CHANGING THE EQUATION FOR A CHANGING WORLD

By 2026 the youngest Holocaust survivor will be 81 years old and no World War II vets will be alive.¹

41% of non-Jewish American adults do not know the number of Jews killed in the Holocaust or think it was less than one million.²

Young people today are bombarded by the equivalent of 174 newspapers of data a day.³

Facebook is equivalent to the population of the third largest country; 17% of all time spent on the Internet is on Facebook.⁴

The number of known hate sites, blogs, and social network pages increased 20% in 2010.⁵

¹ America’s Wars Fact Sheet, US Department of Veterans Affairs, 2010
² US Holocaust Memorial Museum Public Opinion Survey, 2011
⁴ 2010 Digital Terrorism & Hate Report, Simon Wiesenthal Center
⁵ 2010 Digital Terrorism & Hate Report, Simon Wiesenthal Center

FRONT COVER: At a conference in Kigali cosponsored by the Museum, a Rwandan teacher identifies precursors to genocide from Holocaust history. The conference was the initiative of two Museum-trained educators who are part of the Museum’s effort to build a global network of teachers who will serve as leaders in Holocaust education.
Dear friends,

Eighteen years ago, at the Museum’s dedication, Elie Wiesel spoke powerfully about the ethnic cleansing raging in Bosnia, challenging humanity to fulfill its postwar promise of “Never again.” Sadly, the threat of genocide still remains—along with a constellation of new challenges. With the power of new technologies, hate is even more pervasive and more deadly. Antisemitism and abuse of the Holocaust are increasing. Major demographic changes are altering cultures, values, and identities. The most significant demographic shift for the Museum and our cause will be the loss of the wartime generation.

The void that will be left with the loss of the survivors and other eyewitnesses is unimaginable. It is not a question of who will tell the story. We will. But we face new questions: How will we tell the story? What audiences must we reach? What are the consequences if we don’t?

When hate—and indifference to hate—is more dangerous than ever, we need to change the equation. And we need to do it on a global scale. More people throughout the world must know the lessons of the Holocaust and care enough to act. This is a bold ambition.

Your support of this institution is laying the foundation to meet the global challenges we face in this new world.

With your help, we are building influential partnerships and leveraging technology to engage new audiences in new ways—especially young people and leaders. Our “virtual” Museum received more than 38 million visits in 2010, and nearly 40% of those visits came from outside the United States.

While expanding our reach is important, it is not enough. What we must build today requires new approaches and new strategies. Digitizing our massive amounts of Holocaust documentation, rescued from more than 40 countries worldwide, is crucial to secure irreplaceable evidence and create a multilingual digital education platform that can reach anyone, anywhere, anytime. And forging partnerships and networks with individuals, institutions, and governments here and abroad will help us create impact that is sustainable over time.

This is a turning point. We must not only remain a great museum on the National Mall; we must now also build a global enterprise that, in a changed environment, ensures the future of memory, truth, and understanding. We hope the Museum can count on your support in meeting the new challenges and seizing the new opportunities.

Tom A. Bernstein
Chairman

Joshua B. Bolten
Vice Chairman

Sara J. Bloomfield
Director
INSPIRING PEOPLE TO
THINK AND ACT DIFFERENTLY
IN THE FACE OF HATRED,
ANTISEMITISM, AND GENOCIDE
During the Holocaust, young people were a target of propaganda promoting hatred and suspicion of “the other” just as young people are a target today. Imagine Nazis with the power of the Internet.

92% of American youth use the Internet.¹

Increased emphasis on testing in math and reading has led to less time spent teaching social studies.²

Distortion and misuse of the Holocaust are increasing, especially on the Internet, but also in social media, politics, and popular culture.

¹ Statistical Abstract of the United States 2010, US Census Bureau
We are in the midst of huge upheavals in American public education. The role of teachers has become increasingly complex and our nation’s classrooms are ever more diverse. A survey by the National Center for Education Information found that 40% of public school teachers do not expect to be teaching in five years. And a report commissioned by the Museum found that most educators teaching the Holocaust have received no special training to do so. Short of physically going into every classroom, how do we change the equation?

To meet this challenge, the Museum partnered with the American Association of Colleges for Teacher Education (AACTE) to create the HOLOCAUST INSTITUTE FOR TEACHER EDUCATORS (HITE). Designed to incorporate quality Holocaust education into secondary schools across America, the institute helps education professors prepare tomorrow’s teachers at the start of their careers, while they are still in college. In 2010, we expanded the institute to solidify the Museum’s presence on college campuses.

The institute pairs 12 education professors from six universities with teachers from their regions who are part of the Regional Education Corps, the Museum’s national corps of master Holocaust educators, for one week of training at the Museum. Together they plan a series of daylong workshops for preservice teachers on the subjects of Holocaust history, historical and contemporary antisemitism, and genocide prevention, which they then conduct jointly on college campuses in the coming academic year. Through the institute, the Museum has built an expanded network of local partners who are helping create a new generation of teachers inspired—and ready—to teach the Holocaust effectively once they enter the classroom.

Developing effective models is a critical first step. The challenge now is to bring our transformative programs to scale, increasing the number of teachers and young people we reach each year and then ensuring the long-term sustainability of these programs.
Making truth accessible to anyone, anywhere, anytime

USING TECHNOLOGY TO ENGAGE TODAY’S YOUTH

In 1936, German high-jump champion Margaret Lambert was poised to win a medal at the Berlin Olympics. But one month before the competition, the Nazi party, which manipulated the rules of the Games for its own purposes, barred her from participating because she was Jewish. Recently, this 96-year-old shared her memories with a high school class in Noisy-le-Sec—an ethnically diverse, disadvantaged area outside Paris—through an ONLINE TEACHING MODULE the Museum developed using our Voices on Antisemitism podcast series.

After testing this new module in classrooms in Boston and Phoenix, the Museum turned to Samia Essabaa, a high school teacher in Noisy-le-Sec, France. From seven thematic lessons, Samia chose “Propaganda and Media” and shared Margaret Lambert’s podcast with her class. A Muslim born in France to Moroccan and Tunisian parents, Samia feels she can relate to her students, many of whom have emigrated from Africa and the Caribbean, but she has been shocked by the hate many voice toward Jews and others. Five years ago she began teaching them about the Holocaust, as she says, “give them a shield” against the pervasive hate propaganda coming into their homes through the Internet and satellite TV.

Samia shares the Museum’s goal of educating students to be critical thinkers in our information-saturated world. At a time when efforts to manipulate and diminish Holocaust history are gaining traction in many places, what is a reliable source? What is true? The Museum has a critical role to play by using technology to dramatically expand our global reach and to teach increasingly diverse audiences—especially those with little or biased information about the Holocaust—about the truth of this history and the dangers of indifference.

GLOBAL HIGHLIGHTS

With the recent translation of our online Holocaust Encyclopaedia into Bahasa Indonesia—the language of the world’s largest Muslim country—the Museum’s website, ushmm.org, is now available in 13 languages. The transcripts for more than half of the almost 90 episodes in the Museum’s Voices on Antisemitism podcast series have been translated into other languages, including Arabic, Farsi, Portuguese, Russian, Spanish, and Urdu.

Teachers worldwide like Samia Essabaa are using the Museum’s multilingual website to engage their students in new ways. By teaching the lessons of the Holocaust, Samia hopes that her students will not only learn to recognize hate propaganda but will also speak out against it.
During the Holocaust, every law enforcement officer, judge, and soldier had choices. The consequences of their daily decisions often meant life or death for the victims.

Changing how leaders view their roles in a post-9/11 environment, one of US law enforcement’s biggest challenges is to proactively prevent terrorism while also ensuring rigorous adherence to the Constitution.

Nearly 7,000 US law enforcement agencies employ more than 800,000 officers on the front lines, where they are making decisions that impact basic human freedoms.1

In a post-9/11 environment, one of US law enforcement’s biggest challenges is to proactively prevent terrorism while also ensuring rigorous adherence to the Constitution.

Acting on core democratic values, even in counterinsurgency and counterterrorism operations, is critical for the 1.4 million US service members on active duty.

There are 32,000 judges and 27,000 prosecutors in thousands of courtrooms across this country balancing individual rights and the country’s security needs.2

2 State Court Caseload Statistics: An Analysis of State Court Caseload, National Center for State Courts, 2008
One of the more disturbing truths of the Holocaust is that all too many professionals became accomplices to mass murder by simply doing their jobs. From civil servants to judges, from police officers to soldiers, the Nazi agenda required their broad collaboration and complicity.

While some individuals refused to carry out orders to kill civilians and prisoners of war, the majority of German military personnel obeyed them, including those that called for the murder of women and children. How did officers come to disregard their codes of conduct for protecting civilian lives? The Museum’s programs for active duty officers as well as officers-in-training focus on the influences on and decision making of their counterparts in Nazi Germany, highlighting the opportunities for and consequences of individual choice.

In 2010, we enhanced our partnership with the US Military Academy and its new Center for Holocaust and Genocide Studies by helping West Point faculty develop meaningful lessons to incorporate across the academy’s four-year curriculum. We also forged a new partnership with the US Army Command and General Staff College, with whom we designed a Holocaust and Genocide Prevention elective for officers. With the Genocide Prevention Task Force—co-convened by the Museum, the US Institute of Peace, and The American Academy of Diplomacy—stimulating increased US government interest in dealing with genocide, this groundbreaking course reflects the military’s growing commitment to prevention as well as response.

By helping officers understand what went so wrong in the past, the Museum is preparing today’s leaders to become agents of change.
Nazis understood the power of the new media of their time. The new media of our time is even more powerful and potentially more deadly. New technology is part of the problem but can also be part of the solution.

Nazis understood the power of the new media of their time. The new media of our time is even more powerful and potentially more deadly. New technology is part of the problem but can also be part of the solution.
If it weren’t for the Museum’s innovative use of Facebook, Michel Sztulzaft, a Holocaust survivor born in France, might never have seen his childhood photo. He doesn’t know exactly when it was taken but thinks he was three or four years old at the time, living in a children’s home on the outskirts of Paris after liberation. His mother, who survived in hiding, was unable to care for him as she struggled to rebuild her life.

Michel’s is one of 1,100 photographs taken of displaced children immediately after World War II that the Museum has posted online to enlist the public’s help in learning the fates of these young survivors. With the aid of people from all over the world, we have already identified 220 of the children. Beyond the research implications, the success of this project is just one demonstration of the power social media, cell phones, and other digital tools have to engage new audiences more deeply in the Museum’s collection and Holocaust history.

The revolution in technology and the shift from consuming to interacting with media have dramatically improved the Museum’s ability to engage and educate new audiences beyond our building—especially young people. But to capture this potential we must fully convert our collection into digital format. This is a massive undertaking given the vast number of artifacts, photos, film, documents, and testimonies we have collected, but it is also a crucial one if we are to provide universal access to authentic evidence and combat the misinformation on and misappropriation of the Holocaust rampant in our world today.

“\n\n“The project is important...because it allows us to know how, even in the darkest hours of history, there are people who do good, like the police officer who saved my mom, who was pregnant with me, from being sent to the camps.”\n\n—Michel Sztulzaft, Holocaust survivor\n\nGlobally, highlights approximately 20% of the Museum’s 85,000 historical photos, spanning the period from the end of World War I to the 1950s, is available at ushmm.org, and more photos are added each month.

The international reach and accessibility of our website continues to expand dramatically, with nearly 40% of visits coming from outside the United States.

The Museum’s Facebook page was viewed five million times in 2010, the number of people following us on Twitter grew 70%, and our videos on YouTube were viewed some 300,000 times.
Genocide does not just happen. There are always warning signs, always opportunities to intervene.

STIMULATING GLOBAL ACTION TO PREVENT GENOCIDE

Civilians today are threatened with mass atrocities in many places, including Sudan, Congo, and Burma.

Mass violence is deadlier than ever. At its peak, Auschwitz-Birkenau killed 10,000 people a day; today’s weapons of mass destruction can kill tens of thousands in a second.

Hostile nonstate actors, empowered by existing and new technologies, can pose serious threats to civilians.
the Museum led a bearing witness trip to south sudan to assess the potential for violence in the lead-up to the region’s january 2011 referendum on independence from the north, documenting through photos and video the perspectives of survivors, key political leaders, and members of civil society.

gareth evans (left), former australian foreign minister, and stephen rapp, the us state department ambassador-at-large for war crimes issues, took part in the paris symposium on genocide prevention in november 2010.

francis deng (right), special adviser to the un secretary-general on the prevention of genocide, led a discussion at the symposium on the latest developments in the field and the consolidating of consensus around the "responsibility to protect" doctrine. with him is mike abramowitz, who oversees the museum’s genocide prevention program.

"everyone is concerned about atrocities committed against the innocent, but mobilizing that [concern] and bringing together senior people to respond effectively is something the holocaust museum is uniquely qualified to do."

― stephen rapp, us state department ambassador-at-large for war crimes issues

in our interconnected world, global challenges demand a global response. preventing genocide requires bolstering the will of decision makers, strengthening the movement of organizations and experts working on this issue, and shaping public attitudes so that citizens demand action. the museum is actively engaged on all of these levels.

the report of our groundbreaking genocide prevention task force (gptf), chaired by madeleine albright and william cohen, continues to gain traction. its recommendations catalyzed further action by the us government to respond to genocide, such as its impact on the 2011 presidential directive on mass atrocities as well as the 2010 national security strategy and the state department’s quadrennial diplomacy and development review.

to share the gptf recommendations around the world, the museum convened a symposium in paris in november 2010 with the mémorial de la shoah. this landmark event brought together senior officials from more than 20 governments, the european union, and the united nations with leading experts and ngos to identify concrete steps to enhance international cooperation for the prevention of genocide.

building on the momentum of the symposium, the museum convened a group of high-level foreign policy experts to increase understanding of the "responsibility to protect" doctrine, a new international standard that significantly expands the ability of governments to intervene to protect citizens when genocide and mass atrocities threaten to occur. preventing genocide is a bold and ambitious agenda, but the museum is working hard to fulfill it—it is exactly what we owe to the memory of the victims of the holocaust.

the museum is creating the first genocide prevention fellowship program, part of our expanding efforts to develop leaders in the field, fill gaps in the knowledge base about prevention, and develop innovative responses.
Nearly half the Jews murdered during the Holocaust were Soviet citizens. Eastern Europe’s democratic future will be enhanced by understanding where, how, and by whom.

For decades, most mass grave sites in the former Soviet Union lay forgotten, unprotected, and unstudied, risking fulfillment of the Nazis’ goal to obliterates the memory that these victims had ever existed.

Europe’s historic responsibility for teaching the Holocaust is at stake today as a result of the rise of nationalism in the east and massive immigration in the west.

Newly accessible archival collections and video testimonies by eyewitnesses to mass shootings make it possible to understand what actually happened in the “Holocaust by bullets.”

Generating New Knowledge Increases Understanding
Paul Shapiro (left), Director of the Museum’s Center for Advanced Holocaust Studies; Father Patrick Desbois (center), President of Yahad–In Unum; and Rabbi Andrew Baker, Director of the American Jewish Committee’s International Jewish Affairs, prepare to announce that a database of testimonies of non-Jewish eyewitnesses to the genocide of Soviet Jewry will be made available on the internet for the first time.

Dr. Karel C. Berkhoff, a Museum scholar-in-residence from the Netherlands, delivers an online presentation via a live link from the Museum to classes at Russia’s first Holocaust studies center, established at Moscow’s Higher School of Economics.

Two students from Moscow’s Higher School of Economics examine copies of long-classified KGB documentation about the Holocaust now held in the Museum’s archives. With them is Suzanne Brown-fleming (center), Director of the Museum’s visiting scholar programs.

“We share a common interest in telling the truth and in combating denial and distortion of the historical facts of that terrible era. We owe it to the victims, and we owe it to our children and grandchildren to undertake this work.”

—Paul Shapiro, Director of the Museum’s Center for Advanced Holocaust Studies

SECURING THE ROLE OF HOLOCAUST MEMORY IN EUROPE’S FUTURE

Although Soviet authorities never denied the Holocaust, they were reluctant to single out the systematic murder of Jews or to permit the research necessary to understand or do justice to what happened. Especially in light of alarming new trends to relativize the Holocaust and equate Nazism with communism, the Museum’s Center for Advanced Holocaust Studies launched a major initiative to ensure the mass murder of Soviet Jewry is fully documented and effectively taught—and that memory is safeguarded.

During the past year, renowned professor Oleg Budnitskii from Moscow’s premier post-Soviet university, the Higher School of Economics (HSE), was in residence at the Center as the Ina Levine Scholar. Professor Budnitskii, together with Professor Zvi Gitelman of the University of Michigan and Father Patrick Desbois of Yahad–In Unum, led the weeklong 2010 Jack and Anita Hess Seminar for Faculty from 20 American colleges and universities, designed to encourage teaching about the Holocaust and issues of complicity and denial in Soviet and Russian history courses.

The Center also convened conferences in New York, Paris, and Bucharest to focus international attention on this important subject. Then, following a series of high-level meetings in Moscow, the Museum signed an agreement with the HSE to promote US–Russian cooperation in Holocaust studies. As a direct outcome, the HSE has established a new center dedicated to advanced Holocaust research and university teaching—the first such center in any country of the former Soviet Union. In leading this effort, the Museum is making a decisive difference that not only secures the memory of the victims, but also nurtures the leadership that is vital to advancing Holocaust awareness and education in a critically important region of the world.

GLOBAL HIGHLIGHTS

The Museum is increasing collection activities in Russia, Ukraine, and other former Soviet republics. Negotiations are under way to obtain a complete copy of the vast collection of postwar investigations of Nazi crimes carried out by the Soviets.

With the Jewish Theological Seminary, the Museum published the first catalog of the wartime archives of Jewish organizations from across Europe. These documents were seized by the Red Army and held secretly until the fall of communism.

The Center for Advanced Holocaust Studies faculty seminars drew professors from 60 colleges and universities in 25 states and Canada. More than twice that number of professors applied.

As part of our initiative to combat antisemitism and Holocaust denial, Museum scholars and visiting fellows traveled to more than 70 college campuses, delivering lectures and presenting at seminars and faculty meetings.
One of the most powerful ways to counter Holocaust denial is through authentic artifacts, testimonies, and archival documents—many created by the killers themselves. But our job of collecting evidence is far from over.

RESCUING THE EVIDENCE SAFEGUARDS TRUTH

With the world’s most comprehensive Holocaust collection, the Museum will serve as the leading historical resource for future generations.

Huge amounts of evidence, whether in government archives or family attics, still remain to be collected—or lost forever.

15,000 artifacts
85,000 photographic images
195 million archival pages
12,500 oral histories
1,000 hours of film footage
For 63 years, Sol Finkelstein wondered what had happened to his father. After surviving forced labor camps and Mauthausen, they were separated three days before liberation in May 1945 and never saw each other again. For most of his life, Sol wrestled with doubts about whether he could have saved his father—until his son, Joe, turned to the Museum for help.

The Finkelsteins are just one of the thousands of families worldwide who contact the Museum’s Holocaust Survivors and Victims Resource Center every year for assistance. Our success in tracking down missing information has increased significantly since December 2007, when the Museum led worldwide negotiations to open the International Tracing Service (ITS) archive and began creating the only digital copy of ITS records in the United States—an extraordinary body of evidence containing details on more than 17 million Jewish and non-Jewish victims.

And yet, critical gaps remain. The Museum must be able to tell the story of the Holocaust from every perspective—as it unfolded throughout Europe, North Africa, and the world, and as it was lived by the victims, rescuers, bystanders, and perpetrators. Filling these gaps is increasingly urgent, as we are in a race against time to save fragile, often disintegrating documents and to capture the memories of the eyewitnesses before they are no longer with us. Just as crucial are our efforts to improve the accessibility of the Museum’s growing collections.

For the Finkelsteins, a single piece of information, on one document among millions, made a world of difference. After extensively searching our records, staff determined that Sol’s father, Jakob, had survived liberation. He died in a hospital four days later and was buried in Austria.

“Now I know where my father is,” said Sol. “It’s not easier that I know, but at least I know.”
Founding Chairman Elie Wiesel received the inaugural United States Holocaust Memorial Museum Award—the Museum’s highest honor—for the singular role he has played in establishing and advancing the cause of Holocaust remembrance. The award will henceforth be named the UNITED STATES HOLOCAUST MEMORIAL MUSEUM ELIE WIESEL AWARD. Above right Presenting the award to him at the National Tribute Dinner were (from left) Museum Vice Chairman Joshua B. Bolten, Museum Director Sara Bloomfield, Rwandan genocide survivor Clemantine Wamariya, General Colin L. Powell, USA (Retired), and Museum Chairman Tom Bernstein. Right Democratic Leader Nancy Pelosi and Holocaust survivor Charles Stein lit a commemorative candle in the Capitol Rotunda, together with Holocaust survivor Isra Arbeiter (far left) and 2010 Stephen Tyrone Johns Summer Youth Leadership Program Ambassador Manal Elhak.

US Supreme Court Justice Stephen G. Breyer delivered the keynote address in the Capitol Rotunda, reflecting on the role of law in the aftermath of genocide. “Nuremberg can remind us that the Holocaust story ended with a fair trial,” he said. “And that trial, along with other ways in which law can further the work of remembrance, also reminds us of our eternal aspiration for justice.”

LEFT The 3rd US Infantry (The Old Guard) carried the flags of the 35 US Army divisions that helped liberate prisoners from Nazi concentration camps and other sites of incarceration.

DAYS OF REMEMBRANCE 2011

Below Left: Director of Collections Michael Grunberger (right) shows supporters rarely seen artifacts at the Museum’s conservation facilities. Right: Outgoing National Legacy of Light Society Chair Arlene Herson (left) and Museum Planned Giving Director George E. Hellman present The Reverend Judith E. Simonson with her Legacy of Light Guardian certificate at a tea reception for planned giving donors.

Above Left: Pillars of Memory Janet and John Swanson gather for the unveiling of their engraving on the Museum’s wall. Middle: Council member Phyllis Heideman receives a Wings of Memory Society leadership award from Andrés Abril, Director of the Museum’s Mid-Atlantic Regional Office. Right: Founder Sol Friedman is recognized for his generous support of the Museum.

Below: Elie Wiesel (center left) is joined at the 2011 National Tribute Dinner by (from left) Washington Co-Chairs Jeffrey and Lauri Zell, Washington Co-Chairs Jennifer Loew Mendelson and Daniel Mendelson, and National Chairs Dr. Miriam and Sheldon G. Adelson.

Above: Museum Chairman Tom Borestein (left) greets Legacy of Light Founders Schuyler and Linda Sylvers. Right: Survivor volunteer Nesse Godin shares her experiences during the Holocaust at a breakfast for members of the Wings of Memory Society.
REGIONAL PARTNERS

BELOW The New York Next Generation joined NBC correspondent Peter Alexander (back row, far right) to honor the launch of historian and Council member Deborah Lipstadt’s latest book, The Eichmann Trial. With Dr. Lipstadt (front row, center) are: (from left) Joseph Breslow, Lauren Posner, Deborah Edell, and Ryan Abramowitz. (back row, from left) Stacey Saimetz, Jesse Irak, Barry L. Levine, Julie Kopel, Daniel Bollhohn, and Nicole P. Lieberman.

LEFT Virginia and Norman Bobins (right) chaired the 2010 Chicago Luncheon honoring Frieda Weinberg. With them are Chairman Emeritus Fred S. Zeidman and Museum Director Sara Bloomfield. RIGHT Gathered for the 2011 South Florida Luncheon were (from left) Lynn Saxton, Luncheon Co-Chair; Alice Abrams, Wings of Memory Regional Advisor; Hekh Marshall, Wings of Memory Co-Chair; and Arlene Perlman. Luncheon Co-Chair.

ABOVE LEFT Tony (left) and Linda Rubin joined the Museum’s Western Regional Office Director Michael Saraf for a lecture in Los Angeles on the role of physicians in the Holocaust. The lecture was part of the annual Los Angeles Speaker Series, which the Rubins sponsor. RIGHT (from left) Andrew and Amy Cohn and Suzanne and Steven Hilton co-chaired the Museum’s 2011 Phoenix Tribute Dinner honoring Sheila Polk.

BELOW LEFT The Museum’s Washington, DC, Next Generation Society welcomed Sir Ben Kingsley to their program The Power of Film and the Holocaust. RIGHT The 2011 Boston Dinner featured presenters (from left) Stephen Ross, The Honorable Michael Ross, Loren Galler Rabinowitz, Council member Mark Goodman, Chairs Gilda and Alfred Slifka, Museum Director Sara Bloomfield, and Vice Chairs Jennifer Slifka and Luis Vidal.

ABOVE LEFT Virginia and Norman Bobins (right) chaired the 2010 Chicago Luncheon honoring Frieda Weinberg. With them are Chairman Emeritus Fred S. Zeidman and Museum Director Sara Bloomfield. RIGHT Gathered for the 2011 South Florida Luncheon were (from left) Lynn Saxton, Luncheon Co-Chair; Alice Abrams, Wings of Memory Regional Advisor; Hekh Marshall, Wings of Memory Co-Chair; and Arlene Perlman. Luncheon Co-Chair.
annual contributors

we gratefully acknowledge the generosity of the many donors who contribute to the museum from january through december 31, 2010.

$1 million or more

Conference on Jewish Mental Illness against Germany
Jeff and Toby Herr

$500,000–$999,999

Dr. Charles Braverman

$500,000–$999,999

Dr. Miriam and Sheldon G. Adelson
Anonymous (3)

$50,000–$99,999

The Community Foundation of San Diego

$5,000–$9,999

Mr. and Mrs. Steve Perles

$10,000–$19,999

Mr. Charles Bliss

$10,000–$19,999

Mr. and Mrs. Benjamin B. Cohen

$1,000–$9,999

Mr. and Mrs. Steve Perles

$500–$999

RTFJ–Ronald S. Feld and Oliver Wurtman Foundation

$250–$499

The Sol and Lillian Ash Foundation

$250–$499

The Edward John and Patricia Rosenwald Foundation
We thank those individuals who have donated to the Museum's collection from January through December 31, 2010.

Anonymous

We want to thank those individuals who have donated to the Museum's collection from January through December 31, 2010.
### STATEMENT OF ACTIVITIES

For the year ended September 30, 2010

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<td>$15,942,856</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>322,564</td>
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</tr>
<tr>
<td>Contributions receivable, net</td>
<td>17,431,050</td>
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<tr>
<td>Other assets</td>
<td>914,492</td>
<td>226,426</td>
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<tr>
<td>Long-term investments</td>
<td>193,293,447</td>
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<tr>
<td>Property and equipment, net</td>
<td>77,416,295</td>
<td>11,618,999</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$291,755,434</td>
<td>$27,780,281</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Liabilities and net assets</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$7,722,669</td>
<td>$5,693,896</td>
</tr>
<tr>
<td>Unrestricted appropriations</td>
<td>12,039,224</td>
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<tr>
<td><strong>Unrestricted net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal cumulative results of operations</td>
<td>50,002,047</td>
<td>50,002,047</td>
</tr>
<tr>
<td>Program and supporting activities</td>
<td>10,055,161</td>
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<tr>
<td><strong>Restricted net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporarily restricted for programs</td>
<td>35,903,604</td>
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<tr>
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<td>117,955,537</td>
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### UNITED STATES HOLOCAUST MEMORIAL COUNCIL

(as of October 28, 2011)

Tom A. Bernstein, Chairman, New York, NY
Joshua B. Bolten, Vice Chairman, Washington, DC
Sara J. Bloomfield, Director, Washington, DC
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Cheryl F. Halpern, Livingston, NJ
Jeffrey S. Wilpon, Flushing, NY
Sanford L. Gottesman, Austin, TX
Fred S. Zeidman, Houston, TX

### STATEMENT OF FINANCIAL POSITION

At September 30, 2010

<table>
<thead>
<tr>
<th>Private Funds</th>
<th>Federal Funds</th>
<th>Total</th>
</tr>
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DONOR SOCIETIES

Founders Society

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.

Legacy of Light Society

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.

WHAT KIND OF WORLD WILL FUTURE GENERATIONS INHERIT?

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.

PHOTO CAPTIONS AND CREDITS

Page 8: Hitler Youth at the Nazi Party Congress, Nuremberg, Germany, 1938. All other images US Holocaust Memorial Museum, except:

The Holocaust compels us to ask that question . . . and above all TO ACT ON IT. We are proud to recognize as Legacy of Light Guardians those who have made SAFEGUARDING TRUTH for future generations their personal legacy through a gift to the Museum’s endowment. To learn more, please call George Hellman, JD, at 202.488.6591 or visit ushmm.org/endowment.

Legacy of Light GUARDIANS

EVERY WILL MATTERS . . . PUT THE MUSEUM IN YOURS.
Through a live interactive teleconference organized by the Museum, survivor volunteer Nesse Godin shares her experiences during the Holocaust with teachers in Rwanda, many of whom also survived genocide. The Museum is leveraging technology to bring Holocaust education to new audiences around the world.