



THE NATIONAL
WWI MUSEUM
AND MEMORIAL

PRESIDENT AND CEO PROSPECTUS

ABOUT THE NATIONAL WWI MUSEUM AND MEMORIAL

The National WWI Museum and Memorial is America's leading institution dedicated to remembering, interpreting and understanding the Great War and its enduring impact on the global community.

Its origins reflect the same civic spirit that defines Kansas City today: in 1919, more than 83,000 residents came together to raise over \$2.5 million in just ten days to build a memorial honoring those who served. On Nov. 11, 1926, President Calvin Coolidge dedicated the completed Liberty Memorial before a crowd of more than 150,000, the largest he had ever addressed. In his remarks, Coolidge said the memorial had "not been raised to commemorate war and victory, but rather the results of war and victory, embodied in peace and liberty" - a sentiment that still defines the institution's mission a century later.

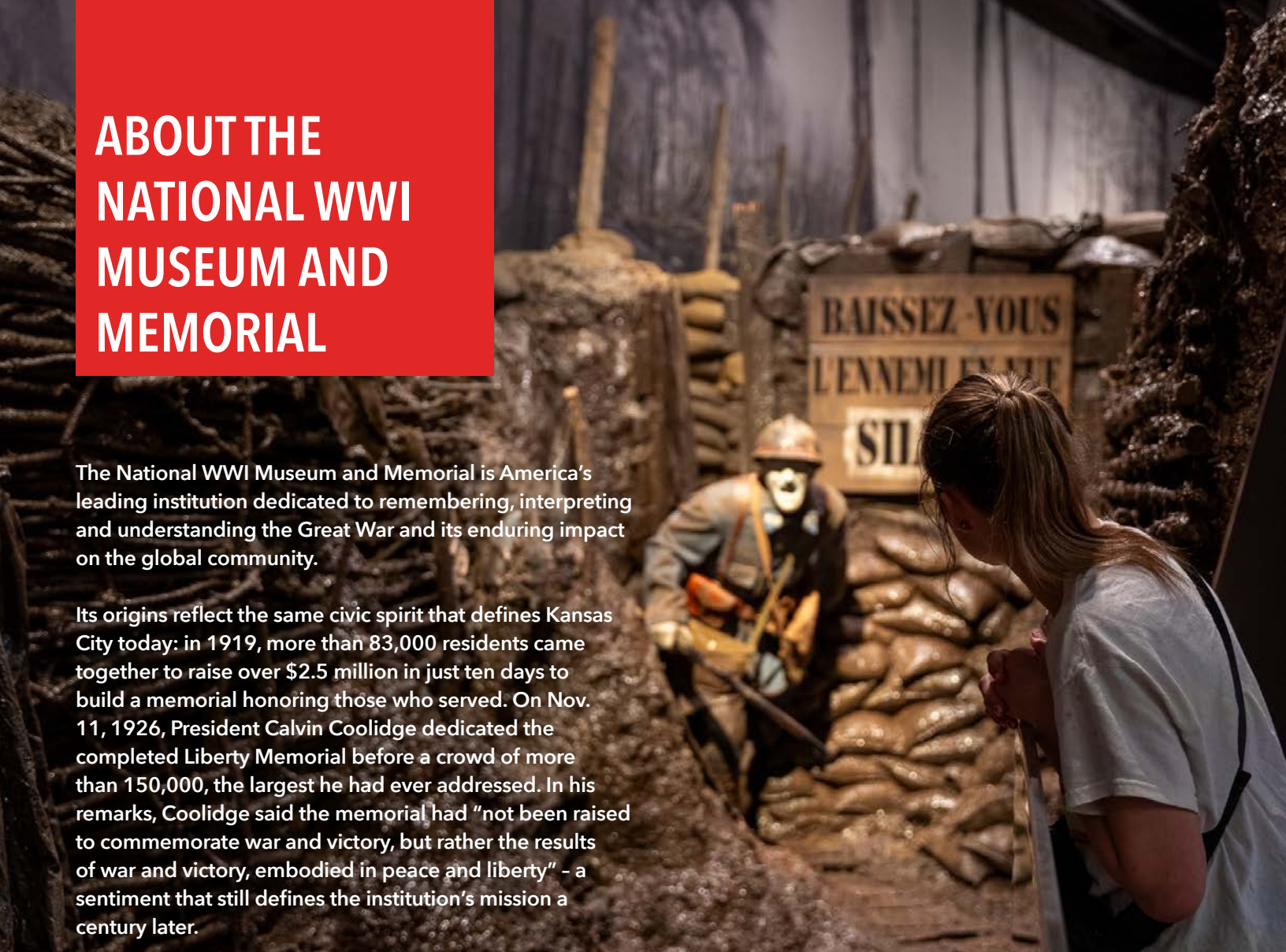
Congress has twice affirmed that mission with national designations. In 2004, President George W. Bush signed legislation naming the site America's National World War I Museum. A decade later, in 2014, President Barack Obama signed legislation designating the Memorial itself as the National World War I Memorial, effectively making it the nation's official WWI museum and memorial.

Guided by its Second Century Strategic Plan, the Museum and Memorial has spent the past several years executing on three big ideas:

- Creating a richer, more immersive visitor experience through expanded galleries and collection access.
- Ensuring the stories of communities of color, women and Indigenous peoples who served in WWI are preserved and told through a dedicated collecting initiative
- Making the Museum and Memorial more accessible to global audiences through digital learning technologies.

The results include a comprehensive renovation of the Main Gallery and a new Lower Level and Bergman Family Open Storage Center. In the past decade, two successful capital campaigns have raised more than \$100 million, placing the institution on strong long-term financial footing.

Today the Museum and Memorial is Kansas City's front porch, rated the #1 attraction in Kansas City by TripAdvisor and 4.9 on Google, hosting events such as the Stars and Stripes Picnic, the NFL Draft and the FIFA World Cup Fan Festival. Internationally, the Museum serves as convener for a global network of WWI institutions, preparing for its sixth convocation in Germany this fall. In 2026, the institution celebrates its centennial, marking 100 years since Coolidge's dedication, and stands at the threshold of an equally ambitious second century.





**"TODAY WAS THE FIRST TIME I FELT LIKE I
BELONGED IN A MUSEUM."**
Museum and Memorial Visitor



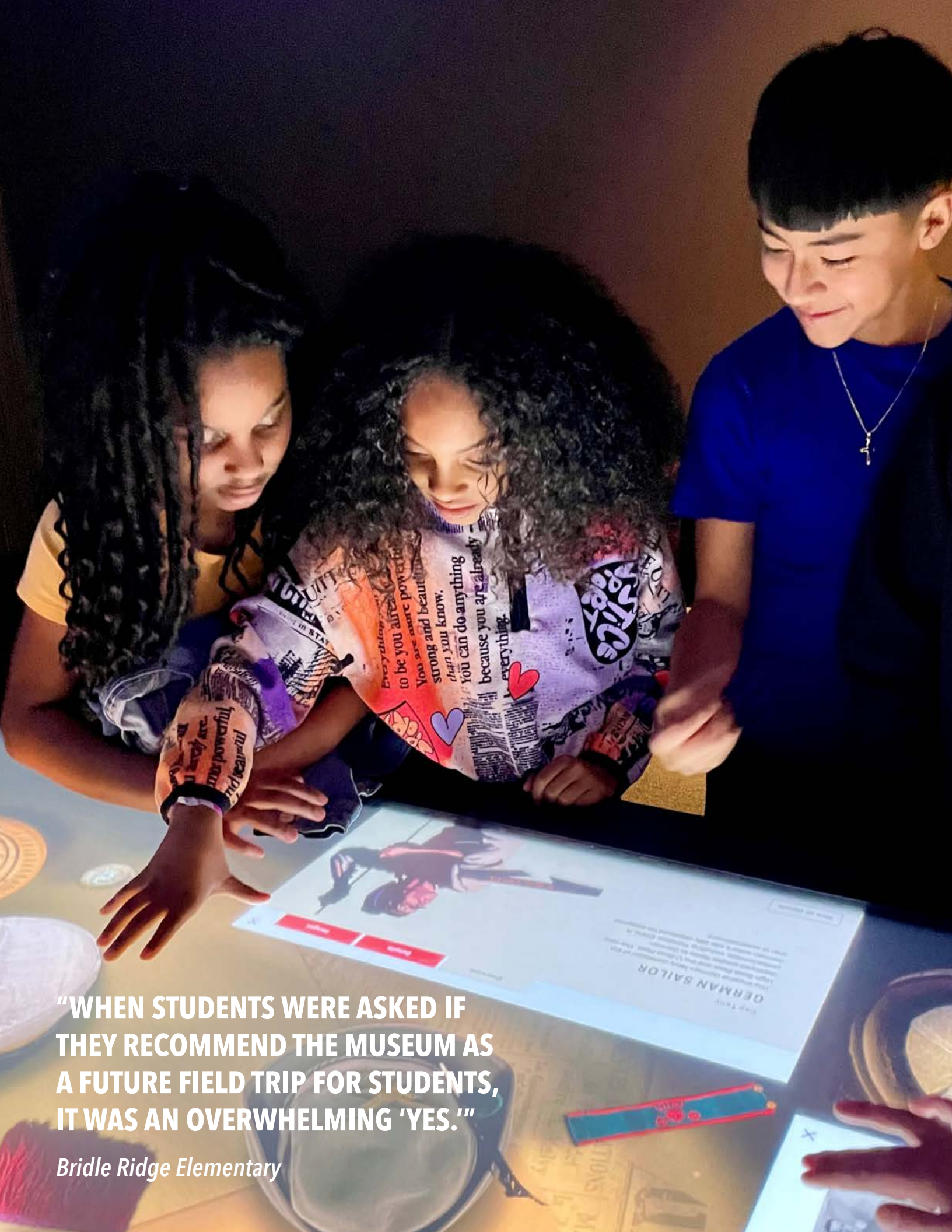
THE OPPORTUNITY

The National WWI Museum and Memorial is entering a leadership transition from a position of genuine institutional strength. Under Dr. Matthew Naylor, the organization transformed from a regional memorial into America's foremost cultural institution dedicated to the Great War, building a capable leadership team, deepening its philanthropic relationships, and establishing the Museum and Memorial as a nationally recognized civic anchor. This is a role grounded in stewardship, encompassing history, public trust, and the Institution's place in the civic life of Kansas City, as much as it is a mandate to grow. This is not a turnaround. The next leader inherits a strong foundation and a clear mandate to build the next chapter.

The Institution operates in what its Board describes as a bifurcated world. On one side is an iconic Kansas City campus: 47 acres that welcome more than 1 million guests a year, and that have hosted four Chiefs Super

Bowl rallies, the 2023 NFL Draft, and the 2026 FIFA World Cup Fan Festival. On the other side is a global institution, with education resources reaching learners in all 50 states and more than 140 nations.

The timing of this CEO transition could not be better. The centennial year of 2026 is generating unprecedented national attention, a multi-year Main Gallery renovation recently concluded, and the current strategic plan expires this year. Leading an institution into its second century, at the height of its momentum, is a once-in-a-career opportunity to shape what it becomes.



**"WHEN STUDENTS WERE ASKED IF
THEY RECOMMEND THE MUSEUM AS
A FUTURE FIELD TRIP FOR STUDENTS,
IT WAS AN OVERWHELMING 'YES.'"**

Bridle Ridge Elementary

THE ROLE

The President and CEO is the senior-most leader of the National WWI Museum and Memorial, with full accountability for strategy, operations, revenue growth, fundraising, and institutional mission. Reporting directly to the Board of Trustees, this leader will define the next chapter of an organization with national significance and growing global reach.

The Board seeks a leader with the operational instincts to run a complex campus, the commercial orientation to close philanthropic commitments, and the presence to serve as a nationally visible ambassador for an institution of this significance. While a background steeped in WWI history is not required, a strong mission alignment and demonstrated ability to learn the history, lead with authenticity, and deliver institutional growth is.

The next CEO must bring the strategic vision to set a course for the Institution's second century, the operational discipline to run a complex multi-function campus, and the external presence to cultivate the philanthropic and civic relationships on which the Institution depends. This is a builder's mandate: the platform is strong; the charge is to elevate it.

VISIONARY AND STRATEGIC LEADERSHIP

- Lead the organization in the creation of the Institution's next multi-year strategic plan, succeeding a plan written in 2019 and expiring in 2026
- Set institutional priorities across programming, audience development, brand positioning, and digital strategy
- Navigate the bifurcated mandate of deepening the Kansas City campus experience while expanding global reach, ensuring financial sustainability across both

PHILANTHROPIC AND REVENUE DEVELOPMENT

- Own the full development enterprise, including but not limited to major gifts, capital campaigns, foundation relations, and local government funding; build a culture of disciplined follow-through that moves donor relationships from introduction to commitment
- Diversify and grow the donor base beyond its current Kansas City concentration, cultivating national and international philanthropic and institutional relationships alongside the local community that has long sustained the Institution
- Identify and grow earned income streams and commercial partnerships alongside traditional philanthropic revenue, including navigating an evolving federal and state funding environment

CAMPUS AND OPERATIONAL LEADERSHIP

- Oversee a sophisticated 47-acre campus, including museum galleries, the expansive grounds in conjunction with Kansas City's Park & Recreation Department, and event infrastructure
- Drive accountability and performance rigor across a multi-functional leadership team, maintaining excellence in visitor experience as well as security coordination with federal and local agencies
- Maintain rigorous financial discipline and preserve the Institution's financial and political independence as it moves beyond its centennial campaign and navigates an evolving public funding landscape

EDUCATION AND TECHNOLOGY LEADERSHIP

- Champion the Institution's educational mission, including K-12 curricula, teacher training, and global digital learning initiatives that extend the Museum's classroom reach across 140+ nations
- Strengthen the Institution's role as a research destination, hosting visiting scholars and growing academic partnerships, while advancing a digital agenda that includes cybersecurity infrastructure, AI-enabled learning tools, and global audience expansion



EXTERNAL PRESENCE, AMBASSADORSHIP, AND BOARD PARTNERSHIP

- Serve as the primary public face, building relationships with military leaders, elected officials, media, federal agencies, major donors, corporate sponsors, the Kansas City civic community and other stakeholders
- Act as a lead spokesperson and reputational steward for the Institution, exercising sound judgment in high-visibility media environments and safeguarding the brand built over the Centennial
- Partner closely with the Board of Trustees as a transparent and strategically proactive CEO
- Develop subject-matter credibility within the global WWI museum network, becoming recognized as the field's foremost leader
- Sustain an apolitical posture and present history with integrity amid an increasingly polarized environment
- Support the Board's efforts to recruit trustees from beyond Kansas City, strengthening national and international governance capacity



TEAM AND CULTURE

- Inherit and build upon a strong, tenured leadership team with deep institutional expertise while strengthening technology capabilities identified as a priority growth area
- Champion the volunteer program, a unique intergenerational asset central to the Institution's identity and visitor experience





DESIRED ATTRIBUTES

The ideal candidate is a proven senior leader with full operational accountability at a complex, mission-driven, or visitor-facing organization. They will bring the commercial instincts to grow an institution, the philanthropic fluency to close major donor relationships, and the presence to represent an organization of national significance at the highest levels. Experience in WWI or military history is a meaningful plus but not a prerequisite.

Indicators of success include, but are not limited to:

- Proven operational leadership of a complex, visitor-facing organization at comparable scale and scope; CEO experience preferred
- Demonstrated fundraising track record, across the full donor relationship: cultivation, closing philanthropic commitments, and sustained stewardship that deepens the relationship after the gift is made.
- Strong financial acumen, including experience owning P&L or budget responsibility, ensuring organizational financial health, and making disciplined resource allocation decisions across a multi-revenue-stream organization
- Experience navigating a Board of Trustees or complex governance structure, including federal agency relationships and government funding, with confidence and strategic judgment
- Able to lead confidently through periods of transition, financial pressure, or unexpected disruption, remaining steady under pressure while maintaining focus on long-term success
- Track record of expanding audience reach, engagement, and institutional profile for an organization with an established brand and history

DESIRED ATTRIBUTES (CONT.)



- Innovation and growth-oriented; track record advancing digital strategy, including digital learning platforms, AI-enabled tools, and cybersecurity infrastructure, to expand institutional reach and relevance
- High emotional intelligence and an empowering, low-ego leadership style; a transparent communicator who builds trust and rapport with stakeholders, including staff and volunteers at every level and not only the Board
- Sophisticated media and communications judgment, including experience serving as a public-facing spokesperson and protecting institutional reputation during moments of scrutiny or crisis
- Demonstrated commitment to and track record of building a diverse, inclusive, and collaborative work environment
- Compelling executive presence and credible across diverse audiences; equally effective in a staff all-hands, a boardroom, and at a major donor dinner
- Willing and able to become a recognized subject-matter leader in WWI history and the Museum's global network
- Authentic connection to American history, civic values, military service, or heritage institutions, paired with a commitment to stewardship and community engagement
- A genuine, long-term commitment to living in and serving Kansas City, rather than treating the role as a stepping stone, is a requirement



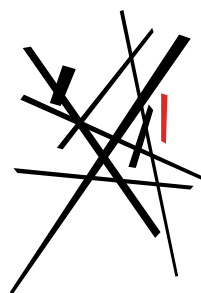
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BEEN TO IN THE WORLD. LOVED IT."**
Museum and Memorial Visitor



CONTACT US

Inquiries, nominations and expressions of interest are invited and should be directed to NWWIMMpresident@nusearch.com. The National WWI Museum and Memorial is being assisted by [NU Advisory Partners](#), consultants to the Search Committee.

The National WWI Museum and Memorial is an equal opportunity employer.



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