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Dear Friends,

Like families and businesses the world over, the COVID-19 pandemic profoundly impacted the National WWI Museum and Memorial. For 11 weeks in 2020 we closed our doors to the public, unsure what the future would hold. Following all applicable guidance, we reopened with a firm commitment of creating a safe space for our staff, volunteers and guests. Our income has been enormously impacted by this global health crisis – ticketing, events, Café and Store revenue dropped by 62% and giving by individual donors supporting operations has dipped as well. Even still, through careful budget management by our board and staff, we have charted a path forward that keeps our most vital asset – our staff – employed.

Amidst these challenges, our staff have remained focused on mission-critical activities. Though it was necessary to cancel most in-person outreach, great strides were made in expanding our global reach.

- Watch time on our YouTube channel soared by 57%
- 14,535 pages of letters from servicemen and their families were transcribed
- Website pageviews increased by 32% and users from 144 countries and territories accessed our Online Collections Database
- Press mentions increased by 46% over 2019

This pivot has been a delicate and difficult balancing act, but

this past year has taught us that we are able to adapt and grow in different ways than we imagined. Bills continue to come in and visitors are slow to return; we project a slow recovery and ongoing losses in 2021. But because of the generous support of donors like you, including many who made extra gifts during this difficult time, we will see this through together.

The story of the Museum and Memorial's origins have been a guiding light for us. More than 100 years ago, the world was in the final months of the Great War when the pandemic of 1918-1919 took hold with devastating consequences. Even still, plans were underway within months of the Armistice to remember the war dead and create a beacon for peace here in Kansas City. While the nation recovered, hope triumphed as people rallied around a cause that called on the very best of each of them. The Memorial was built. The Museum was opened. And it helped us heal.

We believe that same spirit of hope and optimism, and the values of patriotism and shared sacrifice, will guide us today. We know that we will emerge from the pandemic a stronger Museum and Memorial. The courage and vision of our forebears light our way.

Sincerely,

MATTHEW NAYLOR, PH.D., PRESIDENT AND CEO

ELAINE DRODGE KOCH,BOARD OF TRUSTEES CHAIR

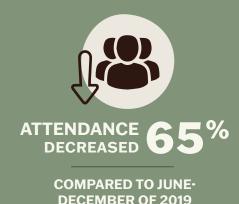
Claim D. Koch

The Impact of the COVID-19 Pandemic

It's impossible to ignore the dramatic impact of the public health crisis on the Museum and Memorial. At first glance, the numbers are bleak.









These are important performance indicators, and ones that have been tracked carefully over the past year. They are critical metrics to be mindful of as rebuilding occurs. But they don't tell the full story of 2020.

The real story of 2020 – of the commitment to remembering, interpreting and understanding the Great War and its enduring impact on the global community – is told in the coming pages.

Our successes are possible because of you, our faithful supporters who believed in the work of the Museum and Memorial in the most difficult of days.

Emerging Stronger

2020 Museum and Memorial Highlights

In 2020, staff remained focused on mission-critical activities, adapting where necessary. Great strides were made in expanding our global reach.

TRANSCRIPTION EFFORTS

In response to the
Covid-19 pandemic, 45%
of staff members were
transitioned to assist with
the transcription of letters
and diaries from the Museum
and Memorial's collection.
These transcription efforts
increase accessibility,
make translations to other
languages possible and allow
the reader to engage with the
content in a way that best
suites their learning style.



ACQUISITIONS

In 2020, the Museum and Memorial had **173 acquisitions**, which can include a single object or thousands of individual items.

- A first in the collection of over 100 years: an Italian Pistole Mitragliatrice (machine gun) generally acknowledged as the first submachine gun in WWI from 1915.
- Postcards inscribed by Kaiser Wilhelm while in exile in the Netherlands to his acquaintances.

EDWARD JONES RESEARCH CENTER

Jan. to March 11, 2020.
The Research Center was closed to the public for the remainder of the year, but the work of the Research Center continued via email, postal mail and phone.



1,218

RESEARCH INQUIRIES



ACTIVATING THE GROUNDS

The 47 acres were illumined with arts partnerships including an outdoor film series, Puppets a GoGlow and concerts by the KC Symphony and Lyric Opera.

GLOBAL AUDIENCES

Program attendees tuned in virtually from 6 continents!

MEDIA PLACEMENTS

Media placements increased 46% and accounted for 7.2 billion global media impressions.



STATES AND THE **DISTRICT OF COLUMBIA**





COUNTRIES

WEBSITE

The Museum and Memorial enjoyed its **highest** traffic year ever.



3,489,919

PAGEVIEWS (+32.5%)

1,403,783



DIGNITARY VISITS

The Museum and Memorial grounds, a public park space, were used peacefully for civicengagement during the historic year of 2020 including visits from two presidential candidates, Jo Jorgensen and (now) President Joe Biden.

SOCIAL MEDIA



Social media platforms Facebook, Twitter and Instagram saw a steady increase of 5.5%. YouTube numbers skyrocketed and saw an increase of 42% in followers, 53% in views and 57% in watch time.



Kansas City's Front Porch

Community Engagement

At Museum and Memorial events, thousands gathered to learn, celebrate and spend time with friends and family.



JAZZ ON THE LAWN

The Modernists, the Museum and Memorial's young professional group, hosted their annual gala as a socially distant outdoor gathering on the North Lawn. Attendees listened to jazz as the sun set over the city. The event was so well received that it will continue in this format indefinitely.

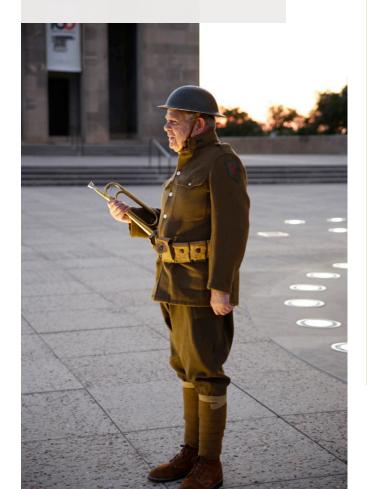
CHIEFS RALLY

Tens of thousands of spectators gathered on the north lawn of the Museum and Memorial to celebrate the Kansas City Chief's first Super Bowl win in 50 years.

TAPS AT THE TOWER

In its seventh year, more than 2,000 people attended the weeklong nightly event to hear Taps played at the base of the Liberty Memorial Tower.

TAPS AT THE TOWER ATTENDEES





VETERANS DAY

In the early morning hours, Kansas Citians showed up to watch 20 veterans, aged 28 to 96, skydive onto the Southeast Lawn followed by a BASE jump off the Liberty Memorial Tower. The Veterans Day ceremony featured remarks from Mayor **Quinton Lucas and** a keynote address from Bob Kendrick, President of the Negro Leagues Baseball Museum.





NIGHT AT THE TOWER

236 households participated in Night at the Tower, which included a private broadcast as the annual gala transitioned to a virtual format and raised \$550,000 the most prosperous gala to date. The Sunderland Family were the Honorary Chairs and Mary and Mark Jorgenson and Christy and Bill Gautreaux served as Event Chairs.





ELECTION DAY AT THE MUSEUM

Serving as a polling location for the first time, Kansas Citians were able to cast their ballots in the November 2020 election at the Museum and Memorial.

COMMUNITY PARTNERS

The Museum and Memorial collaborated with more than 150 organizations worldwide in 2020, highlighting the enduring impact of the Great War.



Museum and Memorial **Exhibitions**

In addition to the permanent Main Gallery, the Museum and Memorial curated or hosted eight special exhibitions in 2020, featuring objects and documents from countries throughout the world.

































More than 40 years after its conclusion, the Vietnam War remains one of the most controversial events of the 20th century. From perspectives covering both the home front and the war front, this exhibition curated by the New-York Historical Society explored themes of patriotism, duty and citizenship through a remarkable collection of objects, documents, photographs and more.

100 YEARS OF COLLECTING

100 Years of Collecting provides a window to examine incredibly diverse objects and documents, as well as the opportunity to see how this monumental collection came to fruition 100 years ago.

SILK AND STEEL - FRENCH FASHION. **WOMEN AND WWI**

WWI exploded in the late summer of 1914 and though underrepresented in the histories, women were working hard in war industries, nursing, transportation and fighting for equal rights. As women's roles shifted, so too did fashion, as they took on new roles and responsibility. A previous iteration of the exhibition was organized by the Bard Graduate Center Gallery, N.Y. and curated by Maude Bass-Krueger and Sophie Kurkdjian.

DEVASTATED LANDS

World War I left behind an unprecedented path of desolate landscapes. This exhibition examined the battered lands through a series of jarring photographs and illustrations from the Museum and Memorial's collection.



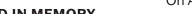


1919: PEACE?

The WWI armistice on Nov. 11, 1918 ended fighting on the Western Front, but the war did not end even with the signing of the Treaty of Paris at Versailles on June 28, 1919. This special exhibition examined how the war transformed the world, but left a legacy of unresolved issues and conflict.

ETCHED IN MEMORY

wave of devastation unlike anything humankind had ever experienced. Etched in Memory featured color etchings by British artist James Alphege Brewer depicting iconic structures from Belgium and Northern France that were threatened or damaged during the battles of the Great War.



World War I ushered in a



On Aug. 26, 1920, after more than a century and half of activism, the 19th Amendment to the U.S. Constitution took effect, officially barring discrimination of voting explicitly based upon one's "sex." Votes & Voices explores some of the history of the women's suffrage movement and its connections to the Great War, largely from the perspectives of the women who fought for democracy at home and abroad.



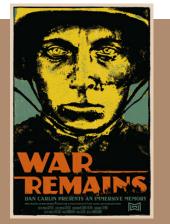
EXHIBITION LOANS

In 2020, the Museum and Memorial loaned 36 objects to institutions across the country, including the National Museum of African American History and Culture, the National Veterans Memorial and Museum and the Wilson Presidential Library and Museum. In March of 2020, most lending ceased due to COVID-19.



A partner exhibition to 100 Years of Collecting, 100 Years of Collecting -Art examines striking works related to the First World War, including pieces from the U.S., Germany, France and the U.K.





COMING IN 2021

WHY KEEP THAT?

Opened Jan. 27 in Ellis Gallery

WAR REMAINS

Opens May 27, 2021 in Memory Hall

AUSTRIA, RUSSIA

Opens Aug. 27, 2021 in Exhibit Hall

SNAPSHOTS

Opens Oct. 29, 2021 in Wylie Gallery

Online Expanded

Global Education Initiative

For the past decade, the Museum and Memorial has initiated a variety of strategies to open the availability of its rich collection and interpretation to a global audience through online platforms. When the pandemic hit, it was well prepared to pivot and expand its offerings to a global digital audience.



Public Programs and other educational content is made available on YouTube, which saw a **57% increase in watch time.**

Variety of Topics

- WWI's impact on the flavor and economics of beer
- War: How Conflict Has Shaped Us with Margaret MacMillan and Dan Snow
- Fashioning Gender in Wartime France

Providing programs
through online platforms allowed
audiences to continue their
participation, even during
the COVID-19 lockdown period. In
most cases, attendance increased
as a global audience enjoyed
programming from the comfort of
their homes. One example of steep
increase is Mrs. Wilson's Knitting
Circle, which began in 2015 but
was made accessible to an online
audience in 2020.



ONLINE EXHIBITIONS

Originally launched in 2014, our online exhibition War Fare: From the Homefront to the Frontline experienced a surge in interest as home bakers tried their hands at cooking and baking while confined to the safety of their homes. Food and Wine Magazine, ABC's Good Morning America and Smithsonian Magazine all spread the interest.

How WWI Changed America launched in August, sharing educator 'toolkits' on a variety of topics in WWI, including the experience of African American and Native American populations in the war, Women, the 1918-1919 Influenza Pandemic and more.



3,489,919

PAGEVIEWS (50% INCREASE OVER 2019)

1,162,921



PUBLIC PROGRAMS



ATTENDANCE FOR MRS. WILSONS KNITTING CIRCLE ROSE OVER

400% IN 2019

WITH REGULAR ATTENDEES FROM **SOUTH AFRICA, THE U.K.** AND **CANADA**









TEACHER TRAININGS

2020 began with education staff leading resource trainings in California, Georgia and Texas. In March, a robust travel schedule quickly shifted to a series of online



ESTIMATED STUDENT REACH

1,286

TEACHERS REACHED

workshops including topics on Global Feminism, the Bonus March and Diplomacy in the Middle East.

REACHING STUDENTS

117 field trips were taken to the Museum and Memorial in January through early March. As the 2020-21 school year began with students working from home, the Museum and Memorial began offering Electronic Field Trips. Students from 13 states and as far away as Scotland tuned in for lessons.

100%

teachers
who would
recommend a
field trip to the
Museum and
Memorial
and book
another visit

The knowledge of the guides...and their ability to engage and interact with students they do not know is awesome. It is one of the best museums in the United States.

- ROYAL VALLEY HS TEACHER

COLLECTIONS DATABASE



144 COUNTRIES AND TERRITORIES



24,861
IMAGES ADDED TO THE ONLINE DATABASE





Serving our Mission

Museum and Memorial Volunteers

489 volunteers donated their time to the Museum and Memorial in 2020, many stepping up when others were not able to.





the equivalent of almost \$1 million in service and more than

FULL-TIME STAFF MEMBERS

Aces volunteers give 500+ hours of service each year to the Museum and Memorial. Due to the Museum's two-anda-half-month closure in 2020, Aces who served 396+ or above are honored. In 2020, Aces volunteers gave 9,722 total hours.

Jim Tate	.849
Linda Nickisch	.842
Dave Klose	. 748
Bruce Humphries	.728
Paul Frank	.654
David Holmquist	591

Charlie Wells 552 Frank Albani 535 Gary Jackson.....533 Susan Porter......533 John Cunningham508 Jerry Schmidt......499

Al Bolte445 David Babson441 Ron Derks......436 Keith Baum 432 Monica Cho......396

Gary Jackson, volunteer since August 2019

When the Museum reopened I think it was a signal to the city that, despite the pandemic, this institution would endure and continue honoring others."

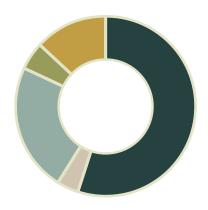
- DAVE KLOSE,

Volunteer since August 2018.

Dave donated 150 more hours of time in 91/2 months of 2020 than in all of 2019.

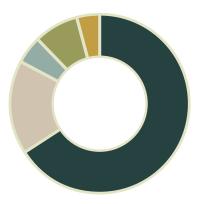
Managing Priorities

Financials



2020 INCOME

- Philanthropy and Grants · · 55%
- Museum Store (earned income store) •• 4%
- Ticketing (earned income admissions) .. 23%
- Rentals, programs and investments •• 5%
- Government and Statutory •• 13%



2020 EXPENSES

- Personnel and Professional Services •• 66%
- Building, Grounds and Guest Experience •• 17%
- Collections and Programs · · 5%
- Development and Operational Costs •• 8%
- Marketing, Communications and Outreach •• 4%

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 statement or IRS Form 990, visit theworldwar.org/financials or contact us at accounting@theworldwar.org or 816.888.8100.

MANAGING IN A TIME OF CRISIS

The COVID-19 pandemic had an enormous impact on the Museum and Memorial's financials. The building closed for 11 weeks at the beginning of the pandemic and attendance numbers after reopening were at only 38% of 2019 for the remainder of the year. Store and Café earnings also slowed as a result. Event rentals were impractical given the necessary capacity mandates, and private donations dipped too. In total, 2020 earned income dropped by 62%.

As a result, the Museum and Memorial limited discretionary spending and chose to prioritize staff by redeploying those whose job functions had been curtailed. All 42 part- and full-time staff members were challenged, and those whose jobs were most severely affected were repurposed to a digitization project to transcribe WWI-era letters and diary entries.

OF STAFF LAID OFF AS A RESULT OF THE PANDEMIC:



Special funding from the CARES Act (a forgivable loan through the Paycheck Protection Program) and a grant from the National Endowment for the Humanities helped underwrite this project, which accelerated a Mission-driven initiative to make such records searchable online and potentially in multiple languages.

Advancing Our Mission

2020 Museum and Memorial Supporters

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. Gifts of all sizes are greatly appreciated and needed to support our work. With no federal funding, the Museum and Memorial relies on members, supporters and corporate and foundation partners to invest in our mission to make a difference.

DONORS

FREEDOM (\$1,000,000+)

Lilly Endowment Inc.
The Sunderland Foundation

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

William T. Kemper Foundation, Commerce Bank. N.A., Trustee

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

Paul & Linda DeBruce/
The DeBruce Foundation
Ewing Marion Kauffman Foundation
People of Missouri through the
Driver's License check-off Program
Administered by the Missouri

COMMANDERS (\$50.000-\$99.999)

Veterans Commission

Ash Grove Cement Company/Ash Grove

Charitable Foundation
Cumulus Kansas City
Louetta M. Cowden Foundation,
Bank of America, N.A., Trustee
The Sosland Foundation
U.S. Bank/ U.S. Bank Foundation

EXPEDITIONERS

Capitol Federal Foundation

(\$25,000-\$49,999)

Foundation for the Commemoration of the World Wars / The U.S. World War One Centennial Commission
Bill and Christy Gautreaux
JB and Anne Hodgdon
Lockton Companies
PNC Bank
Polsinelli
R.A. Long Foundation
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N.A.. Co-Trustees

MOBILIZERS

(\$10,000-\$24,999)

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UMB Bank, n.a., Trustee
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Belger Cartage Service
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Veterans Of Foreign Wars Department
Of Missouri

John Sherman and Marny

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(\$5,000-\$9,999)

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John and Dena Adams
AXA XL Insurance
Ann and Blake Benjamin
Blue Cross and Blue Shield of
Kansas City
BNY Mellon Trust of Delaware
David and Catherine Brain Bryan
Cave Leighton Paisner LLP
Joseph Campbell and
Joan Miller-Campbell Chubb
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Port KC
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Lucinda A. Rice-Petrie
Estate of John Riordan
Sarah Rowland

M. Jeannine Strandjord/Ewing Marion Kauffman Foundation Charles III and Gail Van Way Russell and Debbie Welsh Clay Wilson* and Jayme Wyatt Julie Wilson and Sara Wasson Anonymous

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(2,500-\$4,999)

Arvest Bank BlueScope Foundation North America City of Kansas City, Missouri

Commerce Bank Country Club Bank Buford and Diane Farrington Gary and Sherry Forsee David and Janis Francis Gregory and Sandra Galvin John and Ellen Goheen John and Kristin Goodwin Tom and Jane Grant Donald J. Hall Hallmark Cards Hartsook Companies Andrea and Terrance Hendricks Joan Horan August and Laura Huber William and Sue Hunter Gordon J. Kauffman and Family KPMG LLP The Lampe Family Foundation Gordon and Marti Lansford Mazie Long Mark One Electric Mary Ford Maurer Donor Advisory Fund A. Ford and Christine Maurer Gary and Joann McEachen Metropolitan Community College Miller Nichols Charitable Foundation Martin and Flizabeth Nevshemal Bradley and Linda Nicholson Gayle Packer Peter and Cappy Powell Michael and Kathy Rainen Richard Rees and Janet Lee Rees* John and Linda Sproul Mary and Stephen Stringer Tension Envelope George Thomspon/George

Thompson and Associates

Scott and Andrea Van Genderen

Richard and Margaret Young

Anonymous

White-Simchowitz Family Charitable Fund

Since 2019, pledge payments are recognized the years they are received.

DOUGHBOYS

(1.000 - \$2.499)

James and Alice Algie

Kathryn Anastasio and Dan Mills

Atterbury Family Foundation

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Matt and Kate Beem

Bart and Joanie Bergman

James and Anastasia Bernard

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C You in the Major Leagues

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Suzy Christian

Patricia Cleary Miller and James Miller

Cynthia Cole

Paul and Bunni Copaken/

Copaken Foundation

Larry Cox

Perry and Kathryn Culver

David and Jamie Cummings

Steven Cusick Kerry Damas

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Brigadier General John R. Wormington

Anonymous (6)

BUDDIES

(\$1-\$1,000)

Edward and Patricia Aalseth Shilpa and Wyatt Abbitt

John Ackerman Deborah Adamowicz Cynthia Adams

Jeffrey Adams and Paula Wehba

Susan Adams Robert Adamski Randal Adamson Jessica Adams-Weber Kelsy Addington Margarita Adler Anthony Agbay

Susan and Mauli Agrawal

Beverly Ahern

Katie and Matthew Aiesi

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Evan Arnold Kristina and Robert Arteaga

Ernestine Artese Thomas Artru

> Arnold Arvizu Roger Arwood and Marcelle Cooper

William Asa

Larry Asbell and Bob Aragon

Rita Ashley Tom Askew

Lucinda De La Cruz Aspden

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