

# **PERFORMANCE & ACCOUNTABILITY**

## **REPORT**

### **FISCAL YEAR 2005**

October 1, 2004 — September 30, 2005



November 15, 2005

# PERFORMANCE AND ACCOUNTABILITY REPORT

Fiscal Year 2005

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## Message from the Director

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When the Museum opened twelve years ago, its founders understood that it presented important truths about human nature. They knew that its message was timeless, but they could not have imagined that a decade later that message would also be so timely.

In a world with increasing ethnic violence and extremism, rising antisemitism, and continuing genocide, our work has never been more pertinent or more urgent. We believe that our programs for teachers, law enforcement officers, the military, the clergy and concerned citizens nationwide help people understand the powerful lessons that history holds for our own times.

Through its on-site visitors, outreach activities, and Web site, the Museum is reaching millions of Americans each year with these lessons, which are simple, stark, and important: evil is not eradicable; indifference has consequences; freedom requires responsibility. Inspired by the survivors, challenged by our times, and gratified by the continued high demand for our programs, the Museum will continue in Fiscal Year 2005 to bring these lessons to millions more.



Sara J. Bloomfield  
Director

## Statement of Assurance

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I, Sara J. Bloomfield, Director of the United States Holocaust Memorial Museum, state and assure that to the best of my knowledge:

- (1) The system of internal controls of this agency is functioning and provides reasonable assurance as to the: efficiency and effectiveness of programs and operations, reliability of financial performance information, and compliance with laws and regulations. These controls satisfy the requirements of the *Federal Managers Financial Integrity Act*.
- (2) The financial management systems of this agency provide reasonable assurances that: obligations and costs are in compliance with applicable law; performance data and proprietary and budgetary accounting transactions applicable to the agency are properly recorded and accounted for to permit the timely preparation of accounts; reliable performance information, and to maintain accountability for the assets. The financial control at this agency satisfies the requirements of the *Federal Managers Financial Integrity Act*.
- (3) The system of internal controls of this agency that relates to the security of financial management systems and performance and other financial data provide protections commensurate with the risk and magnitude of harm resulting from the loss, misuse, or unauthorized access and satisfy the requirements of section 5131 of the *Clinger-Cohen Act* of 1996; sections 5 and 6 of the *Computer Security Act*; and section 3533(D)(2) of the *Government Information Security Reform Act*.
- (4) The financial management systems of this agency provide this agency with reliable, timely, complete, and consistent performance and other financial information to make decisions, efficiently operate and evaluate programs, and satisfy the requirements of the *Federal Financial Management Improvement Act* section 803(a), the *Government Performance and Results Act*, and OMB circular No. A-11 Preparation and Submission of Budget Estimates. A remediation plan under *FMFIA* is not required.
- (5) There are no material weaknesses reported.



Sara J. Bloomfield  
Director

## Message from the Chief Financial Officer

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I am pleased to present the United States Holocaust Memorial Museum's Fiscal Year 2005 *Performance and Accountability Report* which presents both financial and performance information on the Museum's operations in a combined report for the fiscal year ending September 30, 2005. This report satisfies the reporting requirements for the following:

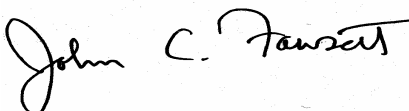
- *Accountability of Tax Dollars Act of 2002*
- *Reports Consolidation Act of 2000*
- *Government Management Reform Act of 1994*
- *Government Performance and Results Act of 1993*
- *Chief Financial Officers Act of 1990*
- *Federal Managers' Financial Act of 1982*
- *Section 2308 of the Museum's authorizing legislation*

The Museum received an unqualified opinion on its consolidated financial statements for Fiscal Year 2005. These statements fully account for both the Federal and non-appropriated funds.

In the past year, we continued efforts to refine and improve the Museum's consolidated financial system with the goal of providing Museum managers, Council members, Federal oversight officials, and the general public with timely, accurate, and useful financial information. Significant financial management achievements of the past year include:

- Ongoing improvements to the Museum's Web-based financial reporting system by placing additional and/or redesigned information onto the Web, significantly reducing the need for paper files and providing managers with critical real-time information.
- Ongoing development of and refinements to financial policies and procedures available online to all Museum staff.
- Realignment of the Museum's budget to match the Museum's strategic vision approved this year.
- Budget procedure revision for non-appropriated funds that allows the Museum to expend more current year dollars for programming purposes with no risk to the Museum's financial resources.

We remain committed to providing the Museum with the highest levels of financial management services and ensuring the efficiency, economy, and effectiveness of the Museum programs and activities.



John C. Fawsett  
Chief Financial Officer  
United States Holocaust Memorial Museum

# PROGRAM PERFORMANCE REPORT

## Mission Statement

The United States Holocaust Memorial Museum's primary mission is to advance and disseminate knowledge about the unprecedented tragedy of the Holocaust; to preserve the memory of those who suffered; and to encourage its visitors to reflect upon the moral and spiritual questions raised by the events of the Holocaust as well as their own responsibilities as citizens of a democracy.

As the Museum enters its second decade of existence, its message has never been more urgent. The world is facing threats to democratic values, increasing ethnic violence, rising anti-Semitism, and continuing genocide. No other educational institution is better poised to respond meaningfully to these pressing issues. Its international stature, the size and diversity of its audiences, and its identity as *America's* Holocaust institution make the Museum a unique platform and moral voice for educating the world. As the late Daniel Boorstin, historian and Librarian of Congress, said, "Trying to plan for the future without knowing the past is like trying to plant cut flowers." In an age when the lessons of history could not be more pertinent to the future and the teaching of history is on the wane, the Museum is prepared to address these challenges and seize this important opportunity.

The Holocaust was the state-sponsored, systematic persecution and annihilation of European Jewry by Nazi Germany and its collaborators between 1933 and 1945. Jews were the primary victims – six million were murdered; Gypsies, the handicapped, and Poles were also targeted for destruction or decimation for racial, ethnic, or national reasons. Millions more, including homosexuals, Jehovah's Witnesses, Soviet prisoners of war, and political dissidents, also suffered oppression and death under Nazi tyranny.

Chartered by a unanimous Act of Congress in 1980 and located adjacent to the National Mall in Washington, D.C., the Museum strives to broaden public understanding of the history of the Holocaust through multifaceted programs: exhibitions; research and publication; collecting and preserving material evidence, art, and artifacts related to the Holocaust; annual Holocaust commemorations known as *Days of Remembrance*; distribution of educational materials and teacher resources; and a variety of public programming designed to enhance understanding of the Holocaust and related issues, including those of contemporary significance.

## Mission Goals

- ◆ Protect and Strengthen the Core of the Living Memorial
- ◆ Enhance the Nation's Moral Discourse
- ◆ Secure the Future of the Memorial Museum
- ◆ Improve Management and Administration

### **Use of Non-Federal Parties**

The United States Holocaust Memorial Museum is a public-private partnership and as such employs staff with both Federal and non-appropriated funds. Both Federal and non-appropriated employees contribute to accomplishing the mission of the Museum and subsequently to the content of this report. No outside contractors were used to prepare the report.

### **Impact of FY 2005 Results on Future Performance Plans**

The partially met objectives from FY 2005 are carried forward in the FY 2006 and later performance plans, as necessary and where consistent with the current plans and funding levels.

### **Format of the Performance Report**

The performance report for the FY 2005 plan mirrors the format used for presentation of the annual plan. The elements contained in the report are as specified in guidance issued by the Office of Management and Budget in circular A-11. Required elements of the report are identified below:

Comparison of actual performance with projected level of performance – This information is contained in the “Results” section of the report for each indicator for each performance objective.

Explanation of reasons for unmet objectives – This information, where required, is identified in the results descriptions.

Description of plans to meet unmet objectives in the future – The FY 2006 and future performance plans address any plans to extend unmet objectives into the future.

Evaluation of FY 2006 performance plan – This information is contained under “Impact of FY 2005 Results on Future Performance Plans.”

### **Availability of Additional Information**

Additional information about the FY 2005 accomplishments and about the programs and public resources of the United States Holocaust Memorial Museum is available through the following means:

The USHMM Web site at <http://www.USHMM.org>

James Gaglione, Budget Officer, (202) 314-0336; [jgaglione@ushmm.org](mailto:jgaglione@ushmm.org)

## SUMMARY ANNUAL PERFORMANCE REPORT

### **GOAL: Protect and strengthen the core of the living memorial**

#### Major objectives:

- Provide basic visitor services in the Museum
- Rescue the evidence of the Holocaust
- Extend the impact of the permanent exhibition
- Provide core family programming in the Museum
- Engage new audiences in *Days of Remembrance*
- Effectively use the Committee on Conscience to respond to contemporary genocide
- Shape the emerging field of Holocaust studies to promote its excellence and vitality

#### Status of objectives:

Met or exceeded targets	25	78%
Partially met targets	5	16%
Extended or deferred	2	6%

### **GOAL: Enhance the nation's moral discourse**

#### Major objectives:

- Create the National Institute for Holocaust Education
- Re-conceive and redesign the Wexner Learning Center

#### Status of objectives:

Met or exceeded targets	10	100%
Partially met targets	0	0
Extended or deferred	0	0



**GOAL: Secure the future of the Memorial Museum**

Major objectives:

- Create a nationwide information campaign to educate the public about the meaning of the Holocaust for our lives today
- Launch the Second Decade Endowment Campaign and revitalize fundraising
- Develop and implement electronic communications mechanisms to build and sustain relationships with key audiences and constituencies

Status of objectives:

Met or exceeded targets	4	50%
Partially met targets	4	50%
Extended or deferred		

**GOAL: Improve management and administration**

Major objectives:

- Develop a Management Implementation Plan for the Strategic Plan
- Further tighten management and budget practices
- Address the President’s Management Agenda objectives

Status of objectives:

Met or exceeded targets	10	84%
Partially met targets	1	8
Extended or deferred	1	8

Note: Two objectives under the President’s Management Agenda objectives are also reported and counted under the first goal, *Protect and Strengthen the Core of the Living Memorial*.

## DETAILED ANNUAL PERFORMANCE REPORT

### PROTECT AND STRENGTHEN THE CORE OF THE LIVING MEMORIAL

#### Strategies to Achieve Goal

- Provide basic visitor services in the Museum
- Rescue the evidence of the Holocaust
- Extend the impact of the permanent exhibition
- Provide core family programming in the Museum
- Engage new audiences in *Days of Remembrance*
- Effectively use the Committee on Conscience to respond to contemporary genocide
- Shape the emerging field of Holocaust studies to promote its excellence and vitality

#### Activities & measures to implement strategies

##### Provide basic visitor services in the Museum

- Operate the Museum facility 363 days per year for public access to the permanent exhibitions, special exhibitions, library, theaters, other museum spaces, and to all public programs.
  - General Measure: visitation statistics; operating status daily and cumulatively of the Museum building
  - Results: Met: The Museum was open to the public the anticipated 363 days in FY 2005, including additional evening hours for extended hours in the spring and public programs. Public access was disrupted for approximately six to eight hours by evacuations due to fire alarms
- Assess Museum visitation patterns and strengthen group booking procedures
  - Results: Met: 1.59 million total visitors were analyzed for patterns that may be useful for future planning. Key patterns identified include:
    - 35.6 percent of visitors saw *Remember the Children* exhibition
    - 20.8 percent of visitors saw *Deadly Medicine* exhibition
    - 11.7 percent of visitors used the new Wexner Learning Center
    - Number of groups visiting increased by 249 groups (10,260 visitors)
- Enhance efforts to increase visitation
  - Results: Met: Modified the procedures for group visits to increase capacity for groups during the busy spring season; initiated Military Outreach program with regional Military Welfare and Recreation staff; improved the "Plan a visit" component of the Museum's Web site

## Rescue the evidence of the Holocaust

Due to the limited window of time in which the Museum must meet its responsibility to acquire and preserve the evidence, acquisitions is the single overarching collections-related priority for the next five to ten years. To ensure that the history of the Holocaust can be fully and authentically transmitted to future generations, the Museum will undertake a targeted acquisitions initiative for artifacts, oral histories, personal papers of survivors, and archival documents to fill gaps in the current collection, ensure an adequate range of items for future rotations in the permanent exhibition, and serve as a primary archival resource for scholars. As steward of the collection, the Museum must also address long-term collections management issues such as storage, conservation, and public access to collections.

- **Seek additional private funding of \$5 million over ten years to supplement baseline \$5 million over the same period**
  - Measure: funds raised per year and cumulatively
  - Result: Partially met: \$596,000 of revenue recorded in FY 2005 for collections purposes.
- **Acquire 250 items for rotation in the permanent exhibition by FY 2006**
  - Measure: cumulative number of items acquired
  - Result: Exceeded: Over 750 artifacts, 18,000 documents, and 6,000 photographs acquired during FY 2005 with considerably more than 250 of them being suitable for permanent exhibition use
- **Acquire one million pages of archival material per year for ten years**
  - Measure: number of pages acquired per year and cumulatively
  - Result: Exceeded: 2,739,300 pages of material acquired in 44 collections from Jewish communities destroyed during the Holocaust and approximately 5.9 million pages in 40 collections of significance to the study of the Holocaust including materials from at-risk countries including Argentina, Lithuania, Ukraine, Uzbekistan, and Romania
- **Target acquisition endeavors in the U.S., Australia, Israel, and elsewhere**
  - Result: Met: Activity conducted in seven U.S. locations and Berlin, Singapore, Australia, Argentina, France, and Israel
- **Conduct oral history research and taping in nine countries including Poland, the Netherlands, and Romania**
  - Result: Partially met: Taping trips conducted in Poland, Netherlands, Germany, Latvia, Lithuania, Ukraine, Israel, France, and the United States resulting in 128 interviews. Initial research conducted in Slovakia and Hungary for interviews to be conducted in FY 2006.
- **Collect historic material and associated stories through attendance at survivor conferences and reunions**
  - Result: Met: Attended five events which resulted in 20 collection acquisitions and 67 potential future donations of collections
- **Complete library renovations to accommodate collections growth**
  - Result: Met: Completed on time and within specifications
- **Further develop needs assessment and plans for future off-site storage**
  - Result: Met: Conducted methodology research for facility planning and consulted with several other institutions to gather information and experience on the issue

## Effectively use the Committee on Conscience (COC) to respond to contemporary genocide

- **Integrate the work of the Committee on Conscience into Museum programs**
  - Measure: Number of links to COC Web site; number of presentations that include COC speakers; number of Museum programs that include COC input
  - Result: Met: In FY 2005 the COC focused on raising awareness on the genocide in Darfur, Sudan; creating a network of concerned college students and increasing the reach of the Committee Web site. Indicators include at least 40 Web sites that link to the COC Web site; over 100 presentations, on and off-site, involving a member of the Committee staff; and continued representation in Museum-wide programming endeavors
- **Develop Raphael Lemkin exhibition**
  - Result: Met: See exhibition status information in the chart on the following page

Extend the impact of the permanent exhibition -and- Provide core family programming in the Museum

- Complete by FY 2007 the five-year retrofit project
  - Measure: percentage of project completed per year
  - Result: Partially met: Completion date extended to FY 2008; 47percent completed during FY 2005
- Complete conservation of exhibition objects on priority list by end of FY 2005
  - Measure: percentage of objects conserved per year and cumulatively
  - Result: Met: 100 percent of objects whose loan agreements require treatment
- Conduct a professional evaluation of the exhibition during FY 2004-2005
  - Measure: status of each phase of evaluation
  - Result: Met: Final report issued March 30, 2005
- Develop a core story traveling exhibition
  - Measure: there are numerous milestones and deliverables in the detailed project plan for this activity
  - Results: Partially met: Preliminary exhibition concept developed but overall project is deferred pending obtaining private (non-Federal) funding for implementation
- Develop a Web site for the core story of the permanent exhibition
  - Measure: there are numerous milestones and deliverables in the detailed project plan for this activity
  - Results: Deferred: Postponed until the traveling exhibition is designed/funded
- Develop and present special exhibitions as outlined in the long-term exhibition plan
  - Measure: there are numerous milestones and deliverables in the project plans for each exhibition
  - Results: Met: See chart below for detailed status of exhibitions currently in the plan. Explanation of milestones follows the chart

The following special exhibitions were in various stages of development during FY 2005 for presentation in the Kimmel-Rowan Special Exhibition Gallery (KR), the Gonda Education Center (GEC), the Wexner Learning Center (WLC), and the Meyerhoff Theater entry well (MT):

<u>Exhibition Title/Topic</u>	<u>Phase in FY 2005</u>	<u>Target Presentation Dates</u>
<i>Deadly Medicine: Creating the Master Race</i> (KR)	On view	through May 2006
<i>Genocide Emergency—Darfur, Sudan: Who Will Survive Today?</i> (WLC)	Fabrication/On view	March 11, 2005– indefinitely
<i>Antisemitism: Protocols of the Elders of Zion</i> (GEC)	Research/ Concept/ Fabrication/On view	May 3–November 2005
<i>Abandoned at Srebrenica: Ten Years Later</i> (MT)	Concept/Fabrication	July 11, 2005– indefinitely
War Crimes/Nuremberg Trials (WLC)	Research/Concept/Fabrication	December 2005–December 2006
Raphael Lemkin and Genocide (WLC)	Research/Schematic	FY 2006
Children of the Łódź Ghetto (KR)	Thesis/Research/Schematic	November 2006–August 2007
Propaganda (KR)	Thesis/Research	April 2008–Fall 2010
Collaboration/Complicity (KR)	Thesis	Spring 2011–Fall 2013

- (1) Thesis – identify the central theme(s) and storyline(s)
- (2) Research – identify primary and secondary historical sources and exhibit materials
- (3) Schematic – establish exhibition outline, object checklist, script, and spatial design
- (4) Concept – finalize script and checklist; create two- and three-dimensional appearance
- (5) Fabrication – construct and install exhibitry and objects; open exhibition to the public

- Provide educational programming in conjunction with Museum exhibitions
  - Measure: number of programs and attendance
  - Result: Met: 634 programs conducted during FY 2005; attendance consisted of 25,924 students and general public in student and general tours of the Museum, permanent exhibition, and *Remember the Children*; approximately 4,000 attendees at various smaller programs
- Provide interpretive programs and materials targeted to families
  - Measure: number of programs and attendance
  - Result: Met: 12 programs conducted for 575 participants during FY 2005
- Present traveling exhibitions at locations nationwide
  - Measure: Presentation in ten venues during FY 2005
  - Result: Exceeded: Seven exhibitions at 31 venues in 28 cities in 21 states
- Assess usage of foreign language and Braille editions of the Visitor Guides
  - Result: Deferred: Introduction of foreign language and Braille editions began in FY 2005 with nine foreign language editions available and the Braille edition in progress for FY 2006 availability. Assessment of usage to determine which languages are most needed will take longer.

#### Engage new audiences in *Days of Remembrance* (DOR)

- Expand *DOR* outreach and Web site
  - Measure: there are numerous milestones and deliverables in the detailed project plan for this activity
  - Results: Met: Content of Web site expanded to provide greater information on planning *DOR observances* and to permit visitors to add comments to the Web site; links to worldwide sites for *DOR observances* added

#### Shape the emerging field of Holocaust studies to promote its excellence and vitality

- Conduct 20-25 scholarly lectures, symposia, or workshops annually
  - Measure: number of seminars and workshops conducted; attendance at seminars and workshops
  - Results: Partially met: Target changed to ten to fifteen due to funding considerations. Fifteen conducted with attendance of 1,500
- Develop a coherent campus outreach program to support the delivery of 50-75 presentations at colleges and universities annually [replaces two original objectives that separated presentations from scholarly programs for students]
  - Measure: number of presentations; attendance at seminars
  - Results: Met: 63 presentations delivered at 62 targeted institutions in 22 states and the District of Columbia to approximately 7,000 attendees; also obtained private grants to support the program in FY 2006.
- Host and provide support to 25-34 scholars and students annually
  - Measure: number of scholars supported and funding provided; number of programs or papers delivered by supported scholars; attendance at programs
  - Results: Met: 24 fellowships totaling \$539,000 and 5 research assistantships totaling \$34,232 were awarded; 49 presentations conducted for 1,200 attendees
- Improve publishing activity to highlight more new research by U.S. scholars
  - Measure: Number of journal issues, monographs, and papers published and made available electronically
  - Results: Exceeded: four journal issues, four monographs, nine papers published; 28 papers made available on the USHMM Web site; 60 books and 90 articles published by others as a result of scholarly work conducted at USHMM by current and former Fellows; USHMM led effort by the International Commission of the Study of the Holocaust in Romania that resulted in a two-volume publication in English and Romanian
- Complete an encyclopedia of Nazi killing centers, camps, ghettos, and other detention sites by FY 2008
  - Measure: Number of volumes published and status of those in production
  - Results: Met:
    - Volume 1: 1,032 entries assigned, 715 approved, 216 being finalized
    - Volume 2: 957 entries assigned, 310 approved, 243 being finalized
    - Volume 4: 500 entries planned, 334 of which are assigned
- Expand the programs of the Jewish source Study Initiative.
  - Results: Met: Private gifts enabled CAHS to begin to make fellowship awards to JSSI-related scholars and to undertake activity in Europe and Israel; Obtained private funds for biannual Yiddish language workshop for Holocaust scholars; held summer workshop and dedicated first five volumes of archival publications series to JSSI-related topics

- **Launch an archival publication series to make select collections available for research.** [Replaces original objective: Expand activity to make the archival and other research collections of the Museum easily accessible to scholars for research and teaching.]
  - Results: Met: launched Documenting Life and Destruction publication series with volumes 1-5 in production; created archival source and photographic databases
- **Provide support for a Holocaust studies Yiddish course**
  - Results: Met: Secured private funding for two courses to be conducted in partnership with Indiana University and awarded a fellowship to a participant from the first course.

## **ENHANCE THE NATION’S MORAL DISCOURSE**

### Strategies to Achieve Goal

- Create the National Institute for Holocaust Education
- Re-conceive and redesign the Wexner Learning Center

### Activities and measures to implement strategies

#### Carry out the National Institute for Holocaust Education (NIHE)

This is a long-term plan to bring greater focus and integration to the Museum’s educational activities in order to increase impact and effectiveness through targeted programming for educators. It is also intended to leverage the Museum’s moral impact through targeted programming for persons in positions of civic influence, such as law enforcement, members of the judiciary, and elected officials.

- **Finalize the written plan for the operating principles and functions of the Institute**
  - Measure: status of written plan and the degree to which it is implemented through the efforts outlined below to manage the Museum’s program and funding decisions
  - Result: Met: Written plan completed and resulted in clear mechanism for coordination and decision making for all major non-scholarly program activities
- **Integrate the planning of exhibitions, education, and outreach technology**
  - Result: Met: Established the use of cross-functional planning teams for program activities
- **Launch the National Program for Collaborative Leadership in Holocaust Education (dependent on funding)**
  - Result: Met: Renamed as *Regional Education Corps*; 17 individuals selected and trained to serve on the *Corps* in each major region of the U.S. to conduct teacher training and support the work of local teachers in conjunction with USHMM traveling exhibitions
- **Pilot community partnerships program models on a national level**
  - Result: Met: Completed two successful national pilot programs of *Law Enforcement and Society* program in Texas and Missouri
- **Increase the impact of the Belfer program and integrate with national outreach activities per assessment recommendations**
  - Result: Met: Launched semi-annual electronic newsletter with special outreach to increase teacher participation in regional professional development programs
- **Undertake assessment of program offerings to the general public**
  - Result: Met: Conducted assessments and implemented changes based on results for public programs held in conjunction with special exhibitions, *Remember the Children*, and *First Person* programs
- **Disseminate findings of the Museum Teacher Fellowship Program evaluation and the National Teacher Survey of Secondary Teaching Practices in Holocaust Education**

- Result: Exceeded: Dissemination of findings resulted in the USHMM model being replicated in London, South Africa, Israel, New Jersey, and Texas. *Education Week* and *Social Education* are both considering publishing the survey report.

Re-conceive and redesign the Wexner Learning Center as a major technological endeavor to enhance the on-site experience and outreach to targeted audiences

- Complete a written plan for the learning center and its programs
  - Measure: status of written plan
  - Result: Met: Completed plan includes a content model to be used for planning displays and programs in the learning center
- Complete a contract for project design and implementation plan
  - Measure: status of design contract
  - Result: Met: The original objective was to create a flexible space suitable for various displays and interactive programs. This objective has been completed and is reflected in the current display on the Darfur genocide emergency and in the upcoming *War Crimes Trials* display
- Pilot distance learning programs and technologies
  - Measure: degree of success attracting participation and carrying out learning event
  - Results: Met: Six significant distance learning activities were completed in FY 2005:
    - live satellite video between Auschwitz and a Teaching Forum in Dallas,
    - an Electronic Field Trip conducted for over one million high-school students in partnership with Ball State University,
    - On-line lecture to three university classes by bioethicist Arthur Caplan
    - Video conferencing to secondary schools for presentations by the USHMM Committee on Conscience,
    - DVD presentation about the USHMM Web site for use at Educational conferences, and
    - Electronic distribution of educational materials for teachers and students to over 500,000 requestors

## SECURE THE FUTURE OF THE MEMORIAL MUSEUM

### Strategies to Achieve Goal

- Create a nationwide information campaign to educate the public about the meaning of the Holocaust for our lives today
- Launch the Second Decade Endowment Campaign and revitalize fundraising
- Develop and implement electronic communications mechanisms to build and sustain relationships with key audiences and constituencies

### Activities and measures to implement strategies

#### Launch the Second Decade Endowment Campaign and revitalize fundraising

- Seek private funding required to fulfill the strategic plan over the next decade
  - Measures common to all activities: funds raised per year and cumulatively; status of Founder's Society and Leadership Cabinet; percentage of Council members contributing to annual fund
  - Results: Partially Met: FY 2006 annual fundraising exceeded goal by six percent while endowment fundraising achieved 96 percent of the goal; Reached 73 percent participation rate for Council members in annual fund; Founder's Society and Leadership Cabinet has been implemented
- Overhaul the annual fund campaign and support systems/policies
  - Results: Exceeded: Exceeded FY 2005 annual fund goal and implemented numerous procedures and practices that were instrumental in this fundraising success
- Broaden the use of electronic fundraising efforts
  - Results: Partially met: Electronic outreach system to use email to reach USHMM audiences with program and fundraising information is under development

#### Create a nationwide information campaign to educate the public about the meaning of the Holocaust for our lives today.

- (see below for activities and measures)

#### Develop and implement electronic communications mechanisms to build and sustain relationships with key audiences and constituencies

- Complete written plan for improved electronic outreach
  - Measure: status of written plan
  - Results: Met: plan completed and will be activated during calendar year 2005
- Pilot the use of email to communicate with donors and constituent audiences
  - Results: Partially met: Program is designed and will be in operation by the end of calendar year 2005
- Introduce new Museum logo
  - Results: Partially met: Interim logo in use while redesign is being considered
- Redesign the quarterly newsletter
  - Results: Met: Completed and implemented
- Develop outreach efforts to build strategic partnerships to reinforce the NIHE
  - Results: Met: Staff person assigned to carry out this effort; FY 2005 activities include the "Insights" lecture series conducted with leaders reflecting on the relevance of Holocaust history to contemporary life. Another major accomplishment was the Electronic Field Trip conducted through a partnership between Ball State University, Best Buy Foundation, and the Museum that reached approximately one million students in a single day

In addition to the above, the Museum conducted a series of focus groups to collect baseline information on audiences for use in future strategic planning



## **IMPROVE MANAGEMENT AND ADMINISTRATION**

### Strategies to Achieve Goal

- Develop a Management Implementation Plan for the Strategic Plan
- Further tighten management and budget practices
- Address the President's Management Agenda objectives

### Activities and measures to implement strategies

#### Develop a Management Implementation Plan for the Strategic Plan

- Define specific projects, budgets, and schedules for executing the strategic plan
  - Measure: completion of detailed plan
  - Result: Met: Established and implemented internal processes that subject all programmatic, operational, and budget planning to cross-functional review for consistency with the strategic plan and to ensure that funding is allocated consistent with top priorities.

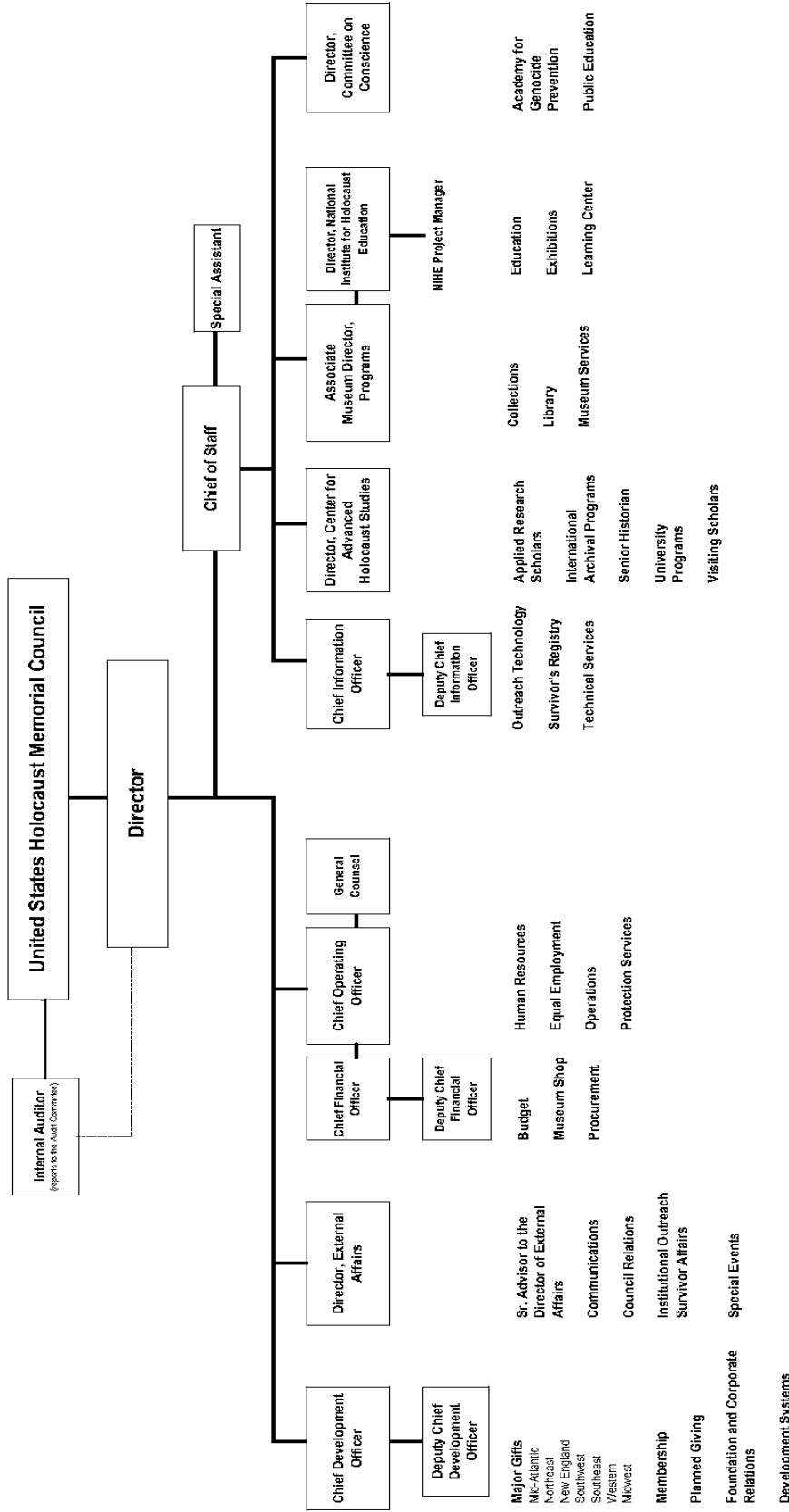
#### Further tighten management and budget practices

- Revise performance standards to link performance measurement to strategic plan
  - Measure: percentage of positions with revised performance standards
  - Results: Exceeded: This objective was completed ahead of schedule in FY 2004 as shown in that year's Performance and Accountability Report
- Prepare the FY 2005 operating plan using performance budgeting principles guided by the revised strategic plan and by OMB's revised circular A-11
  - Measure: degree to which operating plan matches funding to performance objectives and clarity of linkage between budget and objectives
  - Result: Met: Established and implemented internal processes that subject all programmatic, operational, and budget planning to cross-functional review for consistency with the strategic plan and to ensure that funding is allocated consistent with top priorities.
- Provide adequate administrative and financial management systems
  - Representative measures: timely production of financial reports; unqualified external audit; average time to complete recruitment actions; rate of computer system availability to users
  - Results: Met: Audited financial reports (with unqualified opinion) and Performance and Results report (PAR) completed and delivered on time; 47.6 days average time to complete recruitments
- Examine the effects of Sarbanes-Oxley on the Museum
  - Results: Met: An independent assessment of the key provisions of the Sarbanes-Oxley act was conducted and provided the Museum with recommendations. During the past year, the Museum implemented recommended changes to further enhance the Museum's efforts to meet the spirit and intent of the Sarbanes-Oxley mandates for internal controls and management due diligence.
- Improve Museum shop net income
  - Results: Met: FY 2005 net income increased 43 percent over FY 2004
- Reduce average collection period on pledges receivable by 100 days
  - Results: Partially met: Detailed review of pledge billing procedures ensures prompt issuance of bills and notices, but did not result in any significant decrease to the average collection period. This objective will not be pursued further in subsequent fiscal years due to the expected diminishing returns from additional efforts.
- Improve Finance-Development coordination
  - Results: Met: Implemented weekly meetings and approved guidelines on accounting requirements for Development staff soliciting endowment and donor-restricted gifts

## Address the President's Management Agenda objectives

- **Human Resources: Continuously evaluate staffing and funding and make realignments as necessary to ensure that top mission priorities are adequately staffed**
  - Measure: availability of resources for mission goals
  - Result: Met: personnel allocations and funding are now an integral part of the strategic budgeting process
- **E-government: Develop the Museum's permanent exhibition story for Web site delivery**
  - Measure: there are numerous milestones and deliverables in the detailed project plan for this activity
  - Result: Deferred: Postponed until the traveling exhibition is designed/funded
- **E-government: Use the Museum's Web site to expand nationwide participation in the annual *Days of Remembrance* (DOR)**
  - Measure: there are numerous milestones and deliverables in the detailed project plan for this activity
  - Results: Met: Content of Web site expanded to provide greater information on planning DOR observances and to permit visitors to add comments to the Web site; links to worldwide sites for *DOR* observances added
- **Performance budgeting: Complete the intensive revision of the Museum's strategic plan, annual plan, and budget proposals to integrate performance into budgeting**
  - Measure: status of strategic plan and GPRA submission
  - Result: Met

# United States Holocaust Memorial Museum



## INSTITUTIONAL GOALS

### ENHANCE THE NATION'S MORAL DISCOURSE

#### NATIONAL INSTITUTE FOR HOLOCAUST EDUCATION

- Education
- Exhibitions
- Learning Center
- Outreach Technology

#### COMMITTEE ON CONSCIENCE

- Academy for Genocide Prevention
- Public Education

### PROTECT AND STRENGTHEN THE MEMORIAL CORE

#### RESCUE THE EVIDENCE

- Collections
- International Archival Programs
- Library
- Survivor's Registry

#### CENTER FOR ADVANCED HOLOCAUST STUDIES

- Applied Research Scholars
- Senior Historian
- University Programs
- Visiting Scholars
- Academic Publications

#### MUSEUM BUILDING

- Museum Services
- Operations
- Protection Services

### SECURE THE FUTURE

#### RAISING

- Annual Fund
- Endowment
- Planned Giving

#### EXTERNAL AFFAIRS

- Communications
- Publishing
- Council Relations
- Institutional Outreach
- Survivor Affairs
- Special Events

#### MANAGEMENT SYSTEMS

- Finance
- Human Resources
- Legal
- Equal Employment
- Databases
- Technical Services