



THE NATIONAL
WWI MUSEUM
AND MEMORIAL



2025 ANNUAL REPORT

ON THE COVER

"Encounters" opened to the public Memorial Day weekend. Its completion marked the end of a three-year upgrade of the Main Gallery to create a richer and more immersive visitor experience.

A young woman with dark hair and glasses, wearing a red Adidas t-shirt, is lying on a green lawn. She is looking off to the side with a slight smile. In the background, a tall, slender, grey monument stands against a cloudy sky. Other people are visible in the background, some sitting on lawn chairs. There are some colorful, iridescent bubbles or light effects in the air.

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.



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THANK YOU

Dear friends,

A century ago, Kansas City made a promise. This past year, you helped us keep it.

In a world that often moves too fast to pause and reflect, 2025 was a year of extraordinary moments at the National WWI Museum and Memorial – moments made possible entirely because of you. Your partnership allowed us to open new doors, welcome new audiences and deepen our commitment to the stories that must never be forgotten.

New Stories, New Encounters

This year we opened *Encounters*, an exhibition that brings the individual stories of the Great War into vivid, personal focus. Through first-hand stories of soldiers, nurses and civilians, *Encounters* invites visitors to meet the war not as a collection of dates and battles, but as a lived experience.

Protecting What Was Entrusted to Us

Behind the programs and exhibitions, your support quietly sustains the ongoing work of preservation. In 2025, we continued the careful stewardship of the Memorial and its 47 acres, maintaining the Tower, buildings and grounds that make this one of the most significant commemorative sites in the world.

History That Reaches Beyond Our Walls

Because of you, our educational reach continued to grow in 2025. Thousands of teachers and students connected with the Museum and Memorial's resources in classrooms across the country, through digital programs and on-site field trips where young people stood in the presence of history and felt its weight.

The Next Chapter Begins with Us

In 2026, the National WWI Museum and Memorial marks 100 years since Kansas City fulfilled its promise to those who served. At the same time, America celebrates its 250th anniversary, and we'll welcome the world as host of Kansas City's FIFA World Cup Fan Festival™. The convergence of these three milestones is not coincidence. It is an invitation.

The Centennial is more than a milestone. It is a chance to remember, reflect, connect and recommit – to carry the lessons of the Great War into classrooms, conversations and communities around the world. To stand together as storytellers, stewards and citizens advancing a legacy with purpose.

Because memory is only meaningful when we carry it forward.

We are humbled and grateful that you walk this path with us. Your generosity in 2025 has set the stage for a centennial year worthy of everything the Museum and Memorial represents and everything still ahead.

The next chapter starts with us.

Sincerely,



Dr. Matthew Naylor
President and CEO



Thomas F. Whittaker
Board of Trustees Chair

MUSEUM AND MEMORIAL UPGRADES



ENCOUNTERS OPENS

Following three years of upgrades to the Museum and Memorial's galleries, the final update - *Encounters* - opened to the public Memorial Day weekend. Through cutting-edge visual storytelling, visitors encounter 16 individuals and hear their intimate first-person accounts crafted from diaries, letters and photos, including:

- Allied and Central Power combat soldiers living through the hell of the Western Front and patrolling the seas in submarines
- A Black American soldier recounting his time with the 369th Regiment, the "Harlem Hellfighters."
- British colonial Indian soldiers contemplating death and rebelling against the futility of war
- Women working in munitions factories to support the war effort
- Dissenters arrested and tried for protesting involvement in the war

Electrosonic created the immersive technical environment used in *Encounters*, which features Holoplot, the audio behind the Sphere in Las Vegas, and 1.25 mm LED technology from Nanolumens. That technology makes *Encounters* unlike any other museum installation in the world. The exhibit is designed by Ralph Appelbaum Associates with media design and production by Dot Crew. Lighting design is by Technical Artistry, electrical installation by Pro Electric and fabrication by JE Dunn Construction.

AWARDS FOR ENCOUNTERS

First Place, Blooloop Innovation Awards

Immersive & Experimental Environment of the Year, Digital Signage Awards

Best Project of the Year, AV Nation Readers' Choice Awards

EXTERIOR AND GROUNDS UPGRADES

The grounds and exterior buildings have been cleaned and maintained in time for the Museum and Memorial's centennial celebrations. The Liberty Memorial Tower received a special cleaning over the course of five months, and crew members from Mid-Continental Restoration Company, Inc. had the opportunity to rest on the shoulders of Patriotism (literally). The Guardian Spirit sculpture aptly named Patriotism, pictured here, wears a civic crown and holds in her hands a sword signifying the spirits' role as a protector of peace - not of a warrior.



SPECIAL EXHIBITIONS

Special exhibitions in 2025 highlighted incredibly varied stories of the Great War: Indigenous soldiers fighting across the world, women agitating for the right to vote, French farmers unearthing hidden bombs and mines and diverse Parisian citizens living through the end of an era into the beginning of another.

PARIS AT WAR

Follow the lives of Parisians as World War I transforms their city. Experience the city's dramatic shift from the flourishing days of the French empire to the uncertainty and hardship brought on by the war. From bustling boulevards to quiet chapels, every corner of Paris became a scene of survival and hope.

In Living Memory:

Dean Cross, Artist-in-Residence

The Museum and Memorial's inaugural Artist-in-Residence program features the work of Worimi artist Dean Cross. Cross draws on his ancestor George Moss's sacrifice at Gallipoli and the Worimi tradition of Scar Trees to create a piece dedicated to "remembrance, honour and service."

IRON HARVEST

Explore the open wounds that WWI battles left in the fields of northeastern France and Belgium, and confront a lingering legacy of war that outlasts conflicts by generations.

ONLINE EXHIBITION IN 2025 HER VOTE, HER VOICE

This digital exhibition explores how and why the suffrage movement's momentum was fueled by women's widespread involvement in World War I, both at home and overseas.



COLLECTIONS HIGHLIGHTS

In 2025, the Museum and Memorial added 319 accessions – totaling more than 8,000 individual objects – to a collection that was already the most comprehensive and diverse WWI collection in the world. (If you have a potential donation, visit theworldwar.org/artifact).

The Curatorial team and the Edward Jones Research Center team fielded nearly 800 research requests between them in 2025, assisting academic and private researchers both in-person and by mail, email, social media and telephone.



ACCESSION HIGHLIGHTS

319
ACCESSIONS

8,557
ESTIMATED OBJECTS
ADDED TO COLLECTION



Italian Stereoscope Viewer



Silk pennant of the 3rd Battalion, 10th Regiment, Senegalese Tirailleurs.



GLOBAL EDUCATION INITIATIVE

Learners from across the world turn to the National WWI Museum and Memorial for trusted insight and transformative learning about the Great War and its enduring impact. Whether through onsite field trips, teacher training and curriculum or innovative digital content, the Museum and Memorial continues to serve as a global hub of WWI education.

DIGITAL LEARNING

24

24 online exhibitions continue to engage digital audiences.



The Education Resource Database added 39 new teacher resources and 13 new learning resources, reaching educators in all 50 states, D.C., U.S. territories, overseas armed forces and over 140 nations.



The Interactive Global WWI Map was comprehensively overhauled with more detail and link-through content, and viewership leaped by nearly 60 percent over 2024.

A Digital Audience survey was conducted thanks to the Regnier Family Foundation, which will inform strategies across the Museum and Memorial for the next five years.

REACHING STUDENTS

14,324

LEARNERS
PARTICIPATED



325

FIELD TRIPS



317

EDUCATORS

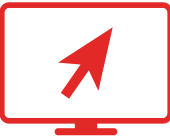
14,324 learners participated in 325 field trips, including 103 grant-funded trips supporting Title I schools, reaching diverse learners across the region.

317 educators attended 21 professional development workshops, representing 24 states and two countries.



Virtual Reality Trunks (containing headsets and software) were made available free to local schools to bring the “Choctaw Code Talkers 1918” experience from our Main Gallery into their classrooms.

GLOBAL REACH



3.4 MILLION +
UNIQUE WEBSITE VISITS

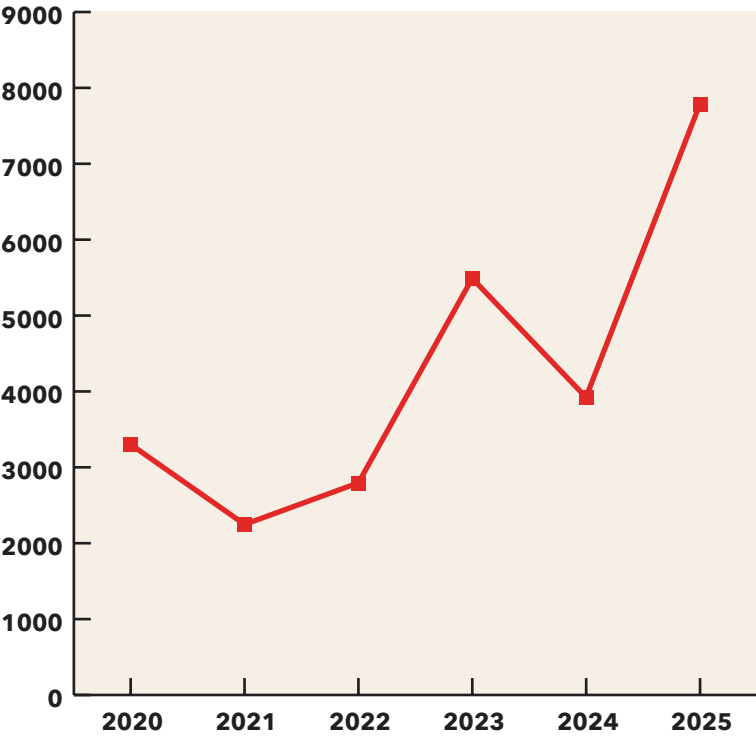


23.8 MILLION
SOCIAL MEDIA IMPRESSIONS



73 COUNTRIES
YOUTUBE AUDIENCE

MEDIA STORIES



WWI MUSEUMS AND INSTITUTIONS CONVOCATION

For the 5th consecutive year, the Museum and Memorial convened colleagues from around the world who work in the field of World War I history and remembrance. 2025's conference brought leaders from Germany, France, Belgium, United Kingdom and beyond to Kansas City to hold important discussions about thoughtfully integrating technology into Museum narratives and the ways we remember, interpret and understand the Great War and its enduring impact on our world today.

Sign up for the Museum and Memorial's education e-newsletter today!





"Teachers and parents raved about how knowledgeable and kind all of the guides were. This was a first [museum experience] for many students and they soaked up the guides' stories and facts..."
Trailridge Elementary School



COMMUNITY ENGAGEMENT

KANSAS CITY'S FRONT PORCH

As Kansas City's front porch, the Museum and Memorial welcomes guests from around the globe to its 47 acres, with the grounds activated year-round.

COMMEMORATION

The opportunity to honor and recognize the individuals who sacrifice and serve remains core to the Museum and Memorial. Memorial Day weekend draws in thousands to honor those who have lost their lives in service to their country. Later in the year, on Veterans Day, thousands more pay tribute to those who served. Each is an opportunity to engage the public in the Museum and Memorial's mission by offering free admission for servicemembers and veterans (as well as spouses and dependents with ID) and half-price admission for the public.

STARS AND STRIPES PICNIC

The official Independence Day celebration for the City of Kansas City, Missouri exploded in 2025, with 91,000 people attending on the grounds and tens of thousands more watching around the city. Throughout the day, attendees listened and danced to live music, sampled food from 20 trucks, shopped with local artists and vendors and enjoyed the largest fireworks display in the city.

TAPS AT THE TOWER

The Museum and Memorial presented the annual Taps at the Tower for three evenings in June. People gathered at sunset at the Liberty Memorial Tower to experience Taps being played during a brief, moving ceremony.





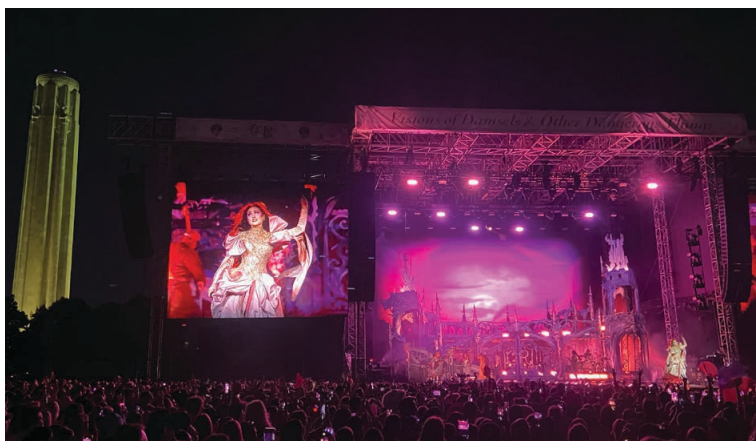
TOWER AFTER HOURS

This year the Museum and Memorial piloted a new program: after-hours access to the top of Liberty Memorial Tower on select Thursdays throughout summer and fall 2025. Hundreds of guests took advantage of the opportunity to watch the sun setting over the skyline from the best view in Kansas City.



NIGHT AT THE TOWER

Supporters of the Museum and Memorial gathered Sept. 27 to celebrate a Kansas City treasure. Neal and Angela Sharma were the Honorary Chairs; Jeff Blaesing and Mary Jane Judy were the Event Chairs.



CHAPPELL ROAN CONCERT

70,000 people gathered on the grounds across two nights for local artist-turned-pop sensation Chappell Roan. Special event rentals like this one allow the Museum and Memorial to independently generate revenue and therefore offer free educational programs about WWI throughout the year.



LOCAL DISCOUNT

For Summer 2025, the Museum and Memorial announced an admission discount for residents in the area surrounding Kansas City, encouraging locals to explore a refreshed museum after three years of renovation.

HOST OF KANSAS CITY'S FIFA WORLD CUP FAN FESTIVAL

In October 2025, KC2026 shared the world's first look at concepts for Kansas City's FIFA World Cup Fan Festival™. Global design firm Populous showcased renderings of structures like the KC Heart Gateway – a 65-foot-tall heart-shaped entrance to the festival – and a massive live stage anchored by a 45-foot video board.

FIFA Fan Festival™ will be a free, family-friendly event open during the 2026 World Cup tournament in June and July 2026. More details about Kansas City's FIFA Fan Festival™ are available at kansascityfwc26.com.



What does football
(soccer) have to do
with World War I?



PUBLIC PROGRAMS



BRIDGING PAST AND PRESENT

Public programs at the Museum and Memorial foster community and spark critical conversations about history, society and civic life. Through compelling content, meaningful partnerships and flexible delivery – both onsite and online – the Museum and Memorial engages, educates and inspires across the globe.

↑
5.6%

**INCREASE IN ATTENDANCE
FROM 2024**

Increased attendance, alongside a more selective program calendar, reflects the success of each offering in meeting the interests of our existing and growing audience, and our disciplined approach to delivering high-impact programs.

POWER OF PARTNERSHIPS

Community, national and international partners helped expand audience reach and scholar expertise. Some of these partners included American Public Square, Linda Hall Library, U.S. Army Command and General Staff College, the Museum of Kansas City and the T. E. Lawrence Society.

ACCESSIBILITY AND INCLUSION

Regular American Sign Language Tours expanded access to the galleries for those who are Deaf or hard-of-hearing.

Brand-new Audio Guides loaded with media-rich audio tours and gallery maps catered to different learning styles.

Museum and Memorial public programs reflected a commitment to inclusive storytelling, highlighting underrepresented histories such as British Indian soldiers and Black American baseball players.



"Where to start... I loved the atmosphere, but I especially liked how the history was included so seamlessly. The event in its entirety was one I will not forget!"

Attendee, Operation: Gatsby

SIGNATURE EXPERIENCES THAT CONNECT

After a three-year hiatus, we brought back the glamorously educational Operation Series. Operation: Gatsby celebrated the centennial of WWI veteran F. Scott Fitzgerald's "The Great Gatsby" in true 1920s fashion. Operation: Dope investigated the evolution of cannabis usage and prohibition since the WWI era.

The second-ever Winnie-the-Pooh Day featured activities, snacks, film screenings and live performances – engaging in an intergenerational celebration of stories and history.

Trivia Night: Tolkien Edition brought fans of WWI veteran J. R. R. Tolkien together for an evening of hobbit-style food and fun.

The Lawrence Lecture Series and Pershing Lecture Series continued to attract dedicated audiences from around the globe for deep explorations of history.

ENGAGING THE WORLD ONLINE

1.8 million YouTube views from over 70 countries underscored our global educational reach.

Popular online programs like "Battle of the Frontiers, 1914" and "Operation: Dope – A Blunt History of WWI" reached wide, diverse audiences.

Check out hundreds of videos featuring past programs, educational content and more!



SERVING OUR MISSION

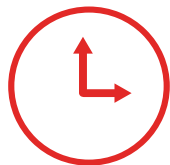


MUSEUM AND MEMORIAL VOLUNTEERS

In total the Museum and Memorial had 569 volunteers contribute time in 2025 to operations, programming and special events. 333 daily operations volunteers contributed 59,951 hours of service - the equivalent of over \$2 million dollars and approximately 29 full-time staff members.



569
DAILY OPERATIONS
VOLUNTEERS



59,951
HOURS
CONTRIBUTED



EQUIVALENT TO OVER
\$2 MILLION



29
FULL-TIME
STAFF MEMBERS

2025 ACES VOLUNTEERS

31 Ace volunteers each gave 500+ hours of service to the Museum and Memorial.

GARY JACKSON	1138
LINDA NICKISCH	1093
GERASIM MAYDEN	968
DAVE KLOSE	889
RICK ROTH	861
AL LUDWIG	787
PAUL FRANK	736
JOHN OCHSNER	736
JIM TATE	695
CASEY KOTOWICZ	677
CHARLIE VAN WAY III	665
STEVE HAY	653
CAMERON CLEMENTS	598
GEORGE NORTON	579
KEITH BAUM	570
LINDA WELLS	563
DAVID PENDLETON	559
DAVID BABSON	559
PETER STODDARD	558
ROD LANG	557
GERRY SCHMIDT	552
GENE GOODE	552
LE DENNISTON	548
CHARLIE WELLS	544
DENNIS CROSS	539
MIKE BURKE	525
JERRY PHILLIPS	525
JAMES LEE	520
CARL MANNING	519
STEVEN DIETZ	514
PATTI WINKLER	506

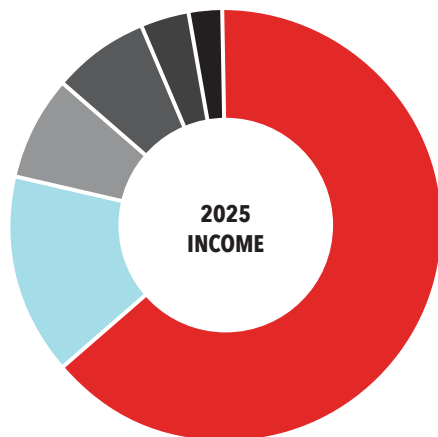


Each year the Museum and Memorial conducts an annual volunteer survey.

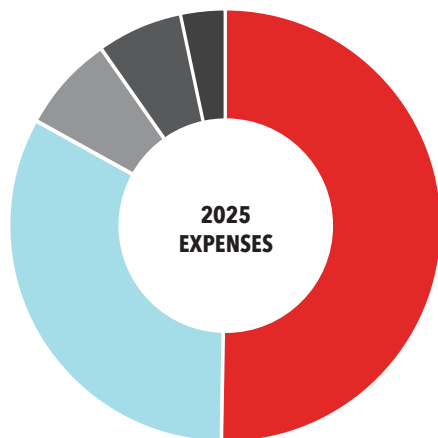
“What have you found to be the most rewarding or enjoyable part of your volunteer experience?”

- “100 years ago the people of Kansas City went above and beyond building something special to honor all those that served and gave the ultimate sacrifice. It’s rewarding to know that in some small way I can help keep that gift alive for generations to come.”
- “The people. Whether it’s meeting other volunteers who are happy to help, or meeting patrons from around the world, the people are the most enjoyable part.”
- “Sharing our wonderful Museum with the whole world. We are truly World Class!”

FINANCIALS



- 63.9%** PHILANTHROPY AND GRANTS
- 15%** TICKETING (EARNED INCOME - ADMISSIONS)
- 7.6%** RENTALS, PROGRAMS AND INVESTMENTS
- 7.4%** STATE OF MISSOURI APPROPRIATIONS
- 3.5%** OTHER GOVERNMENT AND STATUTORY SUPPORT
- 2.7%** MUSEUM STORE (EARNED INCOME - RETAIL)



- 50.5%** STEWARDSHIP OF THE MUSEUM AND MEMORIAL, CAMPUS AND GUEST EXPERIENCE
- 32.7%** PEOPLE AND PROFESSIONAL EXPERTISE
- 7.3%** PHILANTHROPY AND SUSTAINING THE MISSION
- 6.4%** COLLECTIONS, EXHIBITIONS AND EDUCATIONAL PROGRAMS
- 3.1%** MARKETING, COMMUNICATIONS AND PUBLIC ENGAGEMENT

CONTINUED PROGRESS ON INFRASTRUCTURE

Thanks to generous support from donors and special appropriations from the State of Missouri, the Museum and Memorial's multi-year refresh and expansion of the galleries continued through 2025 and into 2026. These upgrades are creating a richer and more immersive guest experience.

Significant investments in the Memorial and buildings and grounds infrastructure- addressing deferred maintenance and improvements- were also undertaken. The Museum and Memorial expects to be largely current on planned deferred maintenance by the close of 2026; however, ongoing stewardship of this national site, including future capital needs, will continue to depend on sustained philanthropic and public support.

OUR PLEDGE TO YOU

We promise to use your gift as intended to further advance our mission of remembering, interpreting and understanding the Great War and its enduring impact.

For a copy of the audited financial statements or IRS Form 990, visit theworldwar.org/financials or contact us at accounting@theworldwar.org or 816.888.8100.

SUPPORTERS

AN ENDURING IMPACT 2025 MUSEUM AND MEMORIAL INVESTORS

The National WWI Museum and Memorial relies on the generosity of our donors to advance our mission of remembering, interpreting and understanding the Great War and its enduring impact on the global community. Through your support you help ensure these crucial historical lessons continue to inspire and educate.

As a 501(c)3 charitable organization operating without support for daily operations, contributions are tax-deductible to the extent allowed by law.

This listing recognizes the generous support of foundations, corporations and individuals supporting operations and capital projects.

FREEDOM (\$1,000,000+)

State of Missouri

FLANDERS FIELDS (\$500,000-\$999,999)

Shirley and Barnett C. Helzberg Jr. ^

ARMISTICE (\$100,000-\$499,999)

American Battle Monuments Commission
Ann and Gary Dickinson Family Charitable Foundation
City of Kansas City, Missouri
City of Kansas City, Missouri Neighborhood Tourist Development Fund
The DeBruce Foundation - Paul and Linda DeBruce
Edward F. Swinney Trust, Bank of America, N.A., Trustee
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Hall Family Foundation
Institute of Museum and Library Services
Jack F. and Glenna Y. Wylie Charitable Foundation / Midwest Trust / Thomas A. McDonnell
Kemper Family Foundations, UMB Bank, n.a., Trustee
People of Missouri through the Driver's License Check-Off Program Administered by the Missouri Veterans Commission
Naval Reserve Building Association
Sherman Family Foundation
The Sosland Foundation
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David W. Frantze and Bank of America, N.A., Trustees
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R.A. Long Foundation
Regnier Family Foundations
Dennis and Mary Beth Welzenbach
Cheryl Lockton Williams

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The Haverly Family Foundation
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Milbank Manufacturing
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NBKC Bank
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Polsinelli
Port KC
J.B. Reynolds Foundation
Sarah Rowland
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Michael and Mary Sparks ^
The Sunderland Foundation
Thomas and Sally Wood Family Foundation
UMB Financial Corporation
Veterans of Foreign Wars ^
Connie H. Waldrop
Steven and Janet Walker
William T. Kemper II Charitable Trust - Commerce Trust, Trustee
Anonymous (2) ^

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Ivan and Karla Batlle
Keith and Elizabeth Baum ^
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 Terracon
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FLIERS (\$2,500-\$4,999)

AdventHealth
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 Country Club Bank
 Roy Davidson ^
 Sandra Eveloff
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 Mary Ellen Hall
 Gayle Haslam
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 HUB International
 Joe and Anne Jezak ^
 Kansas City Life Insurance Company
 Kauffman Foundation Matching Gifts
 Program
 KC2026
 Kinetic
 Elaine Drodge Koch and Steve Koch
 Mordy Kopperman
 Lee Family Charitable Giving Fund
 Graham and Helen Marcott ^
 A. Ford and Christine Maurer
 Midtown Home Improvements
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 MRIGlobal
 Muriel McBrien Kauffman Family Foundation
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 Charles Titus
 The Torosian Foundation
 William Van Wolbach ^
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 Anonymous (2) ^

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 Enterprise Mobility
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 Zachary Garcia-Kerns ^
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 Nan Gerike
 Wayne and Sue Giles ^
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 Tanya Hoffman Stevens
 Karen and Jack Holland ^
 Michael and Deborah Holland
 Blair and Caroline Hosford ^
 August and Laura Huber
 John and Mary Hunkeler
 Roger Hurwitz
 Ingram Family Foundation
 Dennis Johnson ^
 Mark and Mary Jorgenson
 JPMorgan Chase & Co. Good Works
 Workplace Giving Program
 Michael and Mary Jane Judy
 Cindy Khin
 Patrick and Lauribeth King
 Dave and Lisa Klose ^
 Ada Koch ^
 Courtney and Matt Kounkel ^
 Paul Krueger and Dori Bremer ^
 Theresa Kyzar
 John Langworthy
 David and Cathy Larrabee ^
 Michael and Diane Levin ^
 Coyla Lockhart ^
 Janet Long ^
 Mazie Long
 Laura Weber Lutz ^

James M. Malouff III ^
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