



**NATIONAL MUSEUM
OF INTELLIGENCE AND
SPECIAL OPERATIONS®**



HONOR ↑ EDUCATE ↑ INSPIRE ↑ SERVE

INSPIRED BY OUR NATION'S DESTINY

The National Museum of Intelligence and Special Operations will tell the story of how America was founded and has thrived by facing challenges in creative and sometimes unusual ways. As a nation, we have overcome some of history's greatest threats not through brute military force alone, but through the power of the American ideal to unify us in a common cause, and in our ability to adapt to a constantly changing international environment. World War II's Office of Strategic Services (OSS), and the U.S. Intelligence and Special Operations communities built on its foundation, have proven that a creative approach to problem-solving can be our country's most effective asset. Such values and skills are manifested in the dedication and patriotism of our Intelligence and Special Operations communities. The National Museum of Intelligence and Special Operations will offer a message of hope, unity and purpose for all Americans as we face the challenges of the 21st century and beyond.

“Hearts are the strongest when they beat in response to noble ideals.”

—OSS veteran and Nobel Peace Prize recipient Ralph Bunche

AMERICA'S FIRST LINE OF DEFENSE

We were given the privilege of leading our nation's Intelligence and Special Operations communities. Time and again we witnessed the courage, innovation and resiliency of the men and women who risk their lives to protect our freedom. Now more than ever, our nation needs this determined spirit that has shaped our nation's fortunes for two and a half centuries.

In partnership with The OSS Society, we have embarked on a new mission to build the National Museum of Intelligence and Special Operations. It will honor Americans serving at the “tip of the spear.” It will educate the American public about the importance of strategic intelligence and special operations to the preservation of freedom. It will inspire future generations to serve their country.

No one knows for certain what threats we will face in the years ahead. What is certain is that there will always be challenges for the United States to confront. What is also certain is that the Intelligence and Special Operations communities will be called upon to surmount them. This museum will remind Americans that we have risen to these challenges before and will do so again.

We are proud to support the National Museum of Intelligence and Special Operations. We hope you will join us in making it a reality.



The Honorable Robert M. Gates
Honorary Chair
Campaign Steering Committee



Adm. William H. McRaven, USN (Ret.)
Honorary Chair
Campaign Steering Committee



The Honorable Leon E. Panetta
Honorary Chair
Campaign Steering Committee

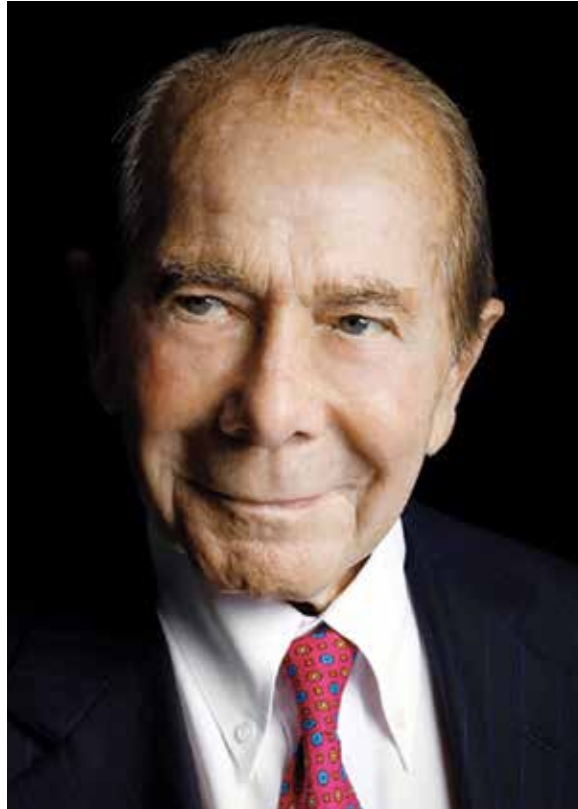


Gen. David H. Petraeus, USA (Ret.)
Honorary Chair
Campaign Steering Committee

CAMPAIGN STEERING COMMITTEE



The Honorable Robert M. Gates
Secretary of Defense (2006-2011)
Director of Central Intelligence (1991-1993)



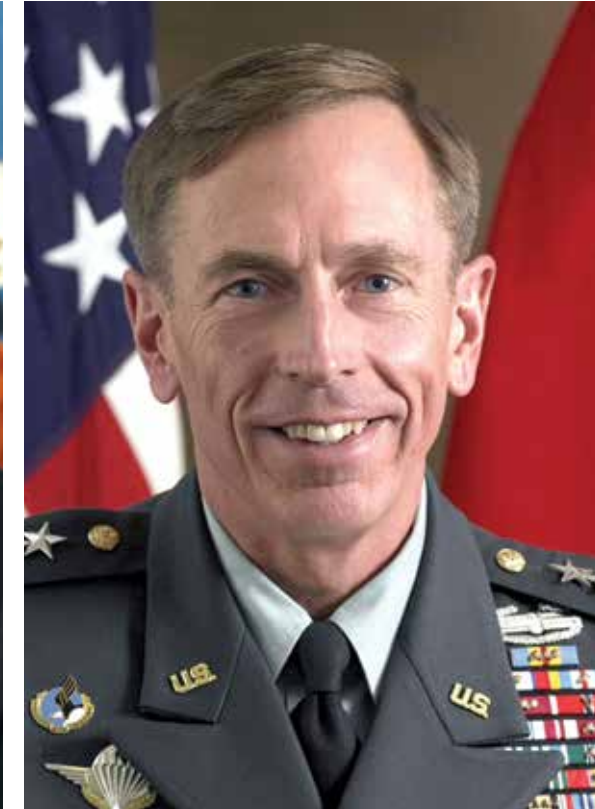
Maurice R. Greenberg
Chairman & CEO, Starr Insurance Companies
Chairman, The Starr Foundation
World War II & Korean War Veteran



Adm. William H. McRaven, USN (Ret.)
Commander, USSOCOM (2011-2014)



The Honorable Leon E. Panetta
Secretary of Defense (2011-2013)
Director of the CIA (2009-2011)



Gen. David H. Petraeus, USA (Ret.)
Director of the CIA (2011-2012)
Commander, ISAF (2010-2011)
Commander, CENTCOM (2008-2010)
Commander, MNF-I (2007-2008)

A REVOLUTIONARY MUSEUM

“Not since Bill Donovan conceived of an intelligence organization with global reach has the community of professional officers and commandos been this strong. Today on the global battlefield, Special Operations Forces and the Intelligence Community stand as brothers-in-arms. Separate organizations bound by a common history, a common founder and a common sense of purpose: to protect Americans around the globe.”

- Adm. William H. McRaven, USN (Ret.)

Dedicated to the men and women of America’s Intelligence and Special Operations communities, the National Museum of Intelligence and Special Operations will be a new kind of museum—a dynamic and visionary 21st century institution. Like its primary inspiration, the OSS, the museum will be at the “tip of the spear” with engaging and interactive exhibitions telling America’s greatest untold story.

To underscore its importance to telling America’s story, Congress has designated it as a “National” museum upon its completion.



A PLACE FOR LEARNING

The National Museum of Intelligence and Special Operations will be much more than a traditional museum. It will be about ideas that have guided our nation's destiny.

In partnership with school districts, private industry and Georgetown University, the museum will offer STEM (science, technology, engineering, and math) programs using the museum's content as case studies.

“The major part of our intelligence was the result of good old-fashioned intellectual sweat.”

—Gen. William J. Donovan, USA

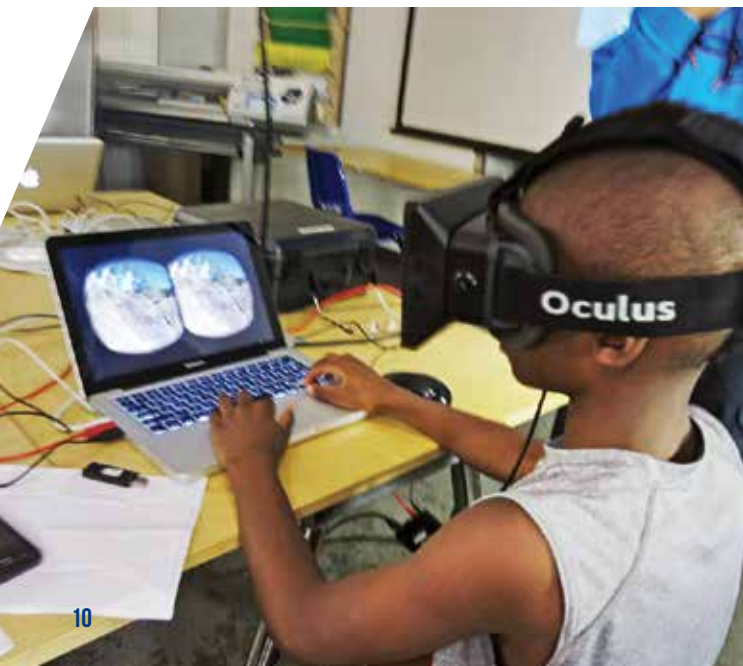




HISTORY UNFOLDS AROUND YOU

Within the galleries, exhibits will use a mix of both “high” and “low” technologies, such as interactive touch tables, hands-on activities and artifact-based exhibits. Augmented reality simulations, scenario-based problem-solving activities and other cutting-edge methods will immerse visitors in the experience.

Along with the story of American intelligence and special operations, other topics will explore the evolution of technology, the balance between privacy and security, and cyber warfare.





GEORGETOWN UNIVERSITY

School of Foreign Service
Security Studies

Georgetown University's Security Studies Program (SSP) will be the educational partner for the National Museum of Intelligence and Special Operations. It is the academic pillar of the Center for Security Studies (CSS) and one of eight master's degree programs offered in the Edmund A. Walsh School of Foreign Service. SSP is a multidisciplinary course of study designed to prepare graduates for positions within the defense and security fields. SSP will play an integral role in the design of the museum's exhibits and its educational programs.

The SSP's overarching mission is to produce a new generation of analysts, policymakers, and scholars fully knowledgeable about the range of international and national security problems and foreign policy issues



of the 21st Century. The SSP has over 30 years of experience preparing students with a wide range of backgrounds to become leaders in their fields.

In contrast to programs in security studies at other universities, the SSP curriculum is designed to give students a broad array of course options which provide a solid foundation in core security issues. Whether it is traditional intelligence and defense analysis, international security problems in general, emerging issues such as the perils of peace operations or the intricacies of information warfare, the SSP offers over 80 courses addressing numerous areas of study. The depth and breadth of its course offerings stimulate students to pursue their intellectual and professional interests and develop their own areas of specialization.

The SSP offers a unique and flexible schedule that accommodates a wide range of students. Younger SSP students are able to apply their recent theoretical undergraduate education to practical policy applications. More seasoned students, professionals in the military, intelligence and defense contracting sectors enhance their practical

experience with critical thinking, analytical writing and theory-based solutions. Most of the SSP's classes are offered in the evening, giving students the option for either full-time or part-time study.

The program's more than 1,500 graduates have filled key positions in the U.S. and foreign governments, the defense industry and the private sector, research institutions and non-governmental and international organizations. Other graduates pursue doctoral programs and academic careers.

The SSP faculty comprises leading scholars and practitioners in security affairs who offer courses that are academically and analytically rigorous. Many members of the SSP faculty have years of distinguished service in the United States government. Classroom instruction is consequently enriched with an understanding and appreciation of the real world issues with which policymakers have to contend. The result is a program that combines the best of both worlds—academic rigor and policy relevance.

HONORING THE GREATEST GENERATION

America's first strategic intelligence agency was the OSS, which was created in 1942 and led by General William "Wild Bill" Donovan, the founding father of American intelligence and special operations. With personnel drawn from every branch of the military and the civilian population, Donovan's "glorious amateurs" were crucial to America's victory in the Second World War. The key attributes of the ideal OSS officer—described as "a Ph.D. who can handle himself in a bar fight"—exemplify the best of the American spirit: intelligence, toughness and a willingness to take risks.

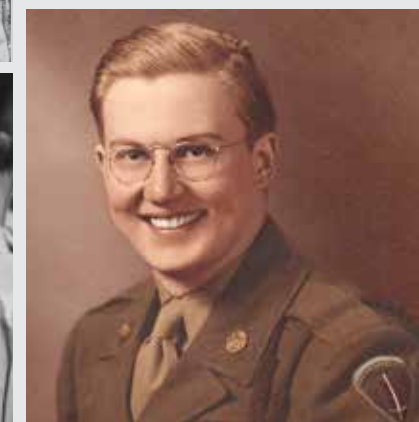


OSS founder Gen. William Donovan with members of the OSS Operational Groups, which were the predecessors to U.S. Army Special Forces, at Congressional Country Club in Bethesda, Md., which served as an OSS training facility.

“Glorious amateurs”

—Gen. William Donovan's description of OSS personnel

These qualities were found in renowned figures such as Nobel Prize laureate Ralph Bunche, actor Sterling Hayden, the “French Chef” Julia Child, and Virginia Hall (the only American civilian woman who received the Distinguished Service Cross in World War II). The museum will also tell the stories of Capt. Stephanie Czech who gathered intelligence about the Soviet Union at the dawn of the Cold War; Ambassador Charles Hostler who went ashore on D-Day; John Billings who delivered Fred Mayer, the real “inglorious basterd” into enemy-occupied Austria; and Ambassador Hugh Montgomery who went behind enemy lines four times. All embodied the spirit of America's “Greatest Generation” for whom service, duty and self-sacrifice were key to defeating the Axis Powers and preserving freedom.



From top left to bottom right:
Charles Hostler, Sterling Hayden,
Ralph Bunche, John Billings, Stephanie
Czech, Hugh Montgomery, Virginia Hall.



The spearhead insignia, a proud representation of U.S. Intelligence and Special Operations dating back to World War II, continues to point the wayforward. Inspired by this potent symbol, the design physically expresses the spearhead in the landscape, creating a striking landmark that is visible on the ground and by air. The museum’s angular form creates a powerful experience for visitors—one commensurate with the heroism of those who have served at the “tip of the spear.”

The museum received a 2019 American Architecture Award.





Designed by the renowned architectural firm Fentress Architects, this ribbed form echoes the feathered beauty of an American bald eagle's wing. The 57,500 square foot museum welcomes the public with vibrant exhibition and event spaces including:

- ➔ A welcoming 6,000 square foot lobby and flexible event space
- ➔ 15,000 square feet of permanent exhibition space
- ➔ An education center equipped with flexible learning spaces for hosting student and corporate groups
- ➔ A 200-seat multifunctional space which can be used for films, forums, lectures, and other events



(l to r) Col. David Bruce, chief of OSS operations in Europe, and Ernest Hemingway with French Resistance fighters in Rambouillet, France, awaiting the final Allied drive to liberate Paris in 1944.

The museum will feature an event space inspired by the Ritz Hotel's Bar Hemingway. Ernest Hemingway whose son served in OSS; Col. David Bruce who served as OSS' Chief of Operations in Europe; and a group of French Resistance fighters "liberated" its bar on August 25, 1944, when the Nazis fled Paris.



“A Ph.D. who can handle himself in a bar fight”

—Description of an ideal OSS candidate

THE PERFECT SITE

The National Museum of Intelligence and Special Operations will be built on an eight-acre parcel within Kincora, a 424-acre mixed-use development currently under development by the TRITEC Real Estate Company. It is located on the southwest corner of Route 7 and Route 28 in Ashburn, Va. The site is three and one-half miles north of Dulles International Airport and 30 miles from Washington, D.C., in Loudoun County.



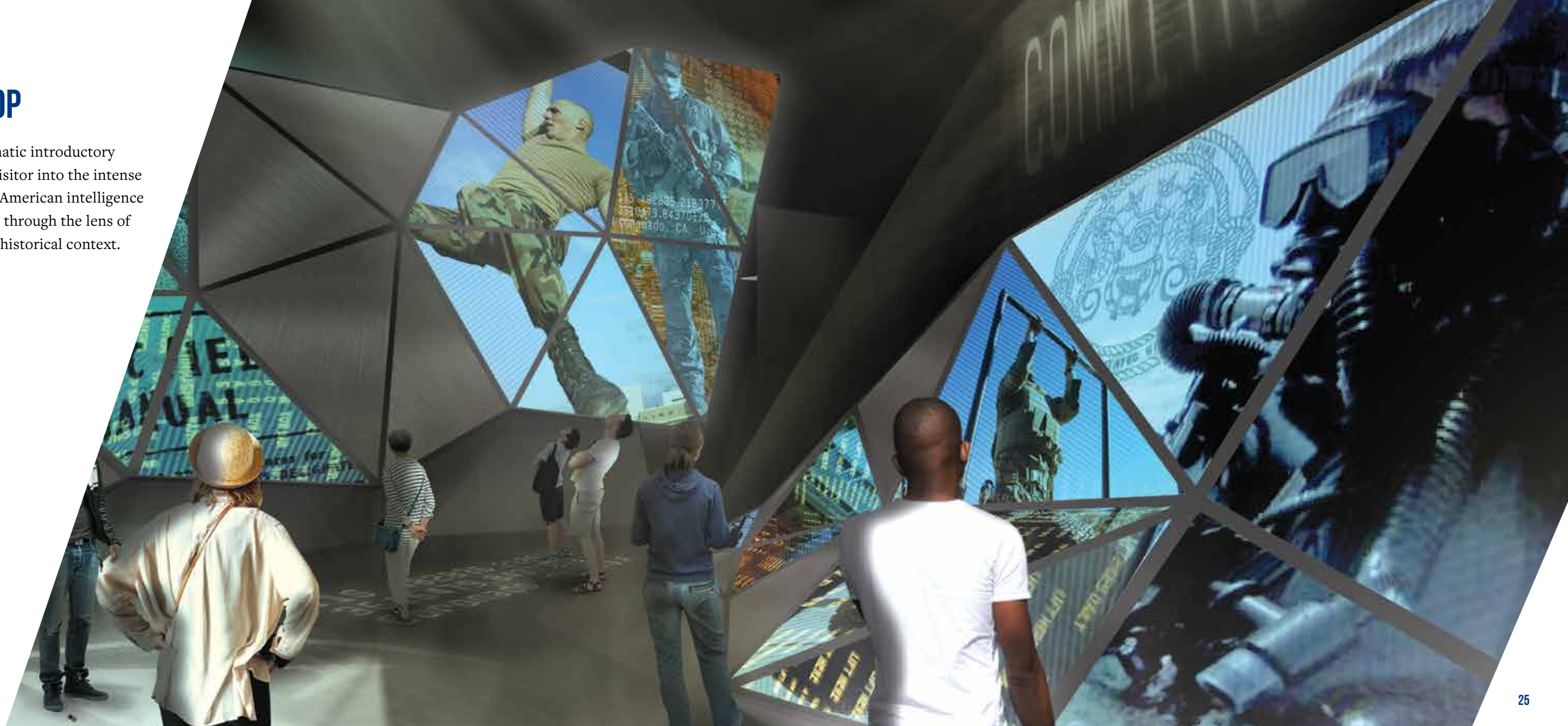
This location is served by a number of major highways. A shuttle service will provide transportation to and from the Dulles Town Center and the Silver Line Metrorail stations. It is a short drive from the Steven F. Udvar-Hazy Center (National Air and Space Museum), which drew 1.6 million visitors in 2016.

Kincora will include 1,400 multi-family residential units, 473,000 sq. ft. of retail space, four million sq. ft. of Class “A” office space, and two hotels. It will also include a performing arts center, a children’s science museum, and a 165-acre park connecting the Washington and Old Dominion Trail. This area of northern Virginia is known as the Dulles Technology Corridor that consists of major defense contractors, technology companies, and federal agencies.

The museum’s distinctive design will be visible from the flight path for Dulles International Airport.

MISSION DROP

This immersive, cinematic introductory experience takes the visitor into the intense and complex world of American intelligence and special operations through the lens of a specific mission and historical context.





WHAT IT TAKES

This gallery highlights the values necessary to succeed in the fields of intelligence and special operations by identifying specific individuals throughout history that embodied them.



MISSION CHECKPOINTS

In this central hub of the museum, visitors learn the overarching, essential framework related to intelligence and special operations. They will be able to assess themselves based on skills learned in surrounding galleries.



A UNITED TEAM

In this gallery, visitors test their teamwork skills through digitally interactive exhibits.

TAKING CHARGE

This gallery enables visitors to learn about and test their leadership skills.



OVERCOMING OBSTACLES

This gallery provides interactive experiences that allow visitors to test themselves on the skills needed to address and resolve unexpected obstacles.





“Our adversaries are approaching conflict in ways designed to eliminate the advantages of more powerful military opponents ... societies and militaries that fail to adapt to the changing character of warfare risk being outthought and outfought.”

—Adm. Eric T. Olson, USN (Ret.) Commander
U.S. Special Operations Command (2007-2011)

FUTURE CHALLENGES

This concluding gallery highlights emerging national security challenges and demonstrates how the U.S. Intelligence and Special Operations communities are responding to them, emphasizing the skills highlighted in the prior galleries.

A WORLD CLASS TEAM



“National security is a team sport.”

—Dr. Michael Vickers
Under Secretary of Defense for
Intelligence (2011-2015)
CIA Operations Officer (1983-1986)
U.S. Army Special Forces (1973-1983)

Master Plan: Lord Cultural Resources
Project Management: MGAC
Architect: Fentress Architects
Exhibit Designer: Gallagher & Associates
Landscape Architecture: Rhodeside & Harwell
Civil Engineering: Greenway Engineering
Structural Engineering: Thornton Tomasetti
Mechanical Engineering: Arup
Electrical Engineering: Arup
Fire and Life Safety: Arup
Legal Counsel: Walsh Colucci Lubeley & Walsh
Financial & Operational Advisor: Gallagher Museum Services
General Contractor: Clark Construction



ARUP



Thornton
Tomasetti



KEY PROJECT DATA

Organization Type:
501(c)(3) public charity

Location:
Kincora, a mixed-use development
approximately 3.5 miles north of Dulles
International Airport at the intersection
of Routes 28 and 7 in Ashburn, Va.

Total Building Size:
57,500 gross sq. ft.

Estimated Capital Cost:
\$125 million

Projected Annual Operating Cost:
\$2.5 million

Projected Attendance:
100,000 on-site visitors per year (excludes
outreach and off-site museum programs).

INSPIRE FUTURE GENERATIONS TO SERVE AT THE “TIP OF THE SPEAR”

By supporting the National Museum of Intelligence and Special Operations, you can do your part to honor the quiet professionals at the “tip of the spear” defending America. You’ll also help our nation meet the challenges of the 21st century and beyond. Please make a tax-deductible donation and watch a short film about the museum at nationalintelligencemuseum.org.

The OSS Society was founded in 1947 by General William Donovan as the Veterans of OSS. It honors the historic accomplishments of the OSS during World War II, the first organized effort by the United States to implement a centralized system of strategic intelligence, and the predecessor to the Central Intelligence Agency, the U.S. Special Operations Command and the U.S. Department of State’s Bureau of Intelligence and Research. It educates the American public about the importance of strategic intelligence and special operations to the preservation of freedom.

The OSS Society
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Herndon, VA 20170
(703) 356-6667
ossociety.org
nmiso.org

Honorary Chairs

John D. Bennett
Gen. Bryan D. Brown, USA (Ret.)
The Hon. William J. Burns
Lt. Gen. Charles T. Cleveland, USA (Ret.)
Amb. Ryan Crocker
The Hon. Robert M. Gates
The Hon. Porter J. Goss
The Hon. Gina C. Haspel
Maj. Gen. Paul E. Lefebvre, USMC (Ret.)
Gen. James N. Mattis, USMC (Ret.)
The Hon. Ellen E. McCarthy
Adm William H. McRaven, USN (Ret.)
Adm. Eric T. Olson, USN (Ret.)
The Hon. Leon E. Panetta
Amb. Anne Patterson
Gen. David H. Petraeus, USA (Ret.)
Gen. Norton A. Schwartz, USAF (Ret.)
Gen. Joseph L. Votel, USA (Ret.)
Amb. R. James Woolsey Jr.
Maj. Gen. Daniel Yoo, USMC (Ret.)



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“Left unsung, the noblest deed will die.”

