



GLOBAL WAR
ON TERRORISM
MEMORIAL FOUNDATION®

2025

ANNUAL REPORT



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Dear Foundation Family,

Looking back at 2025, the Global War on Terrorism Memorial Foundation has much to celebrate as we continue working toward our goal of building the first-of-its-kind Memorial honoring those who answered our Nation's call to service in the Global War on Terrorism.

This year, the Foundation progressed the Memorial's design in meaningful ways. After thoughtful review of the initial design concept – led by Kengo Kuma & Associates and informed by the guidance of our Design Advisory Council and the voices gathered through the Help Design History campaign – the Board unanimously supported the initial design concept that will move forward as we continue refining the design. We also unveiled the footsteps embedded along the Memorial's pathways, a defining element that reflects the many ways Americans served and sacrificed in the Global War on Terrorism and recognizes the families who carried that service at home.

Although it has been a year of advancement and momentum, our work is far from over. As the design prepares to enter the federal review process in 2026, we invite you to continue standing with us as we move closer to completing this lasting tribute.



Theodore "Ted" C. Skokos
Chairman of the Board
of Directors





I remain humbled by the trust you place in the Global War on Terrorism Memorial and deeply grateful for those who continue to carry this mission with steady resolve. Your support, your voice, and your sacrifice give this work its direction and its meaning as we build a Memorial that will honor, heal, empower, and unite on the National Mall.

In 2025, we advanced the design with focus and discipline. Kengo Kuma and his team at Kengo Kuma & Associates continued translating two generations lived experience into form, space, and enduring meaning, as we continue to shape a Memorial worthy of our Nation and those who served.

We also strengthened the community behind the work, and how we tell our story. We launched our Welcome Home podcast, presented by The American Legion, to elevate the powerful voices of those shaped by the Global War on Terrorism. We continued expanding the Johnny Micheal Spann Ally Program and welcomed new Jawbreaker Fellows to serve as force multipliers in advancing this mission across the country.

There is still important work ahead. Further refinement of the design and Federal approvals remain before us, and private philanthropy will determine how quickly we move from design to construction. By law, this Memorial will rise because supporters choose to fund it, and because leaders and communities choose to stand behind it with their time, their influence, and their willingness to bring others alongside.

I carry this mission as both a privilege and a responsibility. If you have already joined us, thank you for helping move it forward. If you have not, I invite you to step forward now, give what you can, lend your voice, and bring a buddy.

Together, we will build a Memorial worthy of all who served and all who sacrificed.

Gracias and Godspeed,



Michael "Rod" Rodríguez
President & CEO

Mission & Vision

The Global War on Terrorism (GWOT) Memorial Foundation is the nonprofit organization designated by Congress to plan, fund, and build the National GWOT Memorial on the National Mall in Washington, D.C.

Our mission is to build a reverent and apolitical National War Memorial that will honor all who have served and sacrificed in the ongoing Global War on Terrorism. This includes uniformed and non-uniformed veterans, as well as the families who have supported them throughout this incredibly complex war fought by so few.

Memorial Design Progress



The design process began in 2018 with a first-of-its-kind public input initiative gathering qualitative and quantitative design inspiration. Building upon that foundation, in September 2023 the Foundation launched a digital campaign aptly named the ***"Help Design History" Campaign.***



In 2025, with direct influence from Gold Stars, veterans, and veteran families, Kengo Kuma and his team presented multiple design proposals to the Board of Directors. After thoughtful deliberation, the Board convened and **unanimously selected the initial design concept** that will continue its development with stakeholders and advance as the vision for the National Global War on Terrorism Memorial



Together, these efforts over an 8 year period **engaged nearly 20,000 participants from all 50 states, representing every service branch** and every veteran generation from World War II to today—more than 60 percent of whom served in the Global War on Terrorism. Their feedback provided meaningful direction to the Design Team, with strong consensus on conveying the war's global scope and timeline, incorporating intentional green space, and integrating water into the design.



World-renowned architect Kengo Kuma and his firm, **Kengo Kuma & Associates**, led the Design Team through a deeply collaborative process. The **Design Advisory Council**—including Gold Star family members, uniformed and non-uniformed veterans, active-duty service members, and members of the Foundation's Board of Directors—shared **more than 20 hours of stories and insights** about their experiences. This combined public engagement and stakeholder collaboration informed the Memorial's core themes and their translation into symbolism and visitor experience.



As the design evolved, **the team translated these themes into tangible elements**, including footsteps embedded along the Memorial's pathways to symbolize the countless and varied ways Americans served and sacrificed during the Global War on Terrorism. This meaningful element was unveiled publicly in September 2025.



At the end of 2025, the Foundation continued its collaboration with the National Park Service, previewed the selected design with key stakeholders, and received favorable feedback that will lead to initiating the federal review process in 2026, including approvals from the **National Capital Memorial Advisory Commission**, the **National Capital Planning Commission**, and the **Commission of Fine Arts**.



Welcome HOME PODCAST

In October 2025, the Foundation proudly announced our *Welcome Home* podcast, presented by **The American Legion**. The new series, hosted by Chief of Staff Jennifer Ballou, shares the powerful voices of those profoundly impacted by the Global War on Terrorism. Through personal stories of service, sacrifice, resilience, and remembrance, *Welcome Home* brings us closer to the people behind the mission and the Memorial that will soon stand in their honor.

Grounded in the Foundation's tenets to **honor, heal, empower, and unite**, this podcast proclaims the legacy of all who served: those who made the ultimate sacrifice, those who wore the uniform, the non-uniformed personnel who stood beside them, and the families who carried them through.

We welcomed a myriad of guests for the inaugural season, including our President and CEO Michael 'Rod' Rodriguez, Global War on Terrorism Memorial Designers Kengo Kuma and Balázs Bognár, and members from our esteemed Design Advisory Council.

2025 PODCAST GUESTS



Michael "Rod" Rodríguez
Retired U.S. Army Green Beret;
GWOT Veteran; GWOTMF
President & CEO



Elliot Ackerman
U.S. Marine Corps GWOT
Veteran; GWOTMF DAC Co-
Chair



Kengo Kuma
Kengo Kuma & Associates



Balázs Bognár
Kengo Kuma & Associates



Kirsten VC Brunson
Colonel (U.S. Army, Retired);
Military Spouse of GWOT
Veteran; GWOTMF DAC Member



Gen. Xavier Brunson
Commander, UNC/CFC/USFK,
Republic of Korea



Rev. Darius J. Holland
Chaplain, U.S. Army National
Guard; GWOT Veteran;
GWOTMF DAC Member



Jacob Rodriguez
Military Child;
Brother of GWOT Veterans;
GWOTMF DAC Member



Eddie Loredó
GWOT Gold Star Child;
GWOTMF DAC Member



GWOT MEMORIAL FOUNDATION

JOHNNY MICHEAL SPANN ALLY PROGRAM

ACTION. RESPONSIBILITY. LEADERSHIP.

The Foundation named its ally program in honor of Johnny 'Mike' Micheal Spann, a CIA officer and Marine who became the first U.S. combat fatality in the Global War on Terrorism on November 25, 2001. Foundation Allies, both past and future, must embody traits of Action, Responsibility, and Leadership – the same words Mike used to describe himself on his CIA application.

Each Ally's participation is unique, utilizing their own networks and platforms to help educate our Nation on the Foundation's mission and work. Our Allies understand and embrace the importance of honoring all who have served and sacrificed in the Global War on Terrorism.

In 2025, the Foundation had the privilege of joining forces with the following Allies:

Badger Six	Merging Vets and Players
Blue Star Families	Operation Restore Decency
College of the Ozarks	Project Recover
Drew Ross Memorial Foundation	Team Red, White, and Blue
Elizabeth Dole Foundation	The War Murals Project
Freedom Alliance	Tragedy Assistance Program for Survivors (TAPS)
Gold Star Parents Retreat	Travis Manion Foundation
Honor the Promise	Triple Nikel
Last Room Tours of Duty	US Army Ranger Association
MCON	USA Cares
Merrick Design	Veterans & Athletes United
momentUS	Veteran Made Production
Military Order of the World Wars	Wear Blue: Run to Remember



Those interested in joining the Foundation as an Ally are invited to apply online at GWOTMemorialFoundation.org/Allies.

Public engagement remains central to advancing the Foundation's mission to honor, heal, empower, and unite.

Throughout 2025, the Foundation connected with veterans, Gold Star families, military leaders, and supporters across the Nation and around the world to share the story and significance of the Global War on Terrorism Memorial. These moments of connection strengthen awareness, build unity, and ensure the voices of those most impacted continue to guide this work. ►

1 JANUARY 2025

American Legion's Salute to Hero's Ball

This inspiring event recognized the courage of **America's Medal of Honor** recipients, the Nation's highest award for valor. We had the privilege of attending to raise awareness for our mission to design and build the Global War on Terrorism Memorial.

2 JANUARY 2025

SVA National Conference

At the **17th Annual SVA National Conference** in Colorado Springs, the Foundation connected with student veterans and campus leaders who served during the GWOT and now lead on campuses and in communities across the Nation. This year was extra special as we had the honor of announcing the addition of three new Fellows to our **Jawbreaker Fellowship Program** — Scott DeLuzio, Stephen Ross, and Gunner Wagh.

3 MARCH 2025

MCON Tokyo

The Foundation engaged with service members, veterans, and allies from around the world at **MCON Tokyo**. Team members joined Lead Designer Kengo Kuma on stage to discuss the vision and significance of the Memorial, highlighting the global bonds forged through shared service.

4 MAY 2025

Old Glory Ultra Relay with Team RWB

Foundation Ally, **Team Red, White, and Blue (RWB)**, geared up for a cross-country relay in which veterans ran nonstop from San Diego to Washington, D.C., concluding at the future site of the Memorial. We welcomed the team as they arrived carrying an American flag that had traveled more than 3,000 miles in honor of those who served and sacrificed.

5 MAY 2025

Wear Blue Memorial Day Event

Ahead of Memorial Day, we took purposeful steps of remembrance and unity on the National Mall and Memorial Parks. Together with our allies at **Wear Blue: Run to Remember**, our team ran in honor of our fallen heroes.





6 MAY 2025

Memorial Day Parade

This Memorial Day, the GWOT Memorial Foundation had the distinct honor of joining active-duty service members, veterans, Gold Star family members, and others to honor GWOT heroes in the National Memorial Day Parade alongside **MISSION BBQ**.

7 MAY 2025

Vietnam Wall Washing

Foundation leaders participated in the Vietnam Wall washing at the **Vietnam Veterans Memorial** alongside members of Congress, the current administration, and **With Honor Action**. This solemn act, rooted in reverence and reflection, connected generations of service and honors the sacred memory of every name etched in stone.

8 JUNE 2025

Legacy Ruck and Roll

Hosted by Foundation Ally, the **Drew Ross Memorial Foundation**, we supported the second annual Legacy Ruck and Roll. We rucked in honor of post-9/11 service members and supported the families of fallen heroes, all while raising awareness for both organizations' missions.

9 JUNE 2025

Freedom Alliance Retreat

Students from **Freedom Alliance's Joshua Miles Memorial Scholarship Retreat** visited the future site of the GWOT Memorial in Washington, D.C. Each scholar is the child of a service member killed or wounded in this ongoing conflict. Our President and CEO, Michael "Rod" Rodríguez, spent time with the scholars and spoke about how the Memorial will honor their families and everyone who has served and sacrificed in this war.



10 JUNE 2025 - PRESENT

Instagram Lives

GWOTMF President and CEO Michael "Rod" Rodriguez began hosting **Instagram Live** conversations to broaden the dialogue around service, sacrifice, and the lasting impact of the GWOT. Featured topics included the realities of post-traumatic stress within the military and veteran community, and how 9/11 changed the course of our Nation and inspired a generation.

11 JULY 2025

National Youth Civics Summit

President and CEO Michael "Rod" Rodriguez delivered a keynote address at the **2025 National Youth Civics Summit**, hosted by Foundation Ally the **Military Order of the World Wars**. He inspired the next generation of leaders with a message on service, leadership, and the future GWOT Memorial.

12 AUGUST 2025

VFW National Convention

GWOTMF President and CEO Michael "Rod" Rodriguez and Chief of Staff Jennifer Ballou provided an update on Memorial progress at the **126th Veterans of Foreign Wars National Convention**, reinforcing the Foundation's commitment to honor, heal, empower, and unite.

13 AUGUST 2025

American Legion National Convention

The Foundation was honored to join veterans, families, and supporters at the **American Legion National Convention** in Tampa, FL. This was the largest annual gathering of the **American Legion Family**, bringing together nearly 9,000 members. We had the opportunity to connect with veterans, families, and supporters who share our dedication to honoring all who have served.



14 SEPTEMBER 2025

With Honor Action Briefing

We were joined by our friends from **With Honor Action** to brief members of the **For Country Caucus** on the progress of the Global War on Terrorism Memorial. The day marked another historic step forward, as bipartisan leaders came together in unity and purpose to honor a generation shaped by a pervasive conflict felt by a cross-section of Americans.

15 SEPTEMBER 2025

Military Influencer Conference (MIC)

We returned to the **Military Influencer Conference (MIC)** to share a first look at a deeply meaningful design element of the Memorial. On the main stage, we unveiled the footsteps that will be found along the pathways of the Memorial, symbolizing the multitude of ways Americans served and sacrificed.

16 DECEMBER 2025

Meeting with Senator Ernst

The Foundation shared progress updates with **Senator Joni Ernst**, a veteran and longtime champion of bipartisan legislation authorizing the Memorial on the National Mall. Senator Ernst remains a steadfast supporter of this mission from the beginning, when she, along with Senator Maggie Hassan, championed bipartisan legislation that paved the way for the Memorial's authorization on the National Mall.

17 DECEMBER 2025

Army-Navy Game

The **Army-Navy Game** showcased the tradition and rivalry central to our Nation's military community. Throughout the weekend, the Foundation shared its mission with service members, veterans, and families whose stories continue to drive this work forward.

JAWBREAKER FELLOWSHIP PROGRAM

The Global War on Terrorism Memorial Foundation's Jawbreaker Fellowship Program honors the very first Americans deployed in the Global War on Terrorism. Operation Jawbreaker entailed the deployment of CIA personnel to Afghanistan within fifteen days of September 11, 2001, led by CIA legend Gary Schroen.

This program recognizes the numerous untold contributions of both non-uniformed and uniformed personnel and their families have made in this multigenerational war. It conveys unity between military and non-military personnel around our sole mission of building the National Global War on Terrorism Memorial on the National Mall in Washington, D.C.

The Fellows help raise awareness of the Global War on Terrorism, its heroes, and the war's lasting impact on our Nation. This year, the Foundation welcomed four new Fellows: Gold Star Fellow **Stephen Ross**, Uniformed Veteran Fellow **Scott DeLuzio**, Non-uniformed Veteran Fellow **Ganpat "Gunner" Wagh**, and Gold Star Child Fellow **Nahsir Knight-Bell**. Each Fellow brings lived experiences that strengthen our work by amplifying the mission, connecting us to new allies, and helping unite Americans around the purpose of the Memorial.

GOLD STAR CHILD FELLOW

NAHSIR KNIGHT-BELL

In 2025, the Global War on Terrorism Memorial Foundation continued to strengthen its mission by welcoming Nahsir Knight-Bell as the newest Gold Star Child Fellow in the Foundation's Operation Jawbreaker Fellowship Program.

Nahsir's story is one of resilience, leadership, and commitment to service. First Sergeant Russell R. Bell, Nahsir's father, was killed in action in August 2012. After the loss of his father and later his mother, Nahsir stepped into the role of caregiver and mentor to his younger brother, embodying strength beyond his years. As a 2025 graduate and emerging leader, he reflects the perseverance and purpose this Fellowship seeks to cultivate.

Through his work with the Foundation, Nahsir supports outreach initiatives, engages with Gold Star families, and helps amplify the mission to honor, heal, empower, and unite. His voice adds depth and authenticity to our efforts as we advance toward completion of the National Global War on Terrorism Memorial on the National Mall.

Nahsir carries his father's legacy with intention. His leadership strengthens communities' remembrance of sacrifice and support to the families who live with it every day.

"Serving as the Gold Star Child Fellow for the Global War on Terrorism Memorial Foundation is one of the greatest honors of my life. This Fellowship allows me to keep my father's legacy alive while advocating for the families who share in the sacrifices of war. I am deeply committed to supporting the Foundation's mission to ensure that the stories of our Nation's heroes and their families are never forgotten."

Nahsir Knight-Bell

Gold Star Child Fellow



MOBILIZING *for* IMPACT

ANSWERING THE CALL

CAPITAL CAMPAIGN

Building the National Global War on Terrorism Memorial is a once-in-a-generation opportunity – one that honors all who have served, sacrificed, and stood in defense of our Nation's principles and freedoms. By law, no federal funding will be used to construct the Memorial. This effort is funded entirely through private philanthropy. Each investment brings us closer to dedicating a permanent place of remembrance, reflection, and unity on the National Mall. Through the collective support of individuals, foundations, and corporations nationwide, we are ensuring this generation's service is recognized with the dignity and permanence it deserves.

Following the Board of Directors' unanimous approval of the initial design concept, the Foundation assembled a team of technical experts - from civil, structural, and geo-technical engineers to lighting and landscape architects - to ensure the feasibility of construction and provide an independent construction cost estimator to provide an estimate for the construction of the Memorial. The cost estimated allowed the Foundation to more accurately project its fundraising goal for adequate funding of the construction, federally mandated catastrophic maintenance fund, a Digital Interpretation Center, and other future programming and operations.

Thanks to the generosity of the Foundation's many donors, the campaign's "quiet-phase" is well underway.

Join us by investing in the voices of veterans, families, and civilians to ensure they are honored now, not decades from now.



● Pre-construction	Architect and Design Team	\$950,000
	Engineering (<i>Civil, Structural, Geo Technical, Lighting</i>)	\$200,000
	Landscape Architect and Tree Consultant	\$30,000
	Surveyor	\$50,000
	Independent Cost Estimator for Construction	\$10,000
	Additional Specialties, as needed	\$125,000
	Pre-Construction Subtotal	\$1,365,000
● Construction	Construction of Memorial	\$68,500,000
	Comfort Station and Other Construction Related Costs	\$5,500,000
	Construction Subtotal	\$74,000,000
● Contingency Fund	Flexibility for digital interpretation center costs, additional staffing needs, groundbreaking and dedication events, unforeseen pre-construction or construction costs	\$4,500,000
● National Park Service Catastrophic Maintenance Trust	10% of construction costs for federally managed maintenance trust required by federal law	\$7,536,500
● Programming and Operations	Including the Digital Interpretation Center, as well as Programming and Operations	\$37,500,000
Campaign Total		\$125,000,000

DONOR SPOTLIGHT

MISSION BBQ



SINCE 2021, MISSION BBQ has stood shoulder to shoulder with the Global War on Terrorism Memorial Foundation by offering commemorative cups in restaurants nationwide, an act of generosity that reflects the best of American community, patriotism, and service. Through a simple but powerful gesture, they have invited millions of customers to participate directly in building this National Memorial.

Because of MISSION BBQ, and because so many Americans chose to purchase a GWOT Memorial Foundation cup, we have achieved remarkable progress toward advancing this historic project. Their partnership demonstrates how collective, everyday acts of generosity can create meaningful national impact.

In 2025, our sacred mission became profoundly personal for MISSION BBQ co-founder and GWOTMF Board Member Bill Kraus and the entire Kraus family, who suffered the heartbreaking loss of Bill's son, Chief Warrant Officer 3 Andrew Kraus, a U.S. Army Black Hawk pilot killed alongside three fellow service members when their helicopter went down during a training flight.

We honor Andrew, those who served with him, and the families who now carry their legacy forward. We will not forget and remain deeply grateful to MISSION BBQ and its extended family for their steadfast commitment to serving those who serve, and for helping transform moments of generosity into lasting national remembrance.

GLOBAL WAR ON TERRORISM MEMORIAL GIVING CIRCLE DONORS

The Global War on Terrorism Memorial Foundation is deeply grateful to all the investors who, as of December 31, 2025, are members of our Giving Circles and whose leadership and generosity is helping bring the National Global War on Terrorism Memorial to life.

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**As of March 2026*



GLOBAL WAR ON TERRORISM

MEMORIAL FOUNDATION®

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