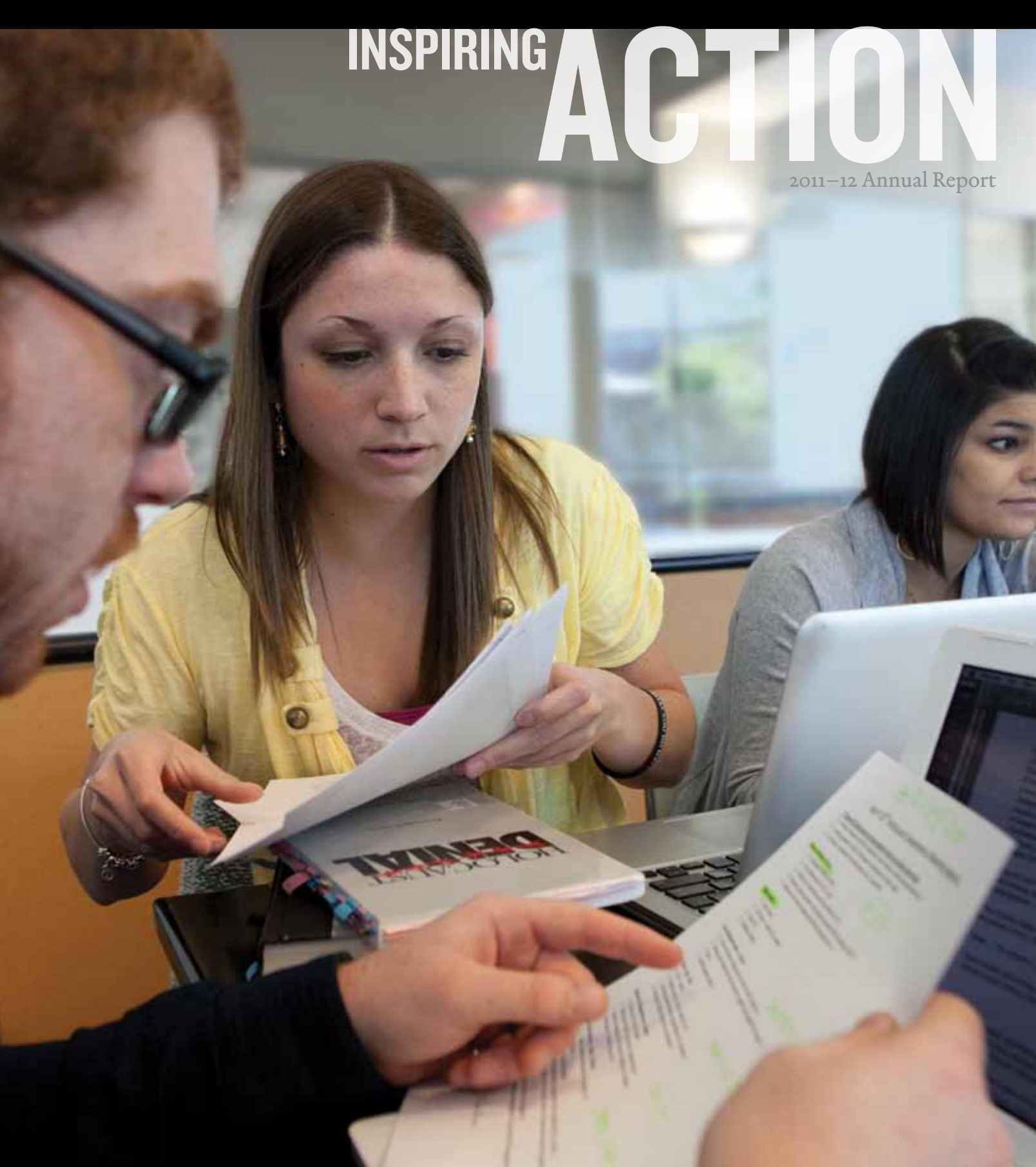


# INSPIRING ACTION


2011-12 Annual Report



UNITED STATES  
**HOLOCAUST**  
MEMORIAL  
**MUSEUM**

THE POWER OF TRUTH  
**20**  
YEARS  
2018





If we want **the future to be different**  
from the past, more people must understand  
the Holocaust and care enough to

# act.

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# Dear friends,

Last June, we convened a student leadership summit on propaganda, hate speech, and civic engagement. Sixty student leaders from 47 colleges and universities in 26 states explored how the Nazis used propaganda to shape public opinion and behavior. These students left equipped with a deeper understanding of the Holocaust and inspired to create campus environments where hate cannot flourish. Mary Giardina (right) of Ohio State University was particularly disturbed by Holocaust denial on her campus and determined to raise awareness among non-Jewish students. Now serving as president of OSU's Holocaust Awareness Council, she led her campus's commemoration activities and is working with Hillel to promote Holocaust education and combat denial.

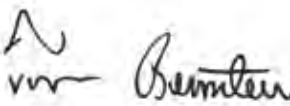
Thanks to your generous support, people like Mary Giardina are not alone. Each year, through special programs like the one she took part in, the Museum strives to create what we call "active agents"—people who are inspired to see their role in society differently *and to act*. An active, responsible citizenry is critical in protecting societies from injustice and hate. And so is leadership.





In recent years, our country's leaders have come to the Museum to address the challenges of confronting contemporary genocide. You may recall that President George W. Bush gave a speech at the Museum about the situation in Darfur in 2007. This spring, after a tour of the Museum with Elie Wiesel, President Obama paid tribute to Holocaust survivors. In speaking about the lessons of the Holocaust, the president announced the establishment of an Atrocities Prevention Board to bolster our government's ability to respond to genocide. The creation of such a board was a recommendation of the Genocide Prevention Task Force, cosponsored by the Museum.

**Approaching our 20th anniversary in 2013, we are honored that in a short time this Museum has assumed an important role in American society, with growing global influence.** On the pages that follow we hope you will feel pride in the difference that you have made possible and confident that this institution is poised to meet the challenges ahead. While the world has changed dramatically since the Museum opened, *and we must respond to those changes*, human nature has not. Ensuring the permanence of Holocaust memory—ensuring we can take its lessons to a diverse global audience and work with many partners, from presidents to the Mary Giardinas of the world—is our bold aspiration.

*Thank you for your continuing partnership in this ambitious vision.*

  
Tom A. Bernstein  
Chairman

  
Joshua B. Bolten  
Vice Chairman

  
Sara J. Bloomfield  
Director



With mobile connectivity changing how people learn and access knowledge, we launched the Museum's first mobile learning tool as part of our initiative on Nazi propaganda. Funded through the generosity of the Robert H. Smith Foundation, the tool enables young people to text with a Holocaust survivor and learn how to recognize propaganda techniques—the first step in resisting them.

The Museum is inspiring diverse audiences—especially young people and leaders—to think and act differently in the face of hatred, antisemitism, and genocide.

Fostering critical thinking about why the Holocaust happened

Advancing quality Holocaust education to ensure the vitality of the field

Training leaders and professionals responsible for ensuring a free and just society

Making truth more accessible, particularly where misinformation is prevalent

## EDUCATING NEW GENERATIONS

As our country becomes more diverse, the world more globalized, and the Holocaust more distant in time, the connection to this history is slowly eroding. That is why the Museum must reach new audiences in new ways. And that is why our unique approach is so important, for we are focusing not only on how the Holocaust happened but also on why it happened. What creates a climate where hate prevails? Why do societies collapse? What role do we each play in creating a just society?

The answer to why the Holocaust happened is more complex than a story of perpetrators, victims, and bystanders. The alarming truth is that one need not hate to be complicit and that human nature is always susceptible to the abuse of power. And in today's world where hate—and the indifference that enables it—is more dangerous than ever, the lessons of the Holocaust are even more urgent.

### 2011 HIGHLIGHTS

- We continued working on our groundbreaking new exhibition on collaboration and complicity. Scheduled to open in April 2013, it has the potential to create a paradigm shift in how we teach the Holocaust.
- We translated our online Holocaust Encyclopedia into Korean and Bahasa Indonesia. An unmatched resource, the encyclopedia is now available in 13 languages, including Arabic, Chinese, Farsi, and Urdu.
- More than 11,000 top and emerging leaders nationally and internationally participated in our ethical leadership programs this year as demand from the justice system as well as military and federal agencies continued to grow.



# REGIONAL EDUCATION SUMMITS

WORKING WITH PARTNERS TO CREATE SUSTAINABLE IMPACT



We were inspired by the different perspectives voiced at the summit. There was also a sense of responsibility.... We've been given this opportunity; now what will we do with it?

Kate English (below, right), Connecticut teacher, Museum Regional Education Corps member, and New England Regional Summit participant



## Building Networks to Ensure Quality Holocaust Education Nationwide

Although today's youth often gain much of their knowledge outside traditional learning environments, teachers continue to play a vital role in creating a society that embraces the lessons of the Holocaust. And in the classroom, quality Holocaust education happens one inspired teacher at a time. With as many as 50 percent of new teachers leaving the field within five years of beginning their careers and with education largely controlled on the local level in the United States, the Museum is leading the effort to catalyze regional networks that can actively engage their communities for the long term.

By organizing summits in strategically selected communities each year, we bring together stakeholders in Holocaust education—including locally respected institutions and state agencies with the capacity to reach critical audiences. Through discussions facilitated by Museum staff, participants wrestle with the challenges and demands of the field in a constantly changing world. The goal is to identify gaps in Holocaust education in each region and to explore collaborative opportunities to advance our cause. Our 2010–11 summits took place in California, Vermont, and Washington. The challenge now is to bring this successful model to scale around the country, ensuring a continuously expanding pool of educators prepared to teach the Holocaust effectively in each state.

## Sharing Best Practices and Models to Inspire Action

At the New England Regional Summit, area teachers listened raptly as the director of the Nebraska Institute for Holocaust Education shared her experiences establishing the Nebraska Holocaust Education Consortium following the Museum's 2006 regional summit in Denver.



A statewide network that is now a formal committee of the Institute for Holocaust Education in Omaha, this consortium exemplifies the type of outcomes inspired by the regional summits. With active members from the Nebraska Department of Education, three universities, and several school districts, the Nebraska consortium has built a coalition of Holocaust experts who annually train and support teachers throughout the state.

## Mobilizing a Shared Commitment to Excellence

After learning about the Nebraska consortium, Kate English, a Connecticut teacher, and her fellow participants left the New England summit determined to bring the same type of



collaborative model to their state. "The Museum's role is what made the difference this time," explains English, referring to an earlier effort that failed. "As a national institution, the Museum brings a sense of greater purpose and has the depth of resources and support to help sustain the network." In June 2011, within six months of the New England Regional Summit, 25 educators met at Yale University for the inaugural meeting of the Connecticut Consortium for Holocaust and Genocide Education, where they began planning for the future. Representing state and local organizations, museums, secondary schools, and universities, the consortium has since held Connecticut's first statewide teacher workshop.





Universal access to the evidence is one of the most powerful ways to confront Holocaust denial. Yet the public never sees the majority of the Museum's vast collection. Digitizing it is essential for both preservation and accessibility. To date, we have digitized an estimated 15 percent.

- Pursuing evidence worldwide
- Leading international efforts to gain access to closed archives
- Cataloging and indexing evidence to make it accessible
- Preserving the evidence physically and digitally

# RESCUING THE EVIDENCE

With staff working aggressively in more than 40 countries on six continents, one of our highest priorities is rescuing the evidence of the Holocaust—much of which remains to be identified. As the eyewitness generation diminishes and huge amounts of deteriorating evidence are at risk of being lost forever, this is a turning point. And with Holocaust denial spreading rapidly, this global search-and-rescue mission could not be more urgent.

Our ability to preserve the memory of the Holocaust relies on this collection. Every piece of evidence is a crucial part of the historical record to answer how and why the Holocaust happened. And we know from experience that teaching with these authentic items personalizes history and deepens understanding. With an intake of some 350 individual collections each year, the size of the Museum's total collection—already the world's most comprehensive—will double over the next decade. So will the challenges to conserve it. But building and safeguarding this collection is only part of our mission. The future of scholarship and education also depends on our ability to make it truly accessible.

## 2011 HIGHLIGHTS

- We built a new online system that enables researchers to easily explore a single topic across all media—from artifacts, documents, and photographs, to publications, film, and oral history testimonies.
- We continued expanding our unparalleled collection of eyewitness accounts, adding testimonies from bystanders from Germany, Hungary, and the South Tyrol region of Italy who witnessed the Holocaust.

We are collecting, preserving, and making truth accessible to a global public—to ensure we can continue to teach this history so people understand its relevance to their own lives.



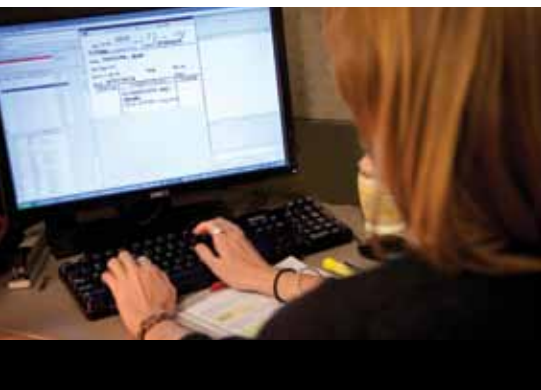
# WORLD MEMORY PROJECT

LEVERAGING TECHNOLOGY TO ENGAGE NEW AUDIENCES IN NEW WAYS



It is an honor working with such a respected institution and the thousands of contributors worldwide who are helping make this truth accessible before it is too late.”

Tim Sullivan, Chief Executive Officer, Ancestry.com



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2/ 31661	Subastl	Haimrich	20.8.15	13.9.44
2/ 44291	Salmacia	Lea Julia	27.8.43	20.7.44
3-Jude/66531	Welschfeld	Algot	15.10.08	20.9.44



## Crowdsourcing: Engaging a Global Public to Secure Memory

The Nazis' genocidal policies quickly turned individual lives, filled with hopes and dreams, into massive statistics that are hard to comprehend. The murderers wanted to erase these people from history. The Museum's goal is to say: They did exist; we can tell you what happened to them; we remember. Our vast collection of Holocaust evidence includes records on millions of Jewish and non-Jewish victims—records that may be the only remaining link to an individual life. Though our staff assist thousands of people every year in their search for information, the challenge is making these records fully searchable online by the public. But to do so requires significant money and time. *And survivors, who have sought this information for decades, do not have the luxury of time.*

In May 2011, the Museum launched the World Memory Project, an innovative partnership with Ancestry.com, to change the equation by enlisting the public's help in creating the largest online resource about individual victims of Nazi persecution. Harnessing the power of digital tools and social media, contributors worldwide are using Ancestry.com software to engage in a massive indexing effort that will enable anyone, anywhere to search the Museum's historical records online for free. In the first eight months alone, more than 2,300 contributors had indexed nearly one million records and the first searchable collection was released.

## What World Memory Project Contributors Are Saying

"It brought home to me the fact that each of these names had been a person who probably once reached out with their hands to others for help, and for many of them, that help never came....[A]t least I was helping in a little way to make sure [they] were not forgotten."

—*Kerri, United States*

"I chose to try to make available to the public a few documents from Poland during World War II. I found it to be a very emotional and most privileged moment in my life."

—*Valentina, Australia*

Museum staff search digitized historical records to assist survivors and their families looking for information on loved ones. Through the World Memory Project, the Museum is enlisting the public's help to engage in a massive indexing effort that will enable anyone, anywhere to search the Museum's historical records online for free.





Museum workshops, such as last summer's "Jews and the Law in Modern Europe" (above), and faculty seminars ensure that university-level teaching reflects cutting-edge scholarship. More than 60 professors from nearly half the states in the country participated in Museum seminars last year.

The Museum is nurturing new generations of scholars who will inform our understanding of why the Holocaust happened and its continuing relevance for the twenty-first century.

Developing the next generation of scholars

Ensuring quality education on American campuses

Expanding global networks of scholars and scholarly institutions

Making new scholarship accessible

# ADVANCING KNOWLEDGE

One reason an event like the Civil War is still an important topic in American society is that a vibrant field of scholarship is devoted to it. The goal of the Museum's Center for Advanced Holocaust Studies is to ensure that, in the same way, the Holocaust and its contemporary relevance will continue to be researched, taught, discussed, and widely understood.

To achieve this goal, the Center has become the world's leading generator of new Holocaust scholarship, nurturing the next generation of scholars, supporting collaborative interdisciplinary research, and making certain this history is taught at the highest levels on campuses around the world. Much remains to be understood about exactly what happened and why, country by country; the role of governments, including our own; and how individuals—perpetrators, victims, and bystanders—behaved. They are all critical to why the Holocaust remains essential for understanding the human condition, in this and future generations.

## 2011 HIGHLIGHTS

- We formalized key partnerships to advance our initiative to fully document and effectively teach the Holocaust in the former Soviet Union, where a third of all Holocaust victims perished.
- We fostered continued engagement—especially among younger scholars—with our International Tracing Service collection, which holds enormous potential for deepening our collective understanding of the Holocaust.
- We acquired more than five million pages of new archival material.



# GLOBAL FELLOWSHIP NETWORK

INFUSING THE FIELD WITH EXCELLENCE



Fellowships are the most intense experience in your career. It is hard to imagine the relationships, the new projects—individually and collaboratively—that emerge from being part of the Museum network.”

Dr. Wendy Lower, John K. Roth Chair and Professor of History, Claremont McKenna College, California, 1999–2000 Center Fellow, and former Director of the Museum’s Visiting Scholar Programs



## The Multiplier Effect: Connecting New Generations of Scholars

We are at a turning point in the study of the Holocaust as we transition from the eyewitness generation of scholars to the next one at the same time as an avalanche of new evidence is becoming available. How do we ensure this new generation of scholars is prepared to teach about the Holocaust with authenticity and sensitivity? One way is through the Center’s fellowship program—*the only one of its kind in the world*—which provides a unique venue for scholars to address the most challenging questions in Holocaust studies today.

In 2011, these highly competitive fellowships once again made it possible for 30 researchers from around the world to pursue individual projects using the Museum’s collections, to network with one another, and to plan future research and teaching projects. For promising young scholars who are either writing their dissertations or working on postdoctoral projects, the impact of a Center fellowship can determine the trajectory of their careers. And because there is a strong correlation between publishing and career advancement within academia, both in the United States and abroad, we assisted several recent fellows in securing publishing contracts with major academic presses this past year—part of our new initiative to help emerging Holocaust scholars attain premier university teaching positions.

Dr. Lower’s most recent book, *The Diary of Samuel Goffard and the Holocaust in Galicia* (2011), was published as part of the Museum’s *Documenting Life and Destruction* series. Participants in our recent donor trip to Ukraine were able to walk through the history recorded in the diary, guided by Dr. Lower (above) and the sole surviving eyewitness.

## From Research to Publication: Becoming a Leading Authority

Wendy Lower’s relationship with the Museum had its genesis in an archive in western Ukraine where, in 1992, she uncovered documentation of how local administrators—*Ukrainian and German*—hunted down Jews in small villages. The collection (which the Museum subsequently acquired) turned out to be significant and the trip decisive. In 1999, completed dissertation in hand, Lower applied for a fellowship at the Museum. “Your dissertation is not a book,” she explains. “Successfully publishing it requires an environment like the Museum where you can talk to historians about your thesis and refine your arguments.” She turned her dissertation into an award-winning book and has since published several more in collaboration with the Museum, becoming a leading authority on the Holocaust in Ukraine. Looking back, Lower says of a fellowship’s impact on emerging scholars: “It inspires you and is life affirming—by being at the Museum you become part of its mission.”





The Museum, together with the United States Institute of Peace and the Brookings Institution, established a nonpartisan working group on the UN-backed Responsibility to Protect (R2P) doctrine. While the Genocide Prevention Task Force focused on structural recommendations for governments, the R2P working group, co-chaired by former Secretary of State Madeleine K. Albright and former Special Envoy to Sudan Richard Williamson, takes the effort one step farther by examining the political obstacles to mass atrocity prevention.

The Museum is stimulating global action to prevent genocide and working to catalyze an international response when it does occur to **make the future different from the past.**

Building the field of genocide prevention

Inspiring the public to care about the problem of genocide

Galvanizing policy makers and thought leaders to focus on prevention

## PREVENTING GENOCIDE

In the early 1930s, the world could not have imagined the genocidal catastrophe that would soon unfold in Europe. Tragically, that was precisely the time when it could have been prevented. Of all the ways the Museum memorializes the murdered Jews of Europe, perhaps the most powerful is to try to save lives today and in the future.

But Bosnia, Rwanda, and Darfur are sobering reminders that genocide prevention remains an enormous challenge. That is why the Museum is working on three parallel tracks to change the equation: convening decision makers to develop recommendations and create effective policies to prevent genocide; cultivating leadership and supporting new research to strengthen the emerging field of genocide prevention; and leveraging technology and media—*both new and traditional*—to raise public awareness. While human rights agendas can often shift, the Museum is committed to creating a permanent platform always vigilant to the threat of genocide and ready to sound the alarm.

### 2011 HIGHLIGHTS

- Our efforts to advance the recommendations of the Genocide Prevention Task Force continued to galvanize leaders both abroad and in the United States, where it has inspired significant changes in the highest levels of government, including the White House's creation of the Atrocities Prevention Board.
- We convened the "Voices from Congo: The Road Ahead" conference to bring a Congolese perspective to Washington on the Democratic Republic of the Congo's political and human rights situation.



# GENOCIDE PREVENTION FELLOWS

CREATING A PEER NETWORK FOR AN EMERGING FIELD



## Building the Global Capacity to Make “Never Again” a Reality

To strengthen the emerging field of genocide prevention, the Museum has launched the Genocide Prevention Fellowship program—the first of its kind. The goal of the program is to help develop leaders in the field, serve as an incubator for innovative projects, and enhance the research capacity that is critical to establishing a range of genocide prevention initiatives. Through collaboration with other agencies and organizations, the fellowship program will foster a network of professionals—from government, military, academia, journalism, and civil society—who are at the forefront of creating new tools for preventing and responding to threats of genocide.

“My hope is that this project can inspire greater action.... When this early warning system becomes public, it will be hard for anyone to say we didn’t know.”

Dr. Benjamin Valentino (below), Associate Professor of Government, Dartmouth College, and the Museum’s Ganek Genocide Prevention Fellow



## Developing an Early Warning System for Genocide

Ganek Genocide Prevention Fellow Benjamin Valentino is researching the feasibility of creating an accurate and reliable early warning system for genocide. “What makes this fellowship so unique is that the Museum and I have a shared goal... an actual project that we are trying to create together,” he explains. Utilizing advanced statistical techniques and systematic expert surveys, such a system could provide the first publicly available early warning for these atrocities.

As part of his fellowship, Valentino led the Museum’s annual Sudikoff Seminar, where a group of experts explored key aspects of designing and operating such a system. “The Museum has a convening power and a moral authority that is really unmatched,” he says. “It does not have a political agenda; its agenda is to stop genocide.”



## Lessons Learned: Understanding Ratko Mladic

Michael Dobbs, award-winning journalist and the Museum’s Goldfarb Genocide Prevention Fellow, is seeking to uncover what drove Ratko Mladic, the Bosnian Serb military commander on trial in The Hague, to order Europe’s deadliest massacre since World War II. Could the murder of 8,000 Muslim men and boys at Srebrenica have been prevented?

Timed to coincide with the trial, the Museum has launched The Mladic Files, a multimedia microsite at [ushmm.org](http://ushmm.org) where Dobbs is reporting on and analyzing the court proceedings as well as posting his discoveries on the roots of the Srebrenica massacre and its ongoing impact. The microsite’s blog is also available on the website of our partner, *Foreign Policy* magazine.



## Establishing a Framework for Identifying Genocide and Related Phenomena

Scott Straus, Associate Professor at the University of Wisconsin–Madison and the Museum’s Winnick Genocide Prevention Fellow, is examining both the overlap among and distinction between “genocide” and related terms such as “mass atrocity” and “crimes against humanity.” The goal of his research is to establish a clear framework for labeling these events, which is fundamental to effective response.



# DAYS OF REMEMBRANCE 2012



**CLOCKWISE FROM TOP LEFT:** Nobel laureate Aung San Suu Kyi, the leader of Burma's democracy movement, accepted the 2012 United States Holocaust Memorial Museum Elie Wiesel Award by video from Rangoon. The political situation in Burma prevented her from attending the ceremony in person. ■ Academy Award-winning actress Natalie Portman and White House Chief of Staff Jack Lew spoke at the National Tribute Dinner about Aung San Suu Kyi's extraordinary heroism and the importance of the Museum's work. ■ Holocaust survivor and acclaimed author Gerda Weissmann Klein paid tribute to the honoree. ■ Marnie Abramson recounted the leadership of her late grandfather, Albert "Sonny" Abramson, in building the Museum. ■ From left, students Fatima Elgarch, Brandon Holden, Kaiser Kabir, and Mary Giardina honored Mr. Abramson's legacy by describing how the Museum inspired them to educate their peers about the Holocaust. ■ **CENTER:** Council member Michael Chertoff and Meryl Chertoff (left) and Council member Michael David Epstein and Diana Epstein co-chaired the National Tribute Dinner.



# DAYS OF REMEMBRANCE 2012



**CLOCKWISE FROM TOP LEFT:** Before his speech at the Museum announcing the creation of the Atrocities Prevention Board, President Barack Obama lit a memorial candle with Founding Museum Chairman Elie Wiesel. ■ At the National Commemoration of the Days of Remembrance in the US Capitol Rotunda, Treasury Secretary Timothy Geithner spoke about the Treasury Department's work to rescue 200,000 European Jews during the Holocaust. ■ John Boehner (left), Speaker of the US House of Representatives, and Per Westerberg, Speaker of the Swedish Parliament, accompanied Museum survivor volunteer Helen Goldkind in lighting a memorial candle in the US Capitol Rotunda. ■ New Legacy of Light Guardian Founder Eva Cooper addressed Museum friends and supporters gathered for the Donor Appreciation Breakfast. ■ Ryna Cohen (center) received a Founders medal at the breakfast, which she attended with her son and daughter-in-law, Neil and Marcy Cohen. ■ **CENTER:** Wings of Memory members Strive and Tsitsi Masiyiwa unveiled their Donors Wall engraving with Museum Chairman Tom A. Bernstein (right).



# REGIONAL PARTNERS



**CLOCKWISE FROM TOP LEFT:** Daniel Mendelson and Jennifer Loew Mendelson attended the National Tribute Dinner with their children, (from left) Dora, Ellie, and Claire. ■ Bernie and Elaine Roberts (center) chaired the 2012 South Florida Luncheon, with Bob and Alice Abrams (left), Philip Stern, and Sara Klompus serving as vice chairs. ■ Katherine and Judd Malkin of Chicago, shown with grandchildren (from left) Clara Malkin, Jeremy Steinberger, and Eli Malkin, chaired the 2011 Grandparents Trip to the Museum. ■ Joshua Malina (left) served as master of ceremonies at the 2011 Los Angeles Dinner co-chaired by Linda and Tony Rubin. ■ Museum Chairman Tom A. Bernstein (far left) and Director Sara J. Bloomfield (second from left) joined featured speaker Deborah E. Lipstadt at a March 2012 luncheon in New York hosted by (from left) Lloyd Goldman, Leonard Wilf, and Jeffrey Feil.



# INTERNATIONAL TRAVEL PROGRAM



## AUSTRIA

**CLOCKWISE FROM TOP:** Marty Weiss (second from left), a Mauthausen survivor and Museum volunteer, toured the camp with the Mauthausen Memorial's head of educational outreach, Yariv Lapid (right), and Dr. Christian Dürr (far left) of the Austrian Ministry of the Interior. ■ Tour participants climbed the notorious "Stairs of Death" at Mauthausen. ■ Museum Director Sara J. Bloomfield signed an agreement with His Eminence Cardinal Christoph Schönborn to acquire archival records from the Archdiocese of Vienna.

## UKRAINE

**CLOCKWISE FROM TOP:** Tour participant and Boston Symphony Orchestra member Mark Ludwig played the violin at the Belzec memorial. Ludwig is the founder and director of the Terezin Chamber Music Foundation, which preserves music written by composers who died in the Holocaust. ■ Father Patrick Desbois led a visit to a mass killing site near Rava-Ruska accompanied by a local eyewitness. ■ In Peremyshlyany, Vadim Altskan (second from right), project director of the Museum's International Archival Programs, translated the testimony of Ivan Fuglevych (far right), an eyewitness to the destruction of the town's Jewish population. With them are Museum curator Jacek Nowakowski and Dr. Wendy Lower, John K. Roth Chair and Professor of History at the Claremont McKenna College and an expert on Holocaust perpetrators in Ukraine and Poland.



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Conference on Jewish Material Claims Against Germany  
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Hilda\*, Otto\*, Brenda, and Sandra Wolf  
Marilyn and Sigi\* Ziering

\*Deceased

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# REMEMBERING ERIC AND LORE ROSS



In 2011, the Museum received a \$17.2 million gift from the estate of former United States Holocaust Memorial Council member **ERIC ROSS**. It is the largest gift in the institution's history. Eric and his late wife, **LORE**, donated more than \$12 million during their lifetimes and in total have contributed more than \$30 million to the Museum. In 1999, they made a gift to name the Museum's Ross Administrative Center in memory of Eric's parents, who were murdered by the Nazis.

The Rosses were an exceptionally generous couple whose philanthropic efforts will continue to profoundly impact the Museum and Holocaust education, which they cared deeply about.

The Museum is extremely grateful for the unparalleled support of both Eric and Lore Ross. Ensuring that the victims of the Holocaust are remembered and the lessons of this tragedy are transmitted to future generations is part of their enduring legacy.

ABOVE LEFT: Eric and Lore Ross with former Museum Chairman Fred S. Zeidman (left) and Museum Director Sara J. Bloomfield (right). RIGHT: Eric Ross

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We regret that the following donors were inadvertently omitted from the 2010-11 Annual Report and thank them for their generosity to the Museum.

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## STATEMENT OF ACTIVITIES

For the year ended September 30, 2011

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
<b>Support and revenue</b>			
Federal appropriation revenue		\$ 49,432,270	\$ 49,432,270
Contributions	\$ 42,383,428		42,383,428
Membership revenue	8,949,252		8,949,252
Museum Shop	1,895,532		1,895,532
Investment loss	(2,213,805)		(2,213,805)
Contributed services	16,836		16,836
Imputed financing source		1,477,356	1,477,356
Other	285,776		285,776
<b>Total support and revenue</b>	<b>\$ 51,317,019</b>	<b>\$ 50,909,626</b>	<b>\$ 102,226,645</b>
<b>Expenses</b>			
Museum operations	\$ 3,736,186	\$22,375,597	\$ 26,111,783
Center for Advanced Holocaust Studies	4,952,149	2,555,919	7,508,068
National Institute for Holocaust Education	6,212,647	5,185,655	11,398,302
Collections	3,258,311	5,626,075	8,884,386
Committee on Conscience	1,107,074		1,107,074
Digital outreach	4,806,121	1,905,710	6,711,831
Museum Shop	1,833,230		1,833,230
Other programs	156,274	1,520,854	1,677,128
Management and general	5,354,711	11,624,001	16,978,712
Membership development	4,605,991		4,605,991
Fundraising	8,657,761		8,657,761
<b>Total expenses</b>	<b>\$ 44,680,455</b>	<b>\$ 50,793,811</b>	<b>\$ 95,474,266</b>
Increase in net assets	\$ 6,636,564	\$ 115,815	\$ 6,752,379
<b>Net assets (beginning of year)</b>	<b>\$ 284,032,765</b>	<b>\$ 10,055,161</b>	<b>\$ 294,087,926</b>
<b>Net assets (end of year)</b>	<b>\$ 290,669,329</b>	<b>\$ 10,170,976</b>	<b>\$ 300,840,305</b>

## STATEMENT OF FINANCIAL POSITION

At September 30, 2011

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
<b>Assets</b>			
Cash and funds balance with Treasury	\$ 798,479	\$ 14,936,567	\$ 15,735,046
Short-term investments	286,301		286,301
Contributions receivable, net	18,895,574		18,895,574
Other assets	930,756	234,456	1,165,212
Long-term investments	205,179,192		205,179,192
Property and equipment, net	72,859,638	11,874,394	84,734,032
<b>Total assets</b>	<b>\$ 298,949,940</b>	<b>\$ 27,045,417</b>	<b>\$ 325,995,357</b>
<b>Liabilities and net assets</b>			
Accounts payable and accrued expenses	\$ 3,472,560	\$ 5,501,187	\$ 8,973,747
Charitable gift annuity liability	4,808,051		4,808,051
Unexpended appropriations		11,373,254	11,373,254
<b>Unrestricted net assets</b>		10,170,976	10,170,976
Federal cumulative results of operations			
Program and supporting activities	64,656,453		64,656,453
Funds functioning as endowment	51,907,117		51,907,117
<b>Restricted net assets</b>			
Temporarily restricted for programs	36,718,616		36,718,616
Permanently restricted for endowment	137,387,143		137,387,143
<b>Total liabilities and net assets</b>	<b>\$ 298,949,940</b>	<b>\$ 27,045,417</b>	<b>\$ 325,995,357</b>

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The **FOUNDERS SOCIETY** recognizes donors who have taken their commitment to the exceptional level of \$1 million and above to strengthen the Museum's ongoing efforts to teach the lessons of the Holocaust, confront hatred and antisemitism, and prevent genocide.

### Wings of Memory Society

The **WINGS OF MEMORY SOCIETY** recognizes Annual Fund donors of \$5,000 and above whose gifts support the Museum's core outreach and educational initiatives. The Wings of Memory Society's Next Generation group engages young professionals through philanthropic activities and educational programming.

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The **LEGACY OF LIGHT SOCIETY** recognizes individuals who have made a legacy commitment to secure the Museum's future for generations to come by including the Museum in their estate plans. Individuals who confirm commitments of \$1 million or more through their estate plans are recognized as Legacy of Light Society Founders.

#### PHOTO CAPTIONS AND CREDITS

Cover: Mary Giardina at Ohio State University. All photos *US Holocaust Memorial Museum*, except: Inside front cover: Bystanders look on as Nazis force Jews to scrub slogans in support of Austrian chancellor Kurt Schuschnigg off the pavement. Vienna, March/April 1938. *Dokumentationsarchiv des Oesterreichischen Widerstandes*. Pages 8-9: Holocaust survivor Richard Weilheimer donated to the Museum this address book, which his father, imprisoned at the Gurs camp in France, gave him before Richard and his brother set sail for the US in 1942. *US Holocaust Memorial Museum*, courtesy of Richard Weilheimer. Pages 16-17: Sunday, who fled Sudan during the North-South civil war and witnessed the murder of her mother and sister by the Lord's Resistance Army in an Ugandan refugee camp, is now raising her sister's children and her own in South Sudan. *Lucian Perkins for US Holocaust Memorial Museum*. Page 18: This aluminum wire, found in a mass grave, was used to fasten the hands of a victim from Srebrenica, where Bosnian Serb forces killed an estimated 8,000 Bosnian men and boys in July 1995. *Tarik Samarab*. Page 19: Fellow Michael Dobbs reports from the Srebrenica-Potočari Memorial and Cemetery in Bosnia-Herzegovina. *Courtesy of Michael Dobbs*. Page 20: Marnie Abramson, *Carl Cox for US Holocaust Memorial Museum*. Page 21: Gerda Weissmann Klein. *Carl Cox for US Holocaust Memorial Museum*. Page 24: National Tribute Dinner, *Carl Cox for US Holocaust Memorial Museum*. New York Luncheon, *Michael Priest for US Holocaust Memorial Museum*. Los Angeles Dinner, *Tammy Horton for US Holocaust Memorial Museum*. Page 25: South Florida Luncheon, *Jeffrey Tboll for US Holocaust Memorial Museum*. Page 26: *Jenn Fong for US Holocaust Memorial Museum*. Page 30: *Carl Cox for US Holocaust Memorial Museum*.

**A LIVING MEMORIAL TO THE HOLOCAUST**, the United States Holocaust Memorial Museum inspires citizens and leaders worldwide to confront hatred, prevent genocide, and promote human dignity. Federal support guarantees the Museum's permanent place on the National Mall, and its far-reaching educational programs and global impact are made possible by generous donors.



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In honor of the Museum's 20th anniversary in 2013, a generous couple has stepped forward to challenge all members of the Museum community to make safeguarding truth for future generations our personal legacy.



Two young boys in the Kovno ghetto, 1944. *US Holocaust Memorial Museum*, courtesy of Sbraga Wainer; photo by George Kadish

Through the establishment of their own deferred gift of up to \$1 million, the challenge donors will match up to 10 percent of each new planned gift to the Museum's endowment, with a maximum of \$25,000 per contribution. The 20th Anniversary Legacy Challenge is in effect until April 30, 2013.

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