and center, the Museum is redefining what visitors can expect from their experience and encouraging guests to see themselves represented in the courage and bravery of these individual heroes.

## DONOR PROFILE



As travelers arrive at the Louis Armstrong New Orleans International Airport, they are greeted by familiar and iconic imagery like *Raising the Flag on Iwo Jima* as part of the Museum's new marketing campaign.



Pedicab advertisements in downtown New Orleans highlight the Museum's standing as the city's #1 attraction as rated by TripAdvisor.



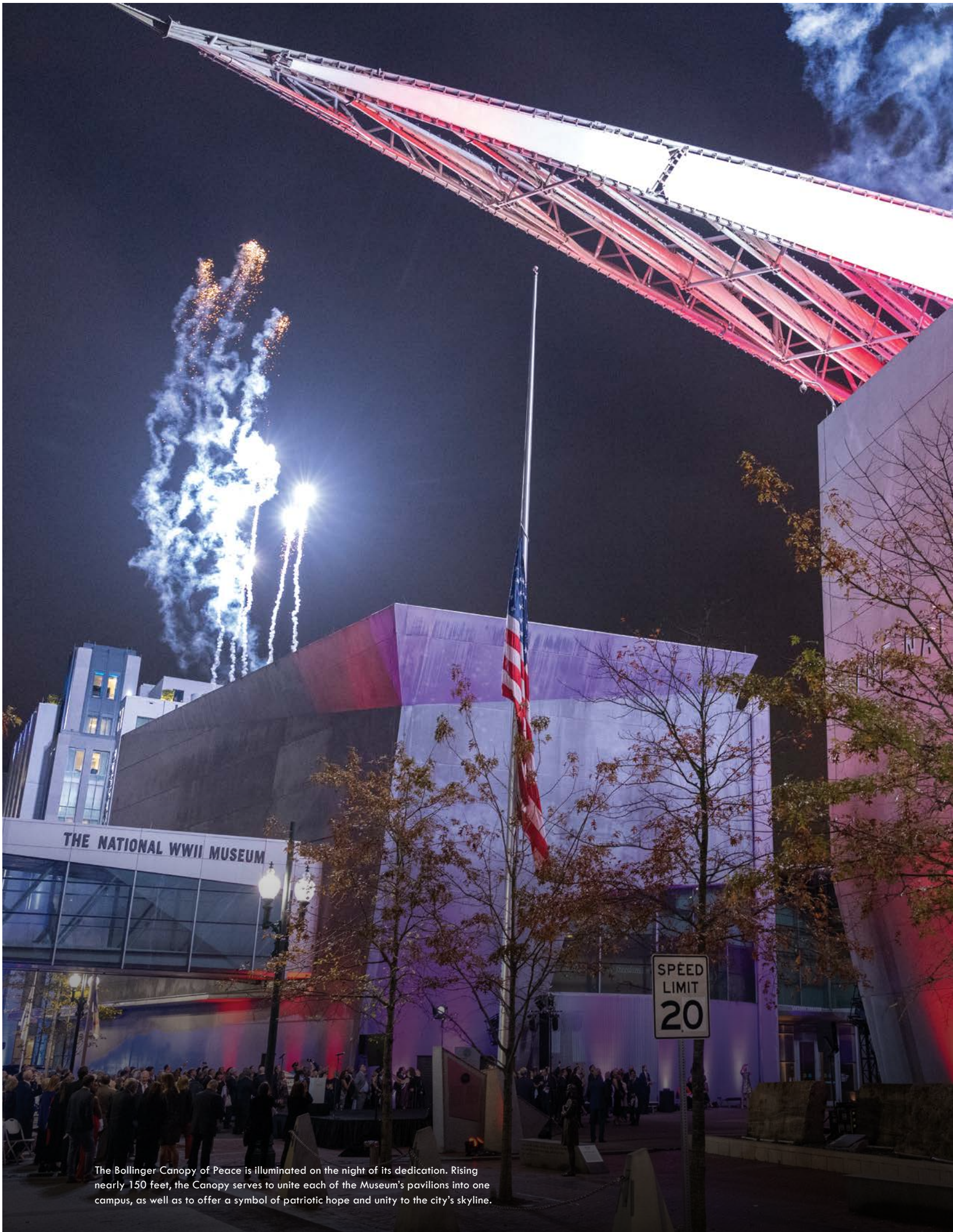
### WILLIAM JANNACE

Tens of thousands have honored loved ones and friends through the Museum's brick and paver programs, which provide a unique opportunity to create a lasting tribute to those who served our country. Many individuals honor one hero or perhaps two, but, over the course of three years, William Jannace has purchased a combination of bricks and pavers to honor more than 80 individuals.

William started by paying tribute to his father, WWII veteran Anthony Jannace; his father's outfit, the 2nd Infantry Division; and his mother, Mary Jannace, who served on the Home Front for the Department of the Army during World War II. However, he didn't stop there. William has gone on to honor family, friends, and individuals he never got a chance to meet, like the Navajo Code Talkers, those who served in the Allied liberation and resistance groups. He also honors veterans he comes across through his participation in various veterans and military associations as well as his work as an adjunct professor at Fordham Law School and other universities where he teaches courses on global markets and international relations.

Commemorative bricks on the Museum's campus are more than personal tributes; they are a special part of the experience, with visitors reading the names of those who served and pausing when a particular brick catches their eye. They look for a personal connection—a battle, a ship, a military unit—and it's those connections that inspire William to keep giving.

With his list of new tributes ever growing, William Jannace is determined to keep the memory of heroes alive, especially those whose stories may have been forgotten, stories that he hopes will inspire visitors of all ages. In this way, he is a hero in his own right.



The Bollinger Canopy of Peace is illuminated on the night of its dedication. Rising nearly 150 feet, the Canopy serves to unite each of the Museum's pavilions into one campus, as well as to offer a symbol of patriotic hope and unity to the city's skyline.



## AN EVOLVING SKYLINE

### Dedicating the Bollinger Canopy of Peace

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On the evening of December 9, The National WWII Museum officially dedicated its new Bollinger Canopy of Peace, made possible through a generous 2015 gift—in fact, the largest single gift in Museum history—from longtime Museum Trustee Donald T. “Boysie” Bollinger and his wife, Joy.

The dedication ceremony, presented by JPMorgan Chase & Co., was attended by state and local officials, Museum Trustees and dignitaries, and major supporters. The highlight of the evening was the ceremonial lighting of the Canopy and a special curated display of the Canopy’s lighting system synchronized to patriotic ballads and medleys for each service branch, honoring the sacrifices Americans made during World War II to secure the peace, optimism, and hope we all enjoy today.

The Canopy now spans across the Museum’s architecturally distinctive campus—visually unifying its pavilions and the many stories shared within—and stands as a symbol of renewed hope following Allied victory in the most destructive war in world history. Rising 148 feet above the center of the campus and standing 481 feet long and 133 feet wide, the Canopy’s bold presence reflects the significance of the Museum’s mission, along with the values for which the WWII generation fought.

In the midday sun, the towering, bright-white Canopy serves as a beacon to visitors and locals alike; after sundown, a state-of-the-art lighting system transforms the Canopy into a stunning nighttime icon bringing greater awareness to the 16 million Americans who served in the military during World War II and the more than 400,000 of those servicemembers who gave their lives for the cause of democracy, freedom, and peace. Joy Bollinger spoke of those brave souls, quoting a sign from the Florence American Cemetery and Memorial outside Florence, Italy, where 4,400 American soldiers are buried. It reads, she said, “Such were the men who lie here, they received each for his own memory, praise that will never die and with it the grandest of all sepulchres, a home in the minds of men.”

“To me, that’s what this Museum is,” Bollinger continued. “And that’s what it provides. It keeps our history alive, and it gives all those who risked their lives, and sacrificed their lives, a continuing home in the minds of men. For Boysie and myself, we wanted to do something that would commemorate the 16 million men and women who served in World War II and who gave us those precious gifts of freedom, democracy, and peace.”

A new landmark on the New Orleans skyline, the Canopy was featured during the nationally televised New Orleans Saints vs. Dallas Cowboys game on December 2, 2021, and attracted attention during the 2022 Carnival season for its festive purple, green, and gold lighting.

The Canopy’s distinctive nighttime appearance will be further brought to life with the first-of-its-kind show *Expressions of America*, in which living murals will cover the facades of the Museum’s buildings, creating realistic scenes projected as high as 90 feet tall. Along with music, archival footage, and personal reflections, this groundbreaking show, which premieres Veterans Day weekend 2022, will place audiences in the center of the war’s most epic and personal moments, immersing them in the experiences of the everyday men and women who served our country in every way imaginable during World War II.



Left to right: Hunter Cazes, Erin Romney Cazes, Arden Cazes, Joy Bollinger, Hunter Cazes Jr., and Boysie Bollinger lead the ceremonial Canopy lighting. The Bollinger family made the largest single gift in our institution’s history to support the Canopy’s construction and dedication.

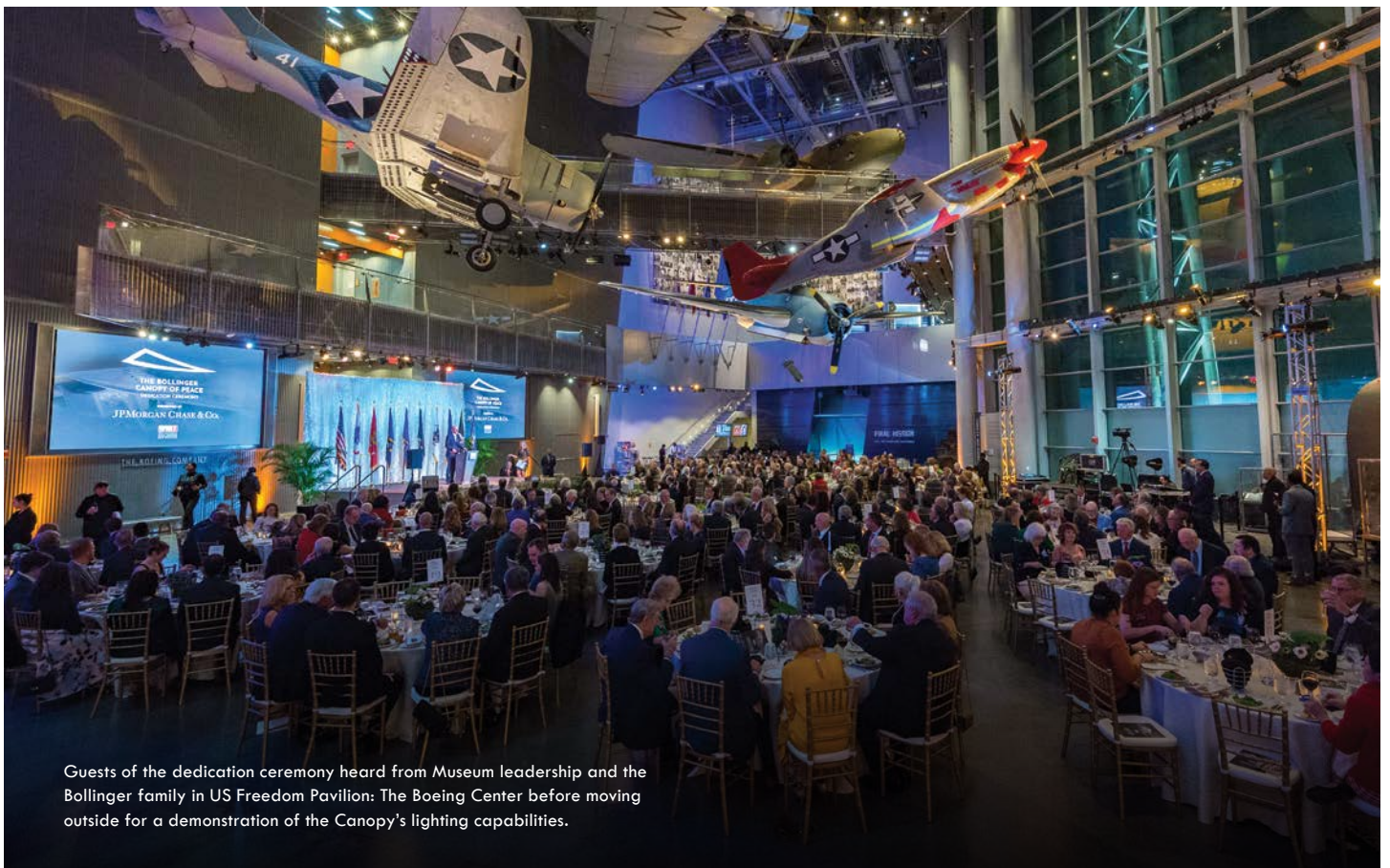




Joy Bollinger speaks about her family's gift and how the Museum's mission to honor those who served during World War II—and gave us the gift of freedom—is particularly meaningful to her.



The Victory Belles, as always, inspired attendees to join them in wholehearted revelry. Here, they led the charge in getting the crowd to second-line through Founders Plaza.



Guests of the dedication ceremony heard from Museum leadership and the Bollinger family in US Freedom Pavilion: The Boeing Center before moving outside for a demonstration of the Canopy's lighting capabilities.



Young visitors greet Joseph William Richard of Church Point, Louisiana—a WWII veteran and Pearl Harbor survivor—during the 80th anniversary ceremony on December 7. At 98 years old, Richard is Louisiana's last surviving Pearl Harbor witness.



## 80 YEARS LATER

Discovering New Ways to Tell the Story of Pearl Harbor

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The bombing of Pearl Harbor had such a transformational impact on American society that 80 years later, we are still finding new ways to tell the story. The attack unified a polarized nation, brought the United States into World War II, and fundamentally altered the country's relationship with the rest of the world. In 2021, The National WWII Museum commemorated the 80th anniversary by reexamining the tragedy to reflect on why Pearl Harbor occurred and how we remember it today.

For the 80th anniversary, the Museum challenged audiences to think more expansively about the broader lessons of Pearl Harbor—from the circumstances leading up to the bombing to its contemporary significance in modern-day affairs. The initiative included a powerful new special exhibition, educational programming, in-person events, and an original multi-platform campaign titled “80 Days to Pearl Harbor 80” with exclusive daily digital content.



Visitors explore models and artifacts as part of the special exhibition *Infamy: Pearl Harbor Remembered* in the Joe W. and Dorothy D. Brown Foundation Special Exhibit Gallery.



At the 80th anniversary of Pearl Harbor commemoration ceremony on December 7, 2021, keynote speaker Michael Ward recounted the story of his father, Harold Ward, who experienced the attack on Pearl Harbor firsthand.

In the Joe W. and Dorothy D. Brown Foundation Special Exhibit Gallery, *Infamy: Pearl Harbor Remembered* explores the legacy of the attack by asking how Americans and the world have remembered Pearl Harbor—both during the war and since. Using video, oral histories, and artifacts, including a fragment of the USS *Arizona* and “Remember Pearl Harbor” sweetheart jewelry, the exhibition draws deep emotional connections to the events of December 7, 1941, and other moments that have inspired similar unity across our nation. On display from November 17, 2021, through June 26, 2022, *Infamy: Pearl Harbor Remembered* was made possible

through the generosity of Lockton; In Memory of Charles R. Godchaux; Union Pacific Foundation; Peoples Health; and Jones Walker, LLC, with additional support from the Alden and Margaret Laborde Foundation and Alan Franco.

On December 7, 2021, the Museum aired the Path to Pearl Harbor Electronic Field Trip, sponsored by The Lupo Family Fund with additional support from The Dale E. and Janice Davis Johnston Family Foundation and Peter and Michelle Detkin. Nearly 30,000 students and history enthusiasts tuned into the production, which was broadcast from the Hall of Democracy on the Museum

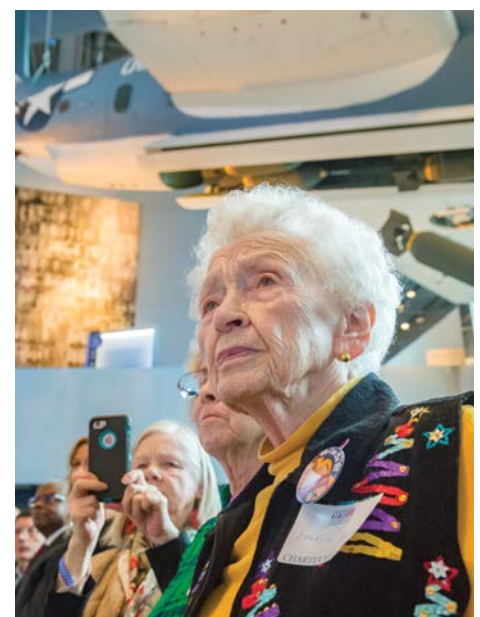


Museum Educator Kate Fitzgerald interviews Lieutenant Commander Darrel Frame as part of the Path to Pearl Harbor Electronic Field Trip at Joint Base Pearl Harbor-Hickam in Hawaii.

campus and filmed onsite in Oahu, Hawaii. Hosted by student reporters, the interactive presentation richly explored the critical question of why the Japanese attack on Pearl Harbor led America into World War II.

The anniversary of Pearl Harbor is an important annual observance for the Museum, as visitors and staff remember the more than 2,400 Americans who lost their lives during the attack. This year, a commemorative ceremony in US Freedom Pavilion: The Boeing Center captured the gravity and contemplation that visitors experience in the Pearl Harbor gallery in *The Arsenal of Democracy: The Herman and*

*George R. Brown Salute to the Home Front.* The ceremony featured Museum staff and WWII experts, including Richard B. Frank, an internationally recognized authority on the Asia-Pacific war. Keynote speaker Michael Ward also shared the story of his father, Harold Ward, who served on the USS *San Francisco* and experienced the attack firsthand. A video presentation featuring footage and oral histories from the Museum's collection allowed attendees to reflect on the events of 80 years prior and renew the pledge to remember Pearl Harbor for generations to come.



Earline Gaither, a real-life WWII Rosie the Riveter from Marietta, Georgia, who helped build B-24s, was honored during the Pearl Harbor 80th anniversary commemoration on December 7, 2021.

## CELEBRATING ACHIEVEMENTS IN 2020–21

The dedicated work of the Museum and its expert staff did not go unnoticed in 2020-21. Here's a look at four of the most prominent recognitions of the past year.



### NATIONAL MEDAL HONOREE

In January 2021, the National Humanities Medal was presented to The National WWII Museum in recognition of its efforts to preserve and share the stories of the WWII generation. Awarded through the National Endowment for the Humanities and bestowed by the President of the United States, the National Humanities Medal honors individuals and organizations whose work has deepened the

nation's understanding of the humanities and broadened citizens' engagement with history, literature, languages, philosophy, and other humanities subjects. Receiving the National Humanities Medal reflects the significance of the Museum's mission and the dedicated efforts of the institution's staff, volunteers, Board of Trustees, visitors, and supporters across the country.



### WHO'S WHO OF HISTORIANS

Considered the lifetime achievement award for historians, the Samuel Eliot Morison Prize recognizes significant contributions to the field of military history, and in 2021, the Society for Military History bestowed the honor to the Museum's Samuel Zemurray Stone Senior

Historian Robert M. Citino, PhD. Citino joined the ranks of a who's who list of military historians including Museum Founder Stephen E. Ambrose, who received the honor in 1998, along with several of the Museum's Presidential Counselors.



## EMMY AWARD NOMINEE

In May 2021, the Museum learned that its 2020 Electronic Field Trip on the Manhattan Project had been nominated for a National Daytime Emmy Award in the category of Outstanding Daytime Non-Fiction Special. Debuting in February 2020, The Manhattan Project Electronic Field Trip presented by The Lupu Family Charitable Fund with additional support from The Dale E. and Janice Davis Johnston Family Foundation explored the science, sites,

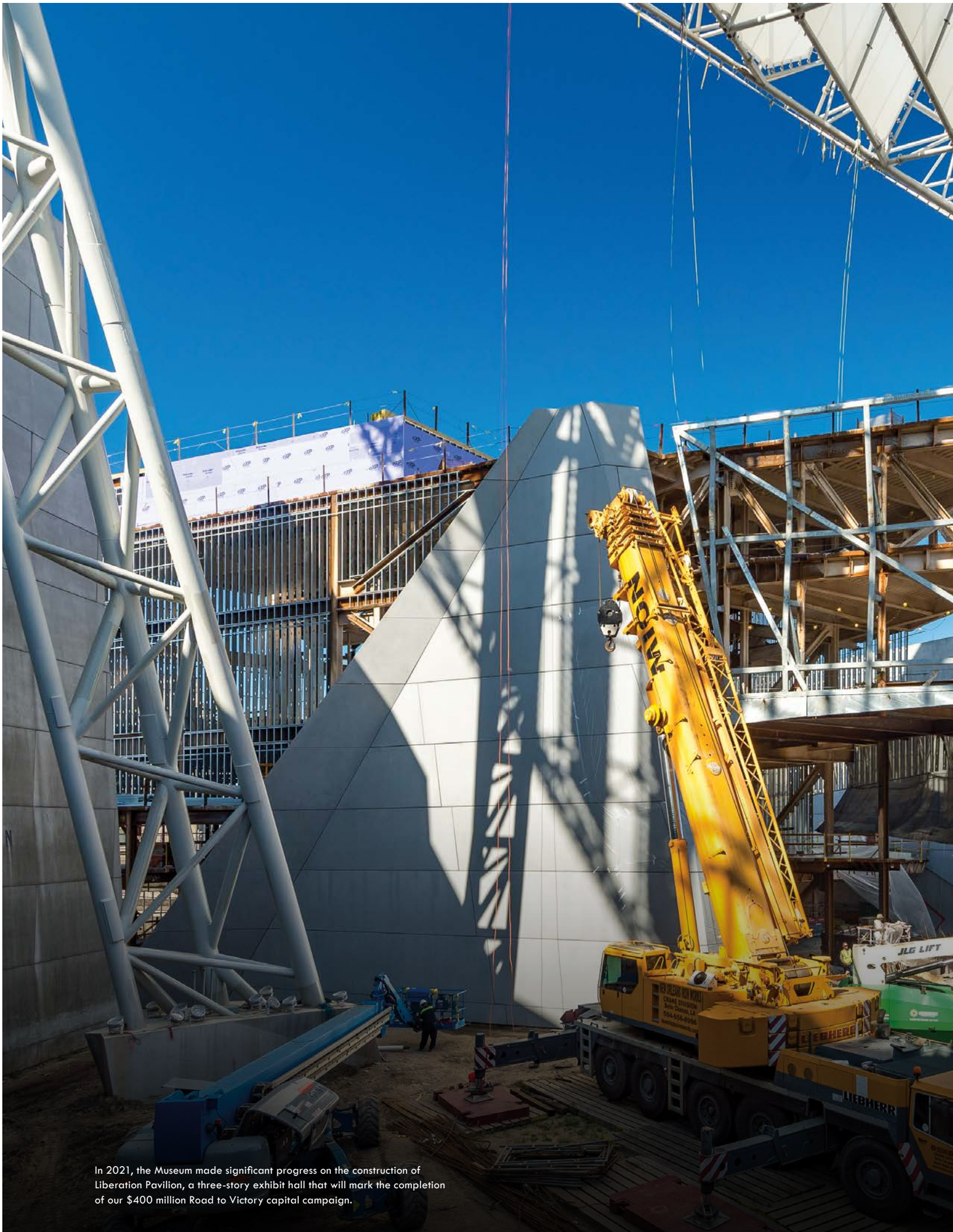
and stories behind the creation of the atomic bomb. The program reached more than 83,000 students from all 50 states and 12 countries. While the 2021 Emmy was ultimately awarded to Creators for Change on Girls' Education with Michelle Obama, the Museum's nomination was a great testament to the outstanding work of the WWII Media and Education Center along with Museum partners and support staff from across departments.



## AMONG THE BEST NEW HOTELS

Despite the challenge of opening mere months before the start of the pandemic, The Higgins Hotel & Conference Center has garnered an impressive reputation among visitors. *USA Today* readers named the Higgins one of the top 10 best new hotels that opened

in 2020. The Higgins ranked No. 8 and was the only Louisiana property to make the list. Additionally, The Higgins ranked No. 6 on *U.S. News & World Report's* Best Hotels in Louisiana, earning the highest ranking among 4-star hotels in the state.



In 2021, the Museum made significant progress on the construction of Liberation Pavilion, a three-story exhibit hall that will mark the completion of our \$400 million Road to Victory capital campaign.





## THE PRICE OF FREEDOM

Developing New Visitor Experiences That Explore the Meaning and Relevance of WWII Today

What does World War II mean today? When construction is finished on The National WWII Museum's highly anticipated capstone exhibit hall, Liberation Pavilion, in spring 2023, it will help fulfill the institution's mission to answer that question and tell the complete story of the American experience in *the war that changed the world*. The opening of the three-story pavilion will mark the final major physical addition to the six-acre campus and the completion of the Museum's \$400 million capital expansion plan.

In 2021, construction of Liberation Pavilion advanced significantly on the Col. Battle Barksdale Parade Ground in the heart of the Museum campus. The pavilion will house two floors of exhibit space exploring the end of the war, the Holocaust, postwar experiences, and the war's relevance to our lives today. Visitors will begin their journey through the first floor, *Finding Hope in a World Destroyed, 1945*, by viewing a film that will introduce the themes of the floor: the cost of victory and the sense of hope after war's end. Artifacts, oral histories, and multimedia will honor those Americans who were killed or wounded as well as the immense sacrifices of an entire generation. The first floor will also include an interfaith chapel and exhibits examining the Holocaust, moments of liberation, and the story of the Monuments Men and Women.

The second floor, *Forces of Freedom at Home and Abroad, 1945 – Present*, will highlight the feeling of elation in the immediate aftermath of the war and the emotional transition to peacetime. It will explore the themes of celebration, restoring justice, human rights, freedom at home and abroad, social change and civil rights, technological innovations, and developments in international and domestic affairs. The floor will conclude with an interactive touchscreen kiosk encouraging visitors to reflect on the lasting impact of the war.

Finally, the third floor will be home to the Priddy Family Foundation Freedom Theater, made possible through a \$7.5 million commitment from the Priddy Family Foundation led by foundation Chairman and Museum Trustee Robert Priddy and wife, Kikie. The theater will

offer a 20-minute cinematic experience that will focus on the lasting impact of World War II and the ongoing struggle for freedom and human rights. Illustrated by powerful visuals, the production will have a profound impact on guests as they understand the cost and responsibility of preserving freedom. At a pivotal moment in the show, the theater will rotate.

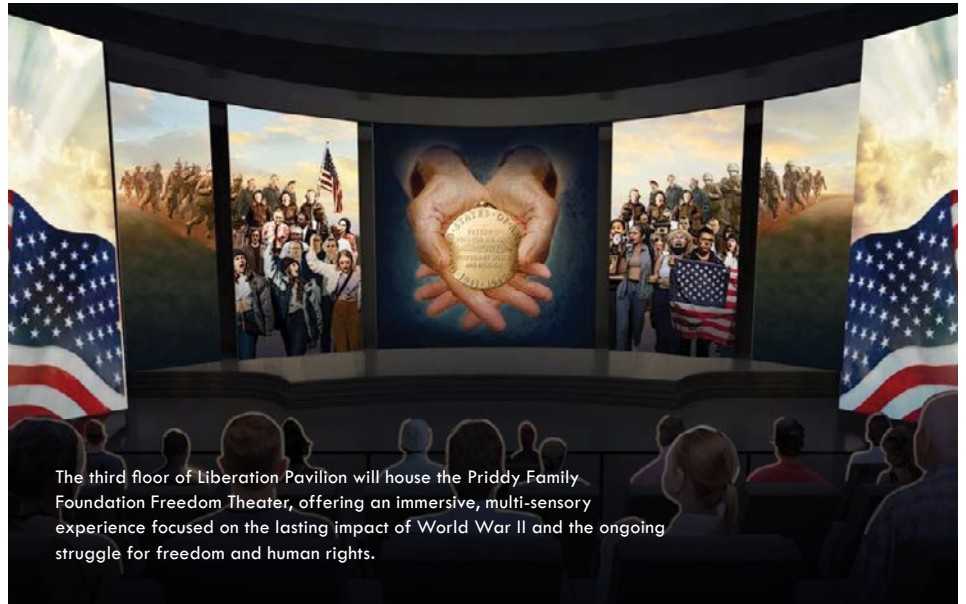
Museum visitors will have the opportunity to celebrate the power of individual Americans to impact the world around them through *Expressions of America*, a groundbreaking nighttime sound and light experience that will use cutting-edge outdoor projection technology to share the stories of the WWII generation through their own words. The production will dramatically transform the Col. Battle Barksdale Parade Ground and surrounding pavilions



The second floor of Liberation Pavilion will examine World War II's impact in the postwar period, drawing connections between the war and its continued impact today.

into an outdoor theater as scenes from the war era are projected up to 90 feet high on the facades of the buildings, bringing to life the stories of the everyday men and women who served our country during World War II.

Debating on Veterans Day 2022, *Expressions of America* will be hosted by actor and veterans advocate Gary Sinise and feature an original musical score of 1940s classics performed by local musicians. The experience will also include pre- and post-show experiences with live entertainment, new exhibits, and food and beverage offerings. *Expressions of America* is possible thanks to a generous donation from the Bob & Dolores Hope Foundation as the presenting sponsor with additional support from the US Department of Commerce Economic Development Administration.



The third floor of Liberation Pavilion will house the Priddy Family Foundation Freedom Theater, offering an immersive, multi-sensory experience focused on the lasting impact of World War II and the ongoing struggle for freedom and human rights.



*Expressions of America* is a brand-new nighttime sound and light experience, available exclusively at The National WWII Museum starting on Veterans Day 2022. The production will immerse audiences in the stories of the everyday Americans who helped secure victory.

## DRAWING ART FROM WAR

### Exploring the Artistry and Resourcefulness of WWII Servicemembers

In 2021, the special exhibition *SOLDIER | ARTIST: Trench Art in World War II* offered visitors to The National WWII Museum a different look into the servicemember's experience. With over 150 artifacts on display, the exhibition explored the military pastime known as "trench art," when soldiers and prisoners of war created art, souvenirs, and tools from discarded WWII materials and waste. By celebrating the ingenuity and resourcefulness of creators caught in the chaos of war, the exhibition inspired audiences to celebrate the humanity of these brave individuals during the most significant military conflict in human history.





Visitors gathered on March 4, 2021, to see the more than 150 artifacts on view in **SOLDIER | ARTIST: Trench Art in World War II**, ranging from ashtrays and tools to musical instruments and model planes. These highly personal items remained on display in the Senator John Alario, Jr. Special Exhibition Hall until January 2, 2022.

*SOLDIER | ARTIST: Trench Art in World War II* was organized by the Museum's Senior Curator and Restorations Manager Tom Czekanski and featured many examples of trench art donated to the Museum by their original creators—the WWII veterans themselves. While the tradition of trench art goes back much further than the WWII era, the works themselves are a tribute to their

place and time. Each piece is an intimate guide to the thoughts and feelings of their maker. Some were gifts for loved ones back home, while others filled a practical purpose, including forbidden items like radios or musical instruments made by prisoners of war. Many of the items in the exhibit became treasured keepsakes and were only donated to the Museum after those involved had passed.

On display in the Senator John Alario, Jr. Special Exhibition Hall between March 4, 2021, and January 2, 2022, the exhibit was a timely reminder for audiences grappling with an ongoing pandemic about the power of art in an unfamiliar world and the connection it affords between individuals.



Julian W. Moody, a photographer with the 273rd Field Artillery Battalion in Europe, captured this photo of soldiers posing with a trench art shell in Luxembourg, February 1945. Gift of Julian Dean, 2010.523.987.



This vase was made from a WWII 105mm shell casing, initially produced in 1943. It follows the fluted form typically found in earlier trench art vases from World War I. Gift of the Collier County Museum, Naples, Florida, 2015.462.001.



This swimming jeep model, which doubles as an ashtray, was made by Technician Fifth Grade Andrew Church, who served in the 101st Infantry Regiment, 26th Infantry Division, Third Army in the European Theater as a clerk. Church's swimming jeep design is one of the more ambitious and creative examples of trench art in the Museum's collection. Gift of Aran Church, 2012.568.021.



Lieutenant Howarth Taylor made and used this stove while being held as a prisoner of war in Oflag 13B. The piece was built out of tin cans and referred to as a "Smokey Joe." Taylor was taken prisoner during the Battle of the Bulge shortly after joining the 106th Infantry Division in the Ardennes. Gift in Memory of Howarth E. Taylor, 2015.167.001.



A violin crafted by 8th Air Force pilot First Lt. Clair Cline in the German prisoner of war camp Stalag Luft I is a remarkable example of the resourcefulness demonstrated by American POWs. Using scavenged wood and working with makeshift tools like broken glass and table knives, it took Cline four months to complete the violin in time for a concert in his barracks on Christmas Eve 1944. Following the liberation of the camp and the war's end, the violin became part of an exhibition of POW life that traveled the United States from October 1945 to September 1946. During the tour, the violin—which had become famous in Stalag Luft I as a symbol of hope and ingenuity—was played by popular violinists. Gift in Memory of Clair Cline, 2012.391.001.



Scott Fujita, Super Bowl-winning former NFL linebacker and beloved member of the New Orleans Saints, and Erin Aoyama, a doctoral candidate in American Studies at Brown University whose research examines the afterlives of Japanese American incarceration and redress, visited The National WWII Museum in May 2021 to film the Japanese American Experiences in World War II Electronic Field Trip. Fujita's father, Rodney, was born in Gila River incarceration camp during World War II, and his grandfather served in the Nisei 442nd Regimental Combat Team.

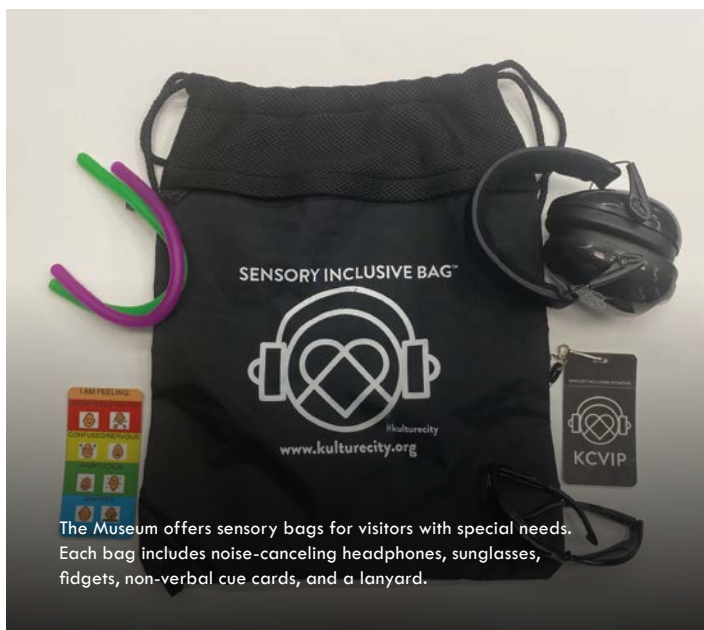




## TELLING THE COMPLETE STORY

Sharing the American WWII Experience in Accessible and Inclusive Ways On Site, Across the Country, and Online

In 2021, The National WWII Museum embarked on an institution-wide campaign to reach and engage broader audiences of all ages, genders, races, backgrounds, abilities, and geographic locations. From accessibility improvements on the physical campus to values-driven partnerships with organizations across the country to new digital offerings, the Museum made great strides to remove barriers of entry for all who wish to learn about *the war that changed the world* and to share the stories of the broad spectrum of Americans who served during World War II.



The Museum offers sensory bags for visitors with special needs. Each bag includes noise-canceling headphones, sunglasses, fidgets, non-verbal cue cards, and a lanyard.



The newly installed panels in US Freedom Pavilion: The Boeing Center tell the stories of pilots like Major Gregory "Pappy" Boyington, Marine aviator and Medal of Honor recipient, who flew F4U Corsairs like the one displayed above.



The Museum's exhibition *So Ready for Laughter: The Legacy of Bob Hope* traveled to the New-York Historical Society in 2021, where it was viewed by more than 17,000 visitors. The exhibition tells the story of Hope's unique place in the history of World War II and beyond, and how he helped lift the human spirit during one of the darkest times in American history.

## IN NEW ORLEANS

### Sensory-Friendly Museum Experience

To foster a welcoming and supportive environment for all visitors, the Museum has received Sensory Inclusive™ Certification from KultureCity—the nation's leading nonprofit on sensory accessibility. Sensory bags from KultureCity are now available for guests, including noise-canceling headphones, sunglasses, fidgets, Feeling Zone thermometer non-verbal cards, and a KultureCity lanyard. Additionally, the Museum has designated the last Saturday of each month as a Sensory Friendly Morning, allowing individuals of all ages with special needs and their families to enjoy complimentary early access to the Museum with modifications to make the experience more sensory friendly.

### Pilot Profiles

The exhibit panels on the catwalks in the US Freedom Pavilion: The Boeing Center have been updated to include the personal stories of the pilots who flew the aircraft on display rather than just the technical specifications of the planes. The panels highlight stories of pilots including Tuskegee Airman Dr. Roscoe Brown, who flew a Red Tailed P-51; "Pappy" Boyington, Native American ace and commander of the Black Sheep Squadron; and Thomas C. Lupo, an Italian American who flew a TBM Avenger.

### Artifact Acquisitions

The Museum continues to add new artifacts to its collection to fill gaps and better portray the broad diversity of WWII experiences. Among the unique objects and archival materials added to the Museum's collection in FY21 were a uniform and documents from Beatrice "Bea" Schoorter who sold war bonds in her role with the American Women's Voluntary Services, a collection from Col. John T. Lorenz who served as G-4 Supply Officer of the highly decorated African American 92nd Infantry Division, "Buffalo Soldiers"; and a wedding dress made from a silk German parachute, which was featured in *The New York Times*.

## ACROSS THE COUNTRY

### On the Road

Following a successful run at the National Veterans Memorial and Museum in Columbus, Ohio, The National WWII Museum's traveling exhibition *So Ready for Laughter: The Legacy of Bob Hope*, supported by the Bob & Dolores Hope Foundation, traveled to the New-York Historical Society, where it was on view from February through September 2021. Museum-curated exhibits on Pearl Harbor, the Home Front, Louisiana's WWII contributions, and the African American experience in World War II also continued to travel to museums, universities, and other sites across the country.

## DONOR PROFILE

### Ike in Bronze

In the near future, the beloved bronze sculptures of President Roosevelt and Anne Frank on the Museum's campus will be joined by one depicting General Dwight Eisenhower. What makes the Ike sculpture unique is that a replica is on display in the Moorings Park Communities in Naples, Florida. Thanks to the generosity of Dolly and Alan Korest, Sue and John Morrison, along with Jo An "Bobbi" Tolley and Alice and Karl Sheffield, the legacy of Eisenhower also lives on in Florida, as a fitting tribute to US veterans and their service to our country.

### ONLINE

#### Japanese American Experiences

Through a joint grant provided by the US Department of the Interior, the National Park Service, and the Japanese American Confinement Sites Grant Program, as well as support provided by the Dale E. and Janice Davis Johnston Family Foundation, the Japanese American Experiences in World War II Electronic Field Trip on May 13, 2021, explored the stories of Japanese Americans who were forcibly removed from the West Coast and incarcerated after the United States' entrance into World War II. The program reached 2,126 classrooms with 34,734 students.

#### Digitized Collections

FY21 was the most successful year for digitization since the program's launch in 2011—both in terms of the quantity and the variety of materials that were digitized and made available to the public. In FY21, the Museum digitized 651 video oral histories, 5,578 documents, 4,801 photographs, 172 objects, 300 memoirs, and more.

#### Streaming to Your Computer

Throughout the year, educators, historians, and curators continued to host a variety of free streaming programs for online audiences covering diverse topics such as a webinar on women who served in the US Navy, US Marines, and Coast Guard during World War II; a Hispanic Heritage Month program highlighting Mexican American Veterans in the post-war Southwest; a lecture exploring Native American military service and the struggle for equality; a virtual conversation with Holocaust survivor Renée Fink as part of the Taube Family Holocaust Education Program; and dozens more webinars.



### JENNY CRAIG ALONG WITH DENISE AND PETER MERLONE

As the Museum's intellectual catalyst, the Institute for the Study of War and Democracy was created to promote the history of World War II, the relationship between war and America's democratic system, and the war's continued relevance to the world today. Led by Executive Director Michael S. Bell, PhD, the Institute is a force of its own, serving as a national center for research, higher education, publications, and public programming while promoting access to the Museum's oral histories, artifacts, and archival material.

To ensure the Institute impacts generations of Americans to come, entrepreneur and renowned fitness and nutrition expert Jenny Craig, along with her daughter Denise Merlone and son-in-law Peter Merlone, a member of the Museum's Board of Trustees, made a significant commitment of \$5 million to underwrite and support the efforts of the Institute, which was officially announced as the Jenny Craig Institute for the Study of War and Democracy in March 2022, in conjunction with Women's History Month and the Museum's *Memory Wars: World War II at 75 and Beyond* virtual conference.

Craig and her family have deep ties to the American effort in World War II. As a Louisiana native, the entrepreneur remembers New Orleans during her youth as a flurry of war mobilization and activity. Her father worked on the Home Front as a machine operator, and her two brothers served in the Armed Forces. Peter Merlone's father, Felix Merlone, served in the US Army and received the Purple Heart. Craig's late husband, Sidney, served in the US Navy in the years following the war.

Through the Jenny Craig Program, Craig has improved the lives of millions around the world, and now, she and her family will ensure that the legacy of a great generation lives on. The Jenny Craig Institute for the Study of War and Democracy pays homage to a true innovator, business leader, and trailblazer for women worldwide.



Surpassing our in-person attendance records, tens of thousands from across the globe tuned in remotely to the Museum's first-ever all-virtual version of the March 2021 International Conference on World War II, presented by Pritzker Military Foundation on behalf of the Pritzker Military Museum & Library.



## **DIGITAL TRANSFORMATION**

### **Evolving Museum Programs and Content to Reach Virtual Audiences**

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As in 2020, reaching audiences virtually remained increasingly important in 2021 for organizations around the world. Museums and educational institutions, both of which traditionally rely on in-person experiences and learning, were forced to pivot and create new ways for audiences to experience exhibits, programs, and curricula.

In the first year of the pandemic, The National WWII Museum heavily increased its production of online content, created virtual versions of its traditionally in-person programs, and postponed many of its larger signature events in the hopes that it would become safe to host them on campus the next year. The results were incredibly successful, leading to an exponential increase in web traffic to the Museum's historical web content that continued even through 2021. Despite the digital growth seen in 2020, the Museum's website still attracted a 128-percent increase in page views in 2021, doubling from 600,000 to 1.3 million.



In 2021, the Museum's annual summer camp program went virtual with theater, spy, and STEM innovation tracks. For these virtual programs, campers could purchase camp kits filled with supplies for each week's activities.

Virtual lectures and educational programs continued to reach wider audiences with great success as well, thanks to the efforts of Museum staff and the generosity of sponsors and community partners. In 2021, the Museum's annual summer camp program engaged 124 registrants from 25 different states across three virtual tracks: the Bob & Dolores Hope Theater Camp, Spy Camp, and STEM Innovation Camp. Campers had the option to purchase program-specific camp kits mailed to their home and filled with supplies to assist with their activities for the week. Another popular Museum workshop, Innovation Studios, also successfully adjusted to a virtual format in 2021 with the support of program sponsor Cornerstone Chemical. Innovation Studios is a free Saturday workshop that organizes STEM-focused activities for kids and families.

Early in 2021, it became apparent that the continued threat of COVID would once



The Victory Belles perform during the 2021 American Spirit Awards presented by Hancock Whitney, which was streamed live to thousands of viewers around the world.

## DONOR PROFILE



again prevent the Museum from offering its iconic events in person for another year—pushing the team to develop safe and innovative ways to provide the banner experiences that our core audience looks forward to every year.

As a result, the Museum held the first-ever all-virtual versions of two of its biggest annual events: the 13th International Conference on World War II in March 2021, presented by Pritzker Military Foundation on behalf of the Pritzker Military Museum & Library, and the 2021 American Spirit Awards in June 2021, presented by Hancock Whitney with support from Sylvie Legere and Todd Ricketts, Freeport-McMoran, and The Richard Adkerson Family Foundation. Both programs were streamed live to audiences around the globe, with tens of thousands of viewers—many more than could ever attend in person—tuning in to enjoy these prestigious events.



John Hairston, CEO of Hancock Whitney and Museum Trustee, addresses online viewers during the 2021 American Spirit Awards sponsored by Hancock Whitney—the first all-virtual version of this signature event.

**“We value our partnership with The National WWII Museum and the opportunity it provides to bring history to life through hands-on STEM activities for kids and their families.”**

Cornerstone believes in working daily to make its community a better place—especially for local students. Since 2020, Cornerstone has sponsored the Museum’s STEM education program Innovation Studios. Even as the program faced new challenges due to the COVID-19 pandemic, Cornerstone adapted and continued to support workshops that encouraged families to engage in and work together on STEM-based activities from home.

When Innovation Studios pivoted to a virtual program, Cornerstone employees arrived at the Museum to assemble science kits. Thanks to their assistance, 100 families and students across the Greater New Orleans area received kits by mail for virtual Innovation Studios events.

Greg Zoglio, Chief Executive Officer of Cornerstone, never wavered in his support of the Museum’s educational mission during the COVID challenges. “We value our partnership with The National WWII Museum and the opportunity it provides to bring history to life through hands-on STEM activities for kids and their families,” said Zoglio.

With the return of in-person Innovation Studios programming in spring 2022, Cornerstone volunteers will be returning to work with students and their families at the Museum’s Saturday workshops.

“The more opportunities and hands-on experiences kids have to see STEM innovations at work in their daily lives, the more likely they are to pursue careers in these important fields,” said Zoglio. “The goal of these workshops and Cornerstone’s partnership with the Museum is to spark STEM interest and imagination by demonstrating how STEM and history work together to build careers for the future.”



Staff from The National WWII Museum, Higgins Hotel & Conference Center, and Centerplate cooked and served free hot lunches at the South Lafourche Veteran's Memorial in Cut Off, Louisiana, in September 2021.





## **WEATHERING THE STORM**

### Responding to Hurricane Ida's Impacts

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On August 29, 2021, Hurricane Ida made landfall about 100 miles south of New Orleans as a strong Category 4 hurricane, one of the most powerful storms to ever hit the United States. The feeling in New Orleans was all too eerily familiar—Ida struck the Gulf Coast on the same day that Hurricane Katrina made landfall 16 years earlier.

Despite hours of relentless rain and hurricane-force winds, The National WWII Museum was spared the worst, with its collections and exhibits remaining safe and secure. As can be expected with a storm of this strength, the Museum endured some wind and rain damage, including roof damage and broken skylights in Louisiana Memorial Pavilion. The Bollinger Canopy of Peace, designed and tested for hurricane conditions, safely withstood Ida's winds with only a handful of its fabric panels sustaining damage. Due to the vast majority of New Orleans being without power for nearly a week and the need for significant cleanup, the Museum remained closed to the public from the afternoon of August 28, 2021, until the morning of September 13, 2021.

During the storm, a team of a dozen staff along with President Stephen J. Watson and Executive Vice President Becky Mackie remained at the Museum to keep the campus as secure as possible, mitigate damage, begin repairs, and expedite the return of normal functions. To recognize their dedication, the 2021 President's Award was awarded to the Museum's emergency stay-behind team of Security and Facilities staff including: Damon Rodriguez, Jeff Murphy, John Seal, John Schneidau, Jeremy Lewis, Frank George, Evan Gallodoro, Robert Spizale, Larry Stolf, Derick Stubbs, Cody LeBoeuf, and Nigel McBurney.

Additionally, Collections and Exhibits staff members came in immediately after the storm to check on the collection and relocate delicate items susceptible to mold, and many staff continued to perform essential duties remotely to ensure that the Museum's operational, financial, IT, communications, customer

service, and fundraising operations continued during the closure.

To ensure that all Museum staff would be fully paid during the storm closure as well as to mitigate the financial impacts of Ida, Board Chairman John Koerner and his wife, Ann, established the Hurricane Ida Response Fund. More than 70 donors, including 27 current and former Trustees, committed more than \$760,000 to this fund, providing critical support to address necessary campus repairs, keeping staff paid throughout the closure, and aiding team members who suffered significant damage to their personal properties. The Higgins Hotel & Conference Center staff also stepped up by providing complimentary temporary accommodations to 25 Museum employees and their families following the storm and serving three hot meals a day to any Museum employee and members of their household.

Inspired by the displays of generosity within our own team, staff from the Museum, Higgins Hotel & Conference Center, and Centerplate traveled to Cut Off, Louisiana—one of the hardest-hit areas—on September 16 to cook and serve more than 2,000 free hot lunches—generously sponsored by the Bob & Dolores Hope Foundation—at the South Lafourche Veteran's Memorial, alongside Louisiana's Cajun Bayou, Rotary Club of Golden Meadow, and United Cajun Navy. Back in New Orleans, the Museum provided complimentary admission to approximately 300 hurricane relief workers and first-responders during September 2021, and partnered with SBP in March 2022 to help repair the home of WWII veteran Frederick Lonzo. While Museum operations quickly returned to normal, the team remained committed to supporting our southeastern Louisiana neighbors whose recovery is critical to preserving the Louisiana culture we all cherish.



Senior Registrar and Director of Collection Management Toni Kiser and Curator Cory Graff work to restore exhibits in *Arsenal of Democracy* and prep them for reopening.

## HURRICANE IDA DONOR RELIEF

The National WWII Museum is immensely grateful for the generous support of those who donated to our relief fund and volunteer efforts in the aftermath of Hurricane Ida.

74 donors contributed more than \$760,000 to support the Museum following the Category 4 storm. Thanks to their unwavering commitment to the Museum during this difficult time—and throughout the COVID-19 pandemic—staff received the resources and support they needed throughout the Museum’s closure, and meals were served to families affected by the storm in Lafourche Parish. This would not have been possible without the dedication and selflessness of these donors. Their generosity truly made a difference when it was needed most.

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Generously sponsored by the Bob & Dolores Hope Foundation, more than 2,000 meals were served in Cut Off, Louisiana following Hurricane Ida, alongside Louisiana's Cajun Bayou, Rotary Club of Golden Meadow, and United Cajun Navy.

## CHARTER MEMBERS

CONTRIBUTED  
**\$10.8 MILLION**

**173,705 MEMBERS**

For more than two decades, Charter Members have generously supported the expansion and growth of the Museum by ensuring the continued success of our educational outreach and programming. In Fiscal Year 2021, 173,705 Charter Members played a critical role in helping us to reach new audiences with the important and increasingly relevant stories of World War II. Despite the ongoing COVID-19 pandemic and the regional damage caused by Hurricane Ida, the Museum received over \$10.8 million in operating revenue from our Charter Members in Fiscal Year 2021.

The National WWII Museum would not be where it is today without the significant contributions of our Charter Members. Through their generous support, the Museum's educators, historians, and curators have continued to pioneer innovative ways to share the full story of the American WWII experience with audiences far beyond the Museum campus. The loyalty of our Members, and their unwavering commitment to the values of the WWII generation, help us fulfill our mission as America's WWII Museum.

**THANK YOU TO ALL OF OUR MEMBERS** for supporting The National WWII Museum in Fiscal Year 2021 and into the future, as we continue to grow and evolve to ensure that all ages understand the sacrifices made to secure the freedoms we enjoy today.

# PATRIOTS CIRCLE

CONTRIBUTED  
**\$3.1 MILLION**

**1,287 MEMBERS**

Among the most ardent supporters of The National WWII Museum, Patriots Circle Members contributed \$3.1 million to the Museum in Fiscal Year 2021—matching the amount given in Fiscal Year 2020 and tying the record for annual gifts from this distinguished group.

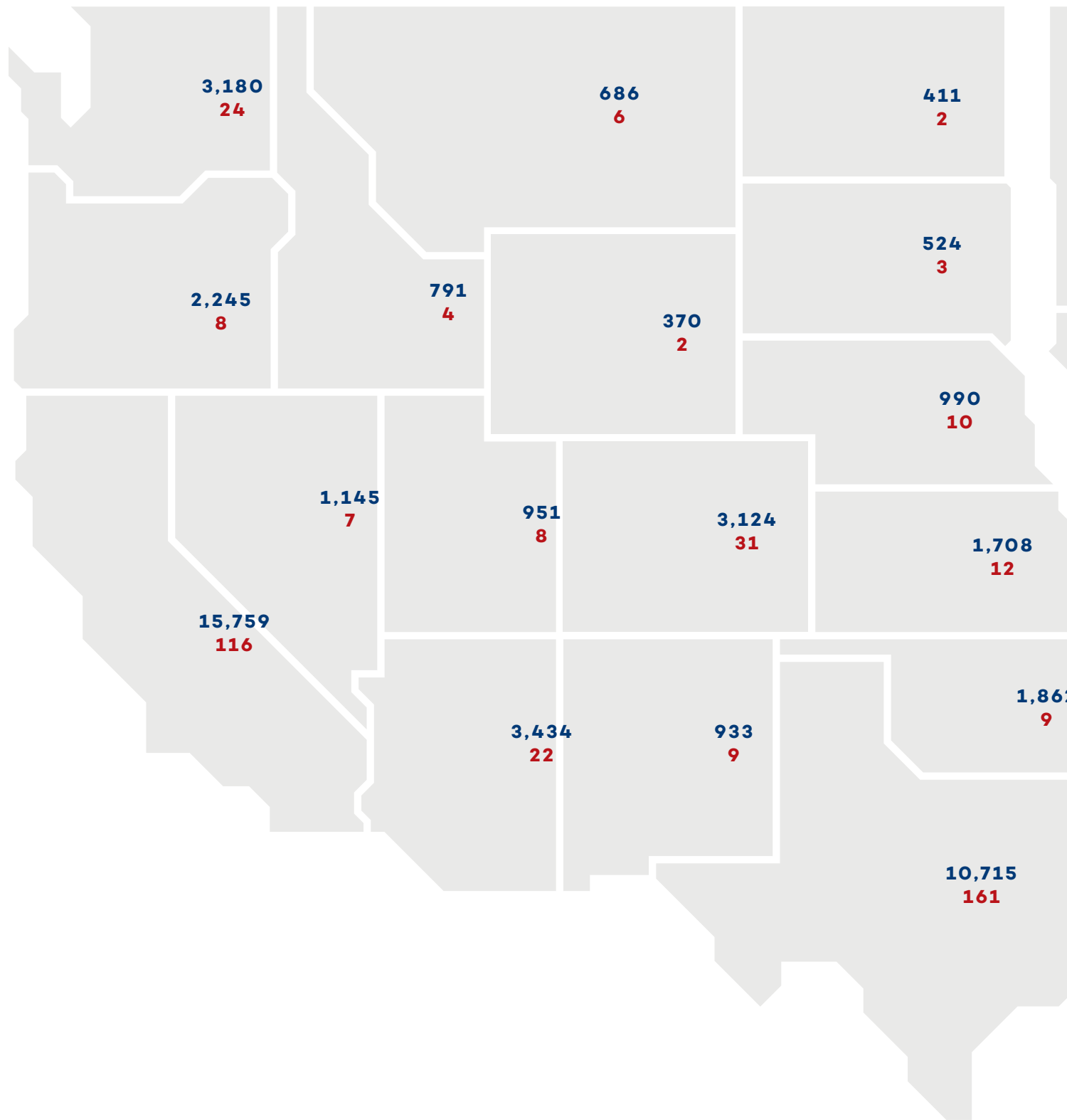
Throughout another year of unprecedented challenges, including the campus closure caused by Hurricane Ida and continued pressure on Museum operations due to the ongoing COVID-19 pandemic, the support of Patriots Circle Members was critical. Contributions from Patriots Circle

Members enable the Museum to continue its vital work without interruption, including digitizing collections and artifacts; developing new spaces and interactive exhibits on the New Orleans campus; and reaching new audiences through digital content and distance learning programming. Because of the loyalty and advocacy of this group, the Museum is able to engage more students and adult learners worldwide with the lessons and legacies of World War II.

## **THANK YOU TO EACH OF OUR PATRIOTS CIRCLE MEMBERS**

for supporting our institution during times of adversity and change and demonstrating the American spirit in such profound and meaningful ways. Because of your generosity and dedication, we are able to continue advancing the Museum's mission and inspire new generations with lessons of freedom, bravery, and courage.

# MEMBERS NATIONWIDE FUEL THE MUSEUM'S EDUCATIONAL OUTREACH



ALASKA

263  
2

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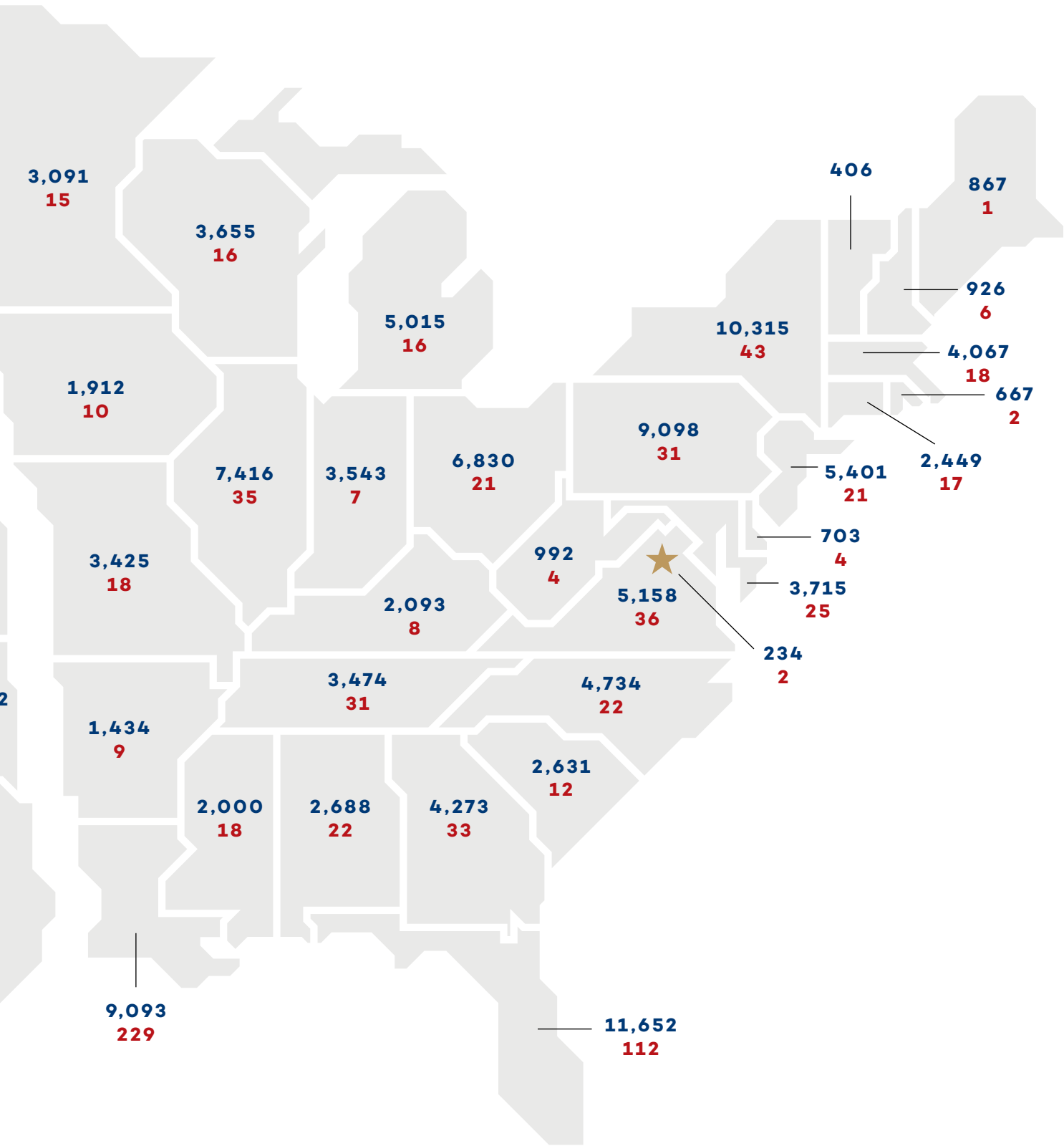
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PUERTO RICO

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**CHARTER MEMBERS**  
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US VIRGIN ISLANDS

STATIONED ARMED FORCES

OTHER

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3







## FOUR-STAR DONOR PROFILE



**BOB SIEBEL**  
Denver, Colorado

Four-Star Patriots Circle Member Robert “Bob” V. Siebel is interested in World War II for many reasons, but it’s the lessons of *the war that changed the world* that are most significant to him. “The Museum’s strong commitment to preserving this era of history keeps me involved with its programs and mission,” Bob said.

Bob and his wife, Elaine, who passed away in 2008, were Charter Members of The National D-Day Museum and continued to increase their involvement as the institution developed into The National WWII Museum. Elaine’s father, Samuel Morgan, was a WWII Army Sergeant who served in Europe after the Normandy invasion. Bob recalls Morgan’s stories about the war and recently honored his father-in-law by dedicating Kilroy’s Bar in The Higgins Hotel & Conference Center in his name.

Every time Bob visits the Museum campus and Higgins Hotel, he is reminded of the significance of personal stories. “Those superb portrayals influence thousands of people who have had less and less direct exposure to the events of World War II,” said Bob. “The suffering endured was horrible. We must always honor those who served and learn from the lessons of this global event.”

Bob is a persuasive advocate of the Museum’s mission in many ways, serving as a frequent sponsor of the Museum’s symposia and education initiatives, and inviting dozens of friends to the Museum every year to attend American Spirit Awards, exhibit openings, and special events.

“Despite being an event that happened decades ago, the global impact of America’s role in World War II remains even more important today,” said Bob. “The Patriots Circle embodies many of the strengths of the Museum. It provides like-minded, passionate donors—at multiple levels of financial capacity—an extraordinary opportunity to be part of a community and remain engaged with the Museum and its mission.”

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## THREE-STAR DONOR PROFILE



### JOHN AND LYNN RABER

Littleton, Colorado

John and Lynn Raber joined the Museum as Patriots Circle Members in 2007 to help support the vision of Stephen Ambrose as it rapidly developed in their beloved city of New Orleans.

John came to New Orleans in 1972 as a Tulane engineering student and married Lynn in 1980. Their two sons were born in New Orleans, and although their family moved away in 1990 and now lives in the foothills outside of Denver, the allure of New Orleans and the continuing expansion of the Museum brings them back to visit several times each year.

Both are descendants of WWII veterans, with Lynn's father serving as a PBY pilot in the Navy and John's father serving as a doctor in the Army stationed in North Africa and Italy. As their fathers shared their wartime experiences, it helped both Lynn and John appreciate the true meaning of the "Greatest Generation."

An avid history buff, John has developed a passion for reading WWII history, attending the Museum's educational programs, and restoring military vehicles, including a 1943 Willys MB jeep. Several years ago, Lynn and John visited Normandy American Cemetery and Memorial and Omaha Beach in Colleville-sur-Mer, France, and were struck by the sacrifices that so many made in the name of freedom. It's why they believe that the Museum plays an important role in helping people realize that learning from the past can help avoid something so devastating from happening again in the future. "We support the Museum through the Patriots Circle to expose as many people as possible to the stories and lessons of World War II," said John. "It's so important to understand the impact on our individual lives and how it shaped—and continues to shape—our country today."



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## TWO-STAR DONOR PROFILE



### KEN AND BRINDA PRICE

Delaware, Ohio

Two-Star Patriots Circle Members Ken and Brinda Price from Delaware, Ohio, have always had a passion for WWII history. They fondly recall their childhoods filled with dinner conversations about the war that were laced with the importance of understanding the events and people who preserved our cherished freedoms.

Over the years, Ken and Brinda deepened their understanding of WWII history and fell in love with *Band of Brothers* written by Museum Founder Stephen Ambrose. They soon learned about The National WWII Museum and after traveling with the Museum team on our Easy Company educational tour, they were, admittedly, hooked. Eager to advance the Museum and its mission, Ken and Brinda joined the Patriots Circle in 2020.

Visiting the Museum in New Orleans, of course, was naturally the next step. In their own words, the couple notes, “We were spellbound by our first visit. The breadth and depth of the experiences capture the novice as well as the seasoned historian. The Higgins Hotel & Conference Center was also a wonderful extension of the WWII immersion experience. Everyone left eager to return.”

For Ken and Brinda, however, their advocacy in the Patriots Circle also reflects their desire to continue their childhood traditions of understanding and sharing the legacies of World War II, not only with their own grandchildren but also with future generations to come. “The movements of history are dynamic; they breathe life, hope, and perspective into every generation,” they said. “The vision and spirit of The National WWII Museum capture this energy. It is an energy we admire and want to preserve.”

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## ONE-STAR DONOR PROFILE



### JOHN MORROW

Athens, Georgia

One-Star Patriots Circle Member John Morrow Jr. of Athens Georgia, was introduced to The National WWII Museum over 16 years ago when he was invited to join the institution Presidential Counselors. “I welcomed the opportunity to join this elite group of historians to plan the future development of the Museum and to participate in its annual public symposia on the Second World War,” said Morrow, who has served as the Franklin Professor of History at the University of Georgia since 1988.

John was born into a family of combat veterans from both World Wars, a connection that fueled his passion to learn more. “Growing up on the southern Black college campuses where my father taught, I read every available book and magazine on the wars. I also have had the honor of meeting several of my personal heroes, the Tuskegee Airmen, over the years,” Morrow said. “The World Wars and endemic racism, among other factors, have shaped modern America society. A significant part of the Museum’s mission is to reflect the service of diverse Americans in World War II despite the unequal opportunities that a racially segregated country presented.”

For Morrow, the Museum’s commitment to presenting the voices of all Americans who served and preserving this vital legacy for all generations motivated him to join Patriots Circle. “It reflects my recognition of the Museum’s signal importance in presenting as accurate a history as possible of the American experience in the Second World War, in which the United States fought to defeat the forces of fascism abroad while confronting racial prejudice, segregation, and unequal rights for minorities at home,” said Morrow, who has advised the Museum on programs and exhibits, including the traveling exhibition *Fighting for the Right to Fight: The African American Experience in World War II*. “The education of all Americans about World War II is imperative, or we will most surely face the resurgence of these foreign and domestic threats to American democracy.

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 1st Lt. John H. Cunningham, WWII Veteran  
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Charles B. Hahn, WWII Veteran  
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Preston Alexander Daniels,  
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USAAC, WWII Veteran  
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WWII Veteran  
CDR Leahman Joseph Holt, USN,  
WWII Veteran  
CPL Richard Lafayette Holt,  
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SGT Myron Grafton DeShazo, Jr.,  
USMC, WWII Veteran  
SSGT Albert Perry DeShazo, Jr.,  
USAAC, WWII KIA  
TSGT Samuel T. Sasser, USAC,  
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COL Thomas Drew DeShazo,  
USMC, WWII Veteran  
LT Donald Edwin Matthieu, USN,  
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WWII Veteran  
Hue Nunnallee, US Army Air Corps,  
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Thomas J. Day, WWII Home Front

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Nicholas Charles Dragisic, USAAC,  
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WWII Veteran  
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Guard, WWII Veteran  
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USAF, WWII Veteran  
J. Arnold Dubishar, USN Seabees,  
WWII Veteran  
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USAAF, USAF, WWII Veteran

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Flossie Aguiar Edmonds,  
WWII Home Front  
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Barton Edwards

**Ms. Patricia C. Edwards**

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William Morris Edwards,  
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James Elder, USAAF  
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William Burton Epps,  
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Harold F. Beach, WWII Home Front  
Lynn G. Beach, WWII Veteran  
Amil H. Erickson, WWII Home Front  
Norman L. Erickson, WWII Veteran  
Thomas W. Giltinan, WWII  
Home Front  
Charles M. Songer, WWII  
Home Front  
Jack Q. Songer, WWII Veteran  
Sylvester S. Songer, WWII Veteran

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Anthony R. Esposito, US Army,  
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**Ralph and Jean Eucher**

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Leo Farrow, WWII Veteran  
Salvatore Farruggio,  
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Anthony Santa Morena,  
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**Frank Naro, WWII Veteran**

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Robert Waldrop, WWII Veteran

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Percy Marshall Feltham, Jr.,  
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John Curran Feltham, Sr.,  
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William Eugene "Gene" Ferguson,  
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**Susan P. Ferguson**  
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Tomas Fernandez Campos, WWII  
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Robert William Fernstrum,  
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Jacob Schukman, Jr.,  
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WWII Veteran  
Ralph Schukman, WWII Veteran

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Raymond R. Flores, WWII Veteran  
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Nick Demas  
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Moses Attaya, WWII Veteran  
Howard Gagain, WWII Veteran  
William Gagain, WWII Veteran  
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Edward Karmen, WWII Veteran  
Eugenia Karmen, WWII Veteran  
Frank Karman, WWII Veteran  
PFC Oscar E. Zoss, US Army,  
WWII Veteran  
Captain Anthony C. Zucca,  
US Navy, WWII, Korean, and  
Vietnam War Veteran

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Harry Kizirian, WWII Veteran

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Dan Luciano, WWII Veteran  
Bill Tweedy, WWII Veteran

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George J. Gataky, Sr.,  
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**Rebecca Gates**  
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David Doll, WWII Veteran  
Donald Doll, WWII Veteran  
Mathias (Buddy) Doll,  
WWII Veteran  
Clyde Gauthreaux, WWII Veteran  
Earl Gauthreaux, WWII Veteran  
Robert Gauthreaux, Korean and  
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Roy N. Gauthreaux, WWII Veteran  
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Bernard B. Gawne, US Army  
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Charles B. Gawne, MD, US Army,  
WWII Veteran  
James D. Gawne, US Navy,  
WWII Veteran

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Elam George Gemblor,  
WWII Veteran  
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Nicholas Parise, WWII Veteran

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PFC Elmer Clayton Gill,  
WWII Veteran

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Herbert Glover, WWII Veteran  
Herman Glover, WWII Veteran  
George Glover, WWII Veteran

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Bernard Sosso, WWII Veteran

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John Andrew Olson, USN,  
WWII Veteran

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WWII Veteran  
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WWII Veteran

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WWII Veteran  
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Home Front  
Emma C. Helgren, WWII  
Home Front  
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Home Front  
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WWII Veteran

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WWII Veteran  
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**Everett Henning**  
Everett Henning, WWII Home Front

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CPT. John B. Hoesley, MD,  
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WWII Veteran  
1st Lt. Logan Monroe,  
WWII Veteran

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Daniel E. Holland, Jr.,  
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**Alan Horwits**

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Carl L. Huff, WWII Home Front

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Herbert M. West, WWII Veteran

**Lamar Ingram**  
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Laurie F. Hess, WWII Home Front  
J. Stewart Jernigan, WWII Veteran

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SIC William Eugene Jernigan,  
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Walter Giles Johnson, Jr.,  
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W. D. Johnson, WWII Veteran

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Jack Connell, WWII Veteran  
Kenneth Connell, WWII Veteran  
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Marvin Griggs, WWII Veteran  
Robert Russell Griggs,  
WWII Veteran  
Dayton Johnson, WWII Veteran  
Morris C. Johnson, Korean  
War Veteran

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Frederick E. Neal, WWII Veteran
- Earle Jones**  
Earle Jones
- Elaine Cruz Jones**  
Kenneth Thomas Jones, Jr.,  
WWII Veteran
- Louise A. Jones**  
Dorothy Agee, WWII Home Front  
Stanton Agee, WWII Veteran  
Glen Snyder, WWII Veteran
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- Philip I. Jones**  
Paul A. Jones, WWII Veteran
- Randolph L. Jones, Jr. and  
Bonnie Jones**  
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WWII Veteran
- Robert M. Jones**  
Lilburn Howard "Jack" Jones, Jr.,  
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Major Jack Gervin, WWII Veteran  
Charles Hammond, WWII  
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From January 23-31, the Museum held its first-ever Scout Week, an extended and socially distanced version of our annual Scout Day. The 2021 event attracted 977 Scouts, troop leaders, parents, and siblings for a week of Scout-centric WWII activities.

# ROAD TO VICTORY CAPITAL CAMPAIGN

## SOCIETY OF THE AMERICAN SPIRIT DONORS

In 2021, the Museum celebrated new milestones while rapidly approaching the conclusion of its \$400 million campus expansion project.

Thanks to generous support from Society of the American Spirit donors who have contributed to the capital campaign, the Museum has been able to quadruple the size of the original campus and raise endowment funding to sustain our prestigious and diverse educational programs, research endeavors, collections, and exhibitions.

In 2021, the Museum celebrated impressive progress toward campus expansion, including the dedication of the Bollinger Canopy of Peace, whose bold presence reflects the significance of the Museum's mission and symbolizes the values and sacrifice of the WWII generation. During a commemorative ceremony on Veterans Day 2021, the Museum also announced *Expressions of America*, a first-of-its-kind nighttime sound and light experience opening in November 2022 that will inspire visitors with stories illustrating the power that individual Americans have to impact the world around them, especially during times of monumental conflict. Through the commitment of the Society of the American Spirit donors, the Museum forges forward with construction of our capstone exhibit hall, Liberation Pavilion, and remains on track to complete the capital campaign and campus expansion in 2023.

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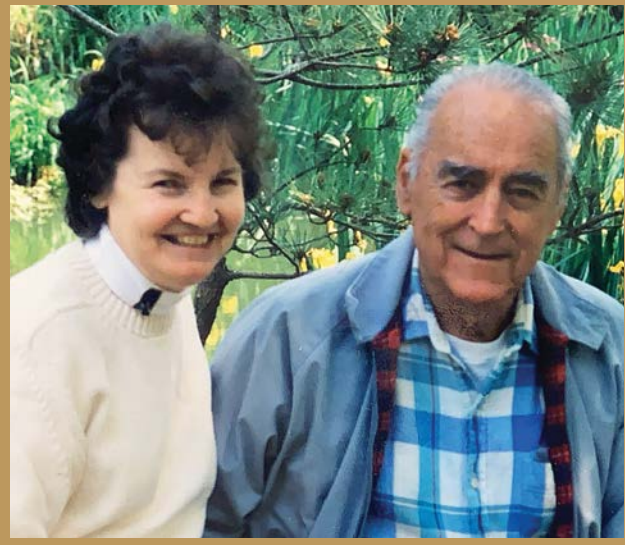
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## BETTY B. DETTRE

Artist and philanthropist Betty Dettre (1943–2022) was one of the first to contribute to the capstone exhibit hall, Liberation Pavilion, in 2007—long before construction began or many of the Museum’s other pavilions were even completed. Underwriting the *Cost of War: United States* exhibit on the first floor of Liberation Pavilion, Betty’s gift will honor the stories of her late husband, Major General Rexford “Rex” H. Dettre Jr., a decorated pilot in the US Army Air Corps who was a POW at several German camps after his plane was shot down.

His harrowing story is one of perseverance and inspiration. After World War II, Rex went on to fly 110 missions in the Korean War and 89 missions in Vietnam, where he met Betty. A true hero—but you wouldn’t know it, if you ever met him. “Rex was always a humble man who was quiet about his service,” said Betty. “Even though he was a decorated airman and Major General in the Air Force, in his retirement he would tell fellow airmen to just address him as Rex.”

A longtime resident of Columbia, Mississippi, Betty encouraged friends and community members to visit and also support the Museum. “It’s a wonderful place to honor and remember loved ones,” she said. And soon it will honor her husband, who passed away in 2004.

When Liberation Pavilion opens in spring 2023, the *Cost of War: United States* exhibit will not only pay tribute to American POWs but will also include a personal story pane on Rex along with his medals and flight jacket.

The Museum is forever grateful to Betty for her generous support and unwavering commitment to the Museum’s mission.

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Contributions help preserve the stories of World War II for future generations in this one-of-a-kind theater.

The National WWII Museum thanks the following donors for underwriting a seat in the Solomon Victory Theater in Fiscal Year 2021 to honor or remember a family member, personal friend, or organization. Such support helps preserve the stories of World War II for future generations in this one-of-a-kind theater.

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# STEPHEN E. AMBROSE LEGACY SOCIETY

Legacy gifts support the future of the Museum's mission and serve as a lasting tribute to the courageous men and women of World War II.

The Stephen E. Ambrose Legacy Society recognizes special individuals, couples, and organizations who have included The National WWII Museum in their estate plans. These gifts support the Museum's efforts to preserve and share the history of the American experience during World War II. Members of the Society ensure their legacy and that of their loved ones are secured forever at The National WWII Museum.

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### WM. CRAIG DUBISHAR

What happens when you grow up surrounded by WWII heroes, with your father and two uncles serving in the military and an aunt serving on the Home Front as a real-life Rosie the Riveter? You love hearing stories about the war and collecting memorabilia. At age 15, you bid and win a real B-24 Liberator upper turret gunner chair—an odd thing for a teenager to spend his money on. And when The National D-Day Museum opens in 2000, you become an original Charter Member.

It's clear to understand why Wm. "Craig" Dubishar is one of the Museum's most spirited advocates. In 2009, he became a Patriots Circle Member and has traveled with the Museum to England and Normandy. Most importantly, he made an offer to his four children that any time they want to learn more about World War II and the Museum, he will host their trip to New Orleans.

It's important to Craig that the stories of the WWII generation are not forgotten. His father, Wm. Roland Dubishar, served in the US Army Air Forces (USAAF) and then spent 22 years as a US Air Force career officer. Both of his father's brothers were WWII veterans: Francis Dubishar, a WWII fighter Ace, also served in the USAAF, and J. Arnold Dubishar was a Navy Seabee. His mother Marilyn's older sister, Dorothy Dane, moved from Iowa to Seattle, Washington, to work with Boeing in support of the war effort.

Inspired by their stories, Craig has generously included the Museum in his estate plans. He is a member of the Stephen E. Ambrose Legacy Society for one reason: to preserve, teach, and educate future generations on the importance of World War II. As far as the gunner chair, well, he still cherishes it to this day.

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# AMERICAN SPIRIT BRIDGE



Guests cross over the American Spirit Bridge on Memorial Day 2021. The Museum observed Memorial Day with a virtual commemoration ceremony honoring families of the fallen. All active-duty military who visited the Museum were admitted free of charge and given free scarves created through the Knit Your Bit program.

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Contributions from our program sponsors made it possible for the Museum to reach and engage new audiences in Fiscal Year 2021.

The National WWII Museum thanks the following donors, whose support made it possible to increase understanding of *the war that changed the world* among people of all ages. In a year marked by adversity and change, these generous individuals and organizations ensured the success of our exhibits, educational programs, outreach initiatives, and commemorative events.

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## DONOR PROFILE



### CINDY BOYD

A love of traveling and honoring veterans has long fueled Cindy Boyd's philanthropic work and giving. Known for sending care packages and knitting quilts for soldiers, hosting job fairs for veterans, and hiring former servicemembers herself as a business owner, she was recognized with the Spirit of Hope Award by the US Army in 2019. Boyd is also a staunch supporter of The National WWII Museum, as an original Charter Member and a supporter of the Patriots Circle since 2007. This busy executive spends her time off traveling with the Museum, and on her 2014 trip to Normandy, she met someone quite special.

An English tour guide for the Museum's 70th Anniversary of D-Day and Band of Brothers Tours, Jules Vernon was a force of nature with a bigger-than-life personality. He was an enthusiastic and engrossing storyteller, and his infectious smile made Boyd and all travelers feel welcome. He touched many hearts during the tours he led of England and France—after all, being a tour guide specializing in World War II was his dream job, and he had trained extensively for it. While Vernon's life was sadly cut short by cancer in 2017, Boyd has helped ensure that his spirit lives on in others.

In December 2019, Boyd generously established the Jules Vernon Normandy Academy Endowed Scholarship, which provides one student each year with a once-in-a-lifetime opportunity to tour Normandy and the historic D-Day landing sites, with the hope that it will inspire these young scholarship recipients to be just as passionate about WWII history as Jules Vernon.

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World War II Historical Association  
Jack York  
And Three Donors Who  
Wish to Remain Anonymous

# FINANCIALS

<b>ASSETS</b>	<b>2021</b>	<b>2020</b>
Cash and cash equivalents	\$ 60,063,639	\$ 61,912,459
Investments	45,311,990	30,043,121
<b>Unconditional promises to give:</b>		
Capital campaign, net of allowances	19,279,386	19,146,448
Endowment, net of allowances	3,070,950	2,137,660
Other, net of allowances	1,012,425	1,341,204
Notes receivable	—	4,834,474
Retail stores inventory	957,471	1,174,184
Other assets	5,682,584	4,384,264
Property and equipment, net of accumulated depreciation	267,036,246	264,626,342
Collections	13,153,510	13,153,510
<b>TOTAL ASSETS</b>	<b>\$ 415,568,201</b>	<b>\$ 402,753,666</b>
<b>LIABILITIES</b>		
Accounts payable trade	\$ 1,119,235	\$ 962,602
Educational travel program refunds payable	927,216	—
Construction projects payable	2,334,818	3,330,571
Accrued expenses	4,042,907	2,957,591
Liability on interest rate swap agreement	1,590,908	2,693,140
Deferred revenue	3,715,222	3,903,563
Line of credit, construction	—	51,803,493
Paycheck protection act notes payable	3,540,000	4,356,000
Hilton development incentive note	1,235,000	1,300,000
Notes Payable	59,141,206	11,130,058
<b>TOTAL LIABILITIES</b>	<b>77,646,512</b>	<b>82,437,018</b>
<b>NET ASSETS</b>		
<b>Net Assets without donor restrictions</b>		
Designated	43,709,844	35,755,939
Undesignated	239,729,332	235,495,181
Total net assets without donor restrictions	283,439,176	271,251,120
Net assets with donor restrictions	54,482,513	49,065,528
Total net assets	337,921,689	320,316,648
<b>TOTALS</b>	<b>\$ 415,568,201</b>	<b>\$ 402,753,666</b>

<b>SUPPORT AND REVENUES</b>	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	2021 TOTALS	2020 TOTALS
Grants	\$ 5,186,018	\$ 2,058,632	\$ 7,244,650	\$ 7,955,406
<b>Contributions:</b>				
Capital campaign	4,360	10,466,603	10,470,963	11,307,666
Endowment	—	1,908,226	1,908,226	154,434
Other	4,014,271		4,014,271	4,330,639
Memberships	11,413,239	—	11,413,239	11,523,338
Admissions	7,230,496	—	7,230,496	13,137,896
Facilities and property rental	66,871	—	66,871	1,270,058
Hotel operating revenue	6,720,241	—	6,720,241	5,395,781
Paycheck protection program loan forgiveness	4,356,000	—	4,356,000	—
Educational travel programs	202,291	—	202,291	5,139,995
Sponsored events and conferences	539,090	—	539,090	2,425,644
Retail store	2,673,768	—	2,673,768	3,031,928
Investment income (loss)	8,722,320	4,128,175	12,850,495	(4,939)
Sponsorships	13,250	—	13,250	103,466
Hilton development incentive note forgiveness	65,000	—	65,000	—
Parking	384,739	—	384,739	624,008
Memorial brick	441,995	—	441,995	723,230
Miscellaneous	76,158	—	76,158	490,080
Net assets released from restrictions	13,144,651	(13,144,651)	—	—
<b>TOTAL SUPPORT AND REVENUES</b>	<b>65,254,758</b>	<b>5,416,985</b>	<b>70,671,743</b>	<b>67,608,630</b>
<b>EXPENSES</b>				
Program	43,886,832	—	43,886,832	54,550,799
General and administrative	7,366,632	—	7,366,632	6,459,803
Fundraising	2,915,470	—	2,915,470	3,297,194
<b>TOTAL EXPENSES</b>	<b>54,168,934</b>	<b>—</b>	<b>54,168,934</b>	<b>64,307,796</b>
<b>CHANGE IN NET ASSETS</b>				
Change in net assets before change in liability on interest rate swap agreement	11,085,824	5,416,985	16,502,809	3,300,854
Change in liability on interest rate swap agreement	1,102,232	—	1,102,232	(2,693,140)
<b>CHANGE IN NET ASSETS</b>	<b>12,188,056</b>	<b>5,416,985</b>	<b>17,605,041</b>	<b>607,694</b>
<b>NET ASSETS</b>				
Beginning of year	271,251,120	49,065,528	320,316,648	319,708,954
End of year	\$ 283,439,176	\$ 54,482,513	\$ 337,921,689	\$ 320,316,648



A Marine sprints across a battlefield on Okinawa. Vivid and powerful black-and-white wartime photographs like this were brought to life through an in-depth colorization process and are featured throughout the Museum's new marketing campaign "Find the Extraordinary Inside."







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