

# ONE BY ONE

2012-13 Annual Report

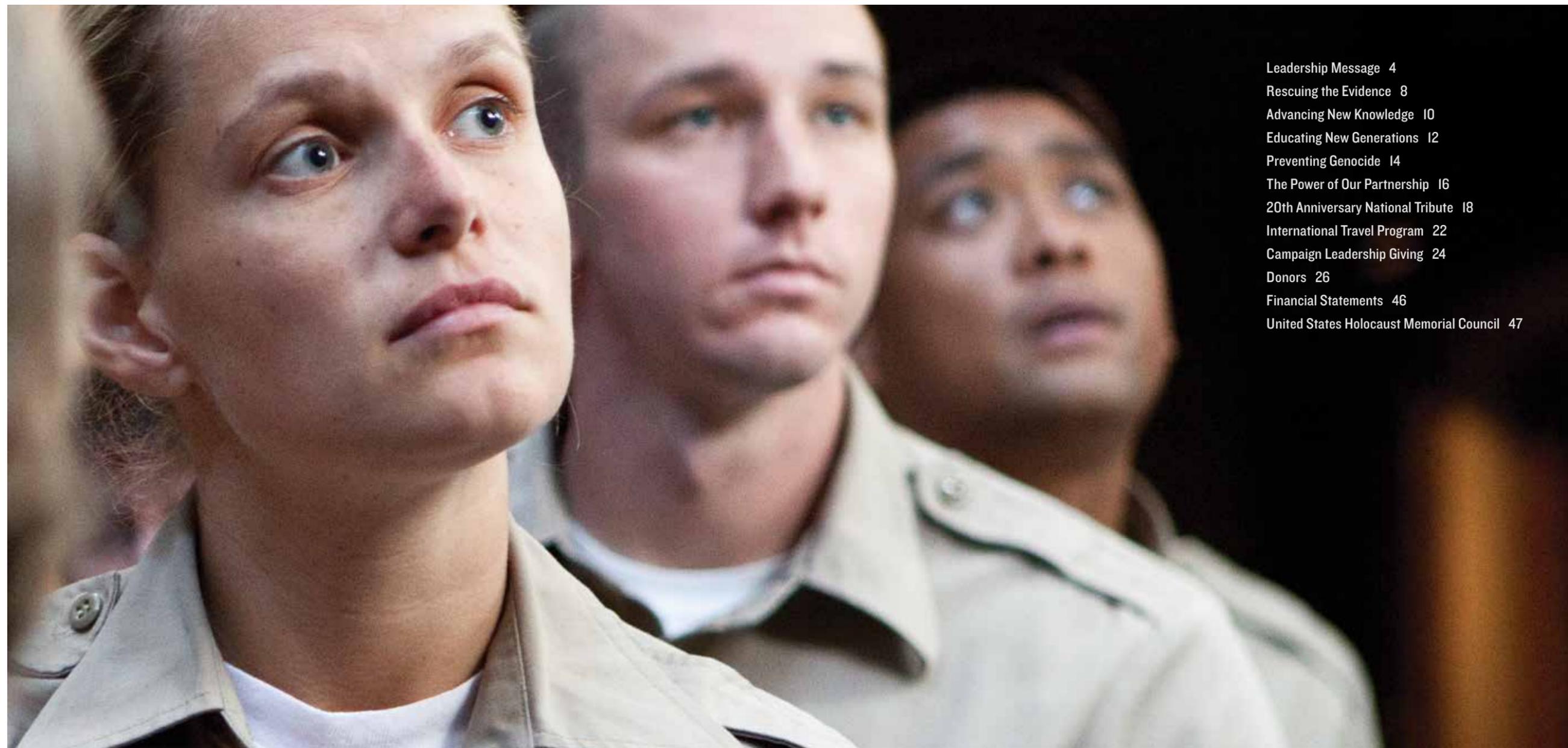


UNITED STATES  
**HOLOCAUST**  
MEMORIAL  
**MUSEUM**

THE POWER OF TRUTH  
**20**  
YEARS  
2013

With the survivors at our side, for two decades this sacred place has challenged leaders and citizens, teachers and students—**one by one**—to look inside themselves, to look beyond themselves, and to wrestle with some of the most central issues of human behavior in modern society. So to the question: **Does memory have the power to change the world? 20 years on, our answer is a resounding YES.**

—Sara J. Bloomfield, Director



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## 39 million

Since 1993, 39 million people have had an in-person encounter with our most important message: **The Holocaust could have been prevented.** Over 35 million people have visited the Museum on the National Mall and nearly four million have visited Museum traveling exhibitions in 272 locations nationwide.

## 90,000

More than 80,000 national and local law enforcement professionals and 10,000 members of the US court system have participated in Museum training programs, putting the lessons of the Holocaust into action with those **responsible for safeguarding society in communities nationwide.**

## 446

Representing diverse academic disciplines, 446 scholars from 30 countries have completed resident fellowships at the Museum's Center for Advanced Holocaust Studies, **generating new research and ensuring this history is taught at the highest levels** on campuses worldwide.

## 50,000

Over 50,000 educators—from those at the beginning of their careers to the most advanced—have been trained by the Museum in the most effective ways to teach this history. Collectively they reach millions of young people and can empower them with the truth about the Holocaust and the lesson that **what they do matters.**

## 10%

Our website ushmm.org—now available in 15 languages including Arabic, Chinese, Farsi, Russian, Spanish, Turkish, and Urdu—has become the **leading online destination for information** on the Holocaust and among the top 10 percent most visited websites in the world, with visitors annually from every country except North Korea.

## 143,000

Inspired by the Museum's contemporary genocide installation FROM MEMORY TO ACTION: MEETING THE CHALLENGE OF GENOCIDE, more than 143,000 people worldwide have **answered the Museum's call to action,** writing a personal pledge to help meet the challenge of genocide today.

Cover: One of the Museum's Bringing the Lessons Home ambassadors meets with a Holocaust survivor.

Above: New recruits of the Philadelphia Police Department train at the Museum.

**HOW DO WE  
KEEP MEMORY ALIVE**

**FOR A CONSTANTLY CHANGING WORLD?**

**ONE BY ONE.**

## Dear friends,

In the 1979 President's Commission on the Holocaust report, Elie Wiesel put into motion an ongoing challenge for this living memorial: "Our wish is to reach and transform as many human beings as possible."

Our founders, many of them survivors, knew that the only way to make the future different from the past was to empower people, one by one, with the truth: The Holocaust happened because it was allowed to happen.

By any measure, we have exceeded even the most ambitious aspirations of our founders. Thanks to your support, this past year was no exception. Yet we cannot afford complacency, for our 20th anniversary comes at a turning point.

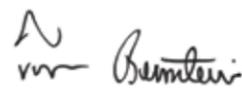
As we look forward, we rededicate ourselves to this bold purpose but we do so in a radically changed world. With the accelerating loss of the survivors, we are entering uncharted territory. How can we ensure the *permanence* of Holocaust memory, understanding, and relevance when assaults on the truth are rising even with the eyewitnesses still at our side? And fueled by new technologies, hate—and the indifference that enables it—can be more dangerous than ever. The global problems the Museum addresses, such as hate, antisemitism, genocide, and threats to democratic values will remain vital issues in the 21st century.

The challenge for us, for all who care about humanity's future, is securing our future over the next 20 years. If the museum's greatest impact is to inspire people to think and act differently, how can we realize our full potential in a constantly changing world?

At a time when the power of the individual is magnified and technology is connecting people in ways unimaginable, we stand at a juncture of extraordinary challenges *and possibilities*. Our founders understood the enormous potential of a living memorial to the Holocaust in the heart of American democracy. At this turning point, our generation owes it to both the future and the past to be as bold and visionary as they were.

That is why we launched a **comprehensive campaign** to ensure the permanence of what we have built together and to build something new—a global enterprise that not only reaches people everywhere but also actively engages them in new ways to ensure the Holocaust becomes a vital part of the global conversation. We are pleased to report that we have raised more than half of our campaign goal of \$540 million. *Each of you who we recognize in this report has contributed to our success.*

We hope the Museum can count on your continued support as we write our next chapter and inscribe Holocaust memory across the map and conscience of the world.



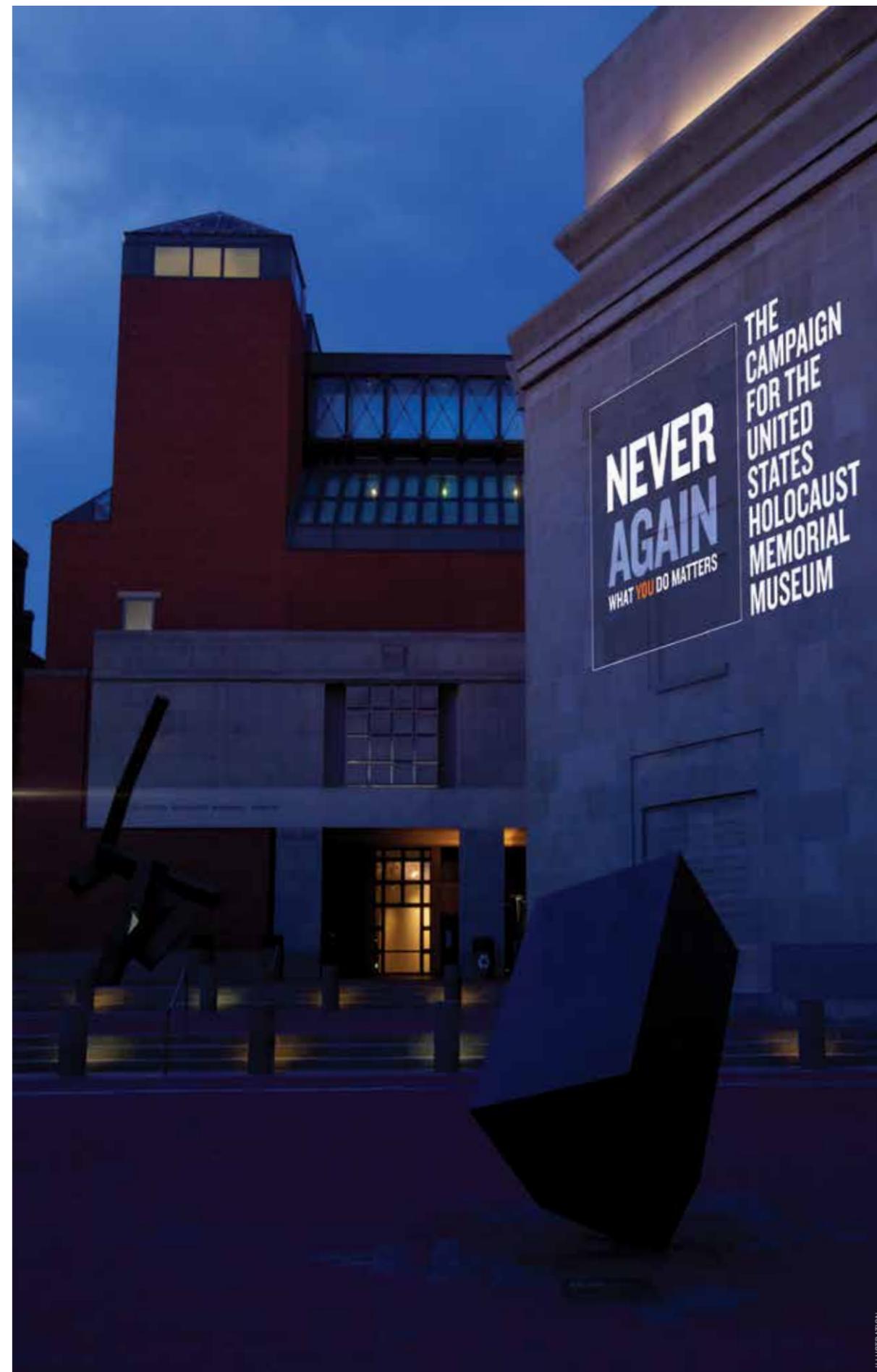
Tom A. Bernstein  
Chairman



Joshua B. Bolten  
Vice Chairman



Sara J. Bloomfield  
Director



**APRIL 28, 2013** During the 20th Anniversary National Tribute Dinner, our pledge to both the future and the past illuminated the Hall of Remembrance as more than 3,500 guests joined in the launch of a comprehensive campaign to secure the permanence of Holocaust memory, understanding, and relevance. Under the banner **NEVER AGAIN: WHAT YOU DO MATTERS** and the leadership of Honorary Campaign Chair Elie Wiesel, this ambitious campaign seeks to raise \$540 million in annual, capital, and endowment commitments.

# WHAT WE DO AND WHY

## Rescuing the evidence

Building the collection of record on the Holocaust—accessible anywhere, anytime—to ensure we can teach this history with authenticity and relevance to every new generation



## Advancing new knowledge

Increasing the productivity and impact of the field of Holocaust studies globally—to continually generate new understanding of how the Holocaust was possible



## Educating new generations

Ensuring that learning why the Holocaust happened is part of the education of citizens as well as professionals responsible for life and liberty—to strengthen critical thinking about their roles in society

## Preventing genocide

Ensuring that the US government has institutionalized structures and tools to prevent and respond to genocide and other mass atrocities—to make the future different from the past



**OUR WISH IS TO REACH AND TRANSFORM AS MANY HUMAN BEINGS AS POSSIBLE.**

—1979 President's Commission Report, Elie Wiesel, Chairman

Rescuing the evidence of the “crime of all crimes” is one of the Museum’s highest priorities. We are grateful to our many donors who made exceptional gifts in 2012 to support this work—like Jennifer Loew Mendelson and her husband, Daniel Mendelson. “Tangible evidence is core to the mission of the Museum, and now is the critical time to collect this evidence. We decided to give an unrestricted gift because we are confident that the Museum will optimize the use of our gift so that undeniable proof of the Holocaust will be preserved for generations to come.”

## RESCUING THE EVIDENCE

### Accelerating efforts to gather evidence worldwide

Shortly before he was deported to Auschwitz in April 1944, Fabian Bruner wrote to a friend, “... there may come a time when it will be good that someone be at least somewhat informed about what the situation is here.” Bruner and his wife were killed but their sons survived. Decades later his grandchildren donated the fragile letter to the Museum—one of more than 40 new individual collections acquired by the Museum at the 20th anniversary national tour stop in Boca Raton, the first of four cities the Museum visited to commemorate this milestone. What of the countless fragments of Holocaust history decaying in long-forgotten boxes? A primary goal of the national tour was to alert the public to the urgency of identifying collections still in private hands—one part of the Museum’s relentless effort in over 50 countries to rescue irreplaceable evidence while we still can.

### Securing the Museum’s most precious asset

This year we made significant progress toward building a new state-of-the-art facility to secure the Museum’s massive and growing collection of evidence. Adding some 350 new personal collections each year, the Museum collection is expected to double over the next decade. The new **Collections and Conservation Center** will serve as the hub for acquisition, preservation, conservation, and educational use of the collection. The Museum has secured a generous lead gift for the Center from Holocaust survivors David and Fela Shapell and their family (see page 24). At the same time, we achieved a major milestone in digitally housing the collections—a prerequisite for preservation and for eventual universal access. In late 2012, EMC Isilon Storage Division generously donated a **next-generation digital storage system** that provides the vital infrastructure to accommodate the Museum’s rapidly growing digital collection.



A Museum curator inspects one of the more than 200 new collections acquired during the 20th Anniversary National Tour, the first step in assessing each artifact’s unique value and the conservation challenges in ensuring that it can tell its story for generations to come.

1,884

The Museum helped 1,884 survivors and their families discover documents and information about loved ones because of your support.

200

Two hundred oral history interviews were produced—158 of which were interviews with non-Jewish witnesses—as part of “Witnesses, Collaborators, and Perpetrators: The Jeff and Toby Herr Testimony Initiative,” which will change our understanding of this history.

1,064

Museum conservators prepared 1,064 collections for display at the Museum, in a traveling exhibition, or to loan to another institution.

## BUILDING THE DIGITAL FOUNDATION FOR A 21st-CENTURY MUSEUM

The future of Holocaust education and scholarship will depend on our ability to preserve all of our vast collections in digital format and make them widely accessible to anyone—anywhere, anytime. The collection is our primary educational tool as well as an irrefutable rejoinder to deniers; yet, the public never has access to the majority of the collection. Digitizing will change the equation. With your support, in 2012 we increased the amount of

the collection that is digitized to over 20 percent. But this is only one part of an intensive, costly process. Once a document or artifact has been digitized, how do you locate it? Access to digital assets begins with cataloging so items can be easily searchable.

This year our archivists created catalog records for close to 4.5 million pages of newly acquired documents and our curatorial team made significant progress cataloging artifacts. In 2012,

more than 300,000 items were made discoverable through our pathbreaking new online discovery tool (collections.ushmm.org/search) that allows a user to search across collections by topic. In its first four months, 60,000 people from more than 120 countries used this tool to search the collections. Digitizing collections is a vital first step toward creating a global digital education platform, one of the primary goals of our campaign.

While the Holocaust is one of the most widely documented events in history, much remains to be understood about exactly what happened and why. Our Center for Advanced Holocaust Studies is the world's leading generator of new scholarship, nurturing new scholars and supporting collaborative interdisciplinary research. With your support, the groundbreaking second volume of the *ENCYCLOPEDIA OF CAMPS AND GHETTOS, 1933-1945* was released in 2012 to wide acclaim. The volume includes information on more than 1,150 ghettos—including over 300 on which no information had previously been published. Documenting a staggering 42,500 sites of incarceration, a *NEW YORK TIMES* op-ed said, "What they have found so far has shocked even scholars steeped in the history of the Holocaust."

## ADVANCING NEW KNOWLEDGE

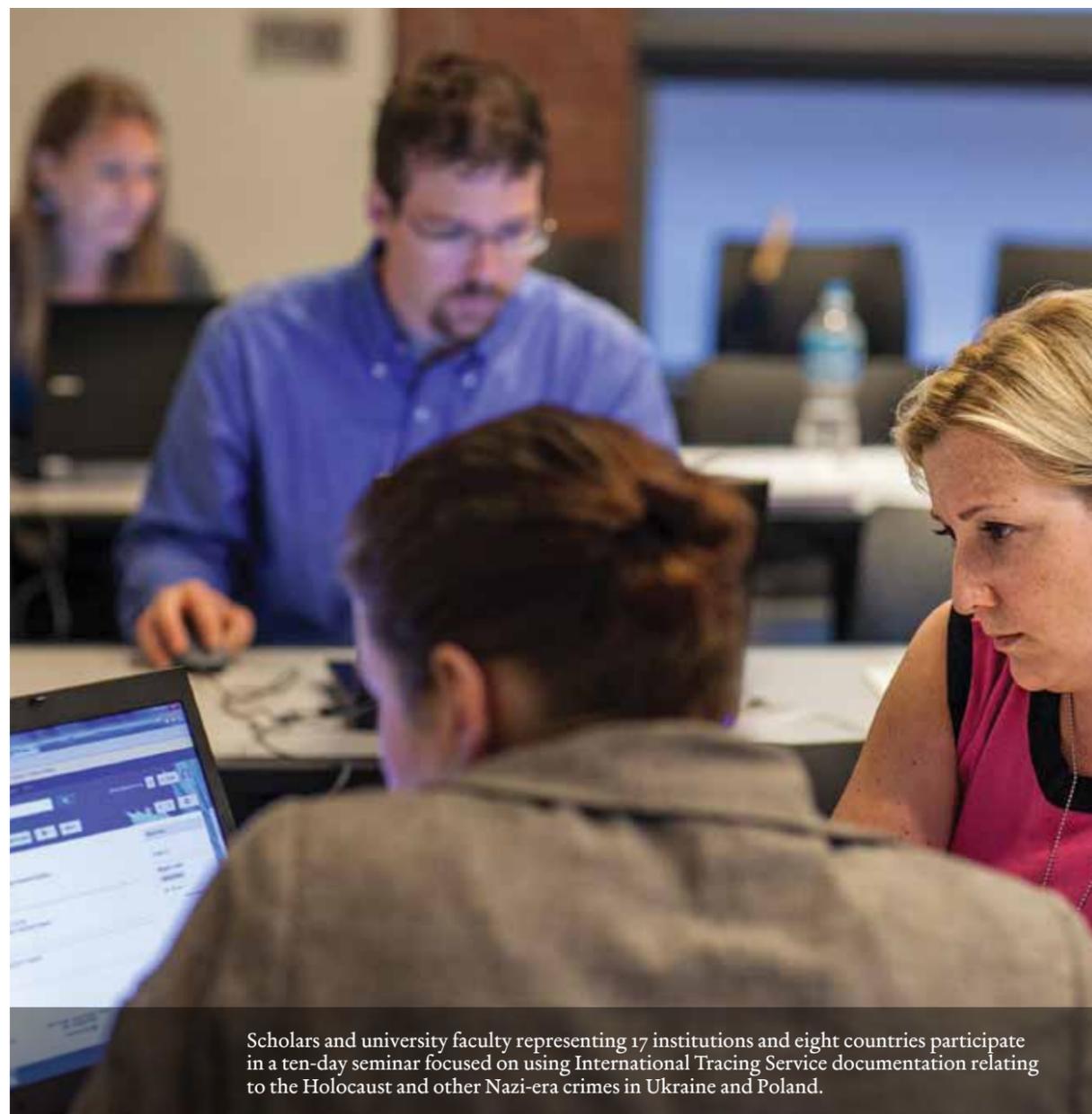
### Ensuring quality education on American campuses

For the Holocaust to remain a relevant, widely understood, and well-researched event, it must be well taught on college campuses. Our goals are to inspire students to engage in more advanced study and ensure that leaders of tomorrow understand the truth of what happened and its contemporary significance. In 2012, the Center's annual seminars for college, university, and seminary faculty again drew strong interest with on average three applications for every available spot. Utilizing the latest research, the seminars focused on topics such as "Gender and the Holocaust," and "Understanding Complicity—The Churches' Role." A total of 64 professors from 29 states enhanced their course content and teaching skills by taking part in a seminar. Their students will lead the field in the future.

Several dozen colleges hosted our campus outreach programs. A symposium at Texas A&M University, a Hispanic Serving Institution, on "Immigration in Comparative Perspective," delivered Holocaust content to experts and students in Hispanic studies, where Holocaust issues are rarely addressed. Issues of historical and contemporary antisemitism will be one focus of this outreach in the coming year.

### Expanding global networks

The Center's international initiatives gained new momentum during the year. In partnership with Russia's National Research University-Higher School of Economics, we organized the first ever international Holocaust conference in Moscow: "World War II, Nazi Crimes, and the Holocaust in the Soviet Union." The three-day conference brought together presenters from the United States, former Soviet countries, Europe, and Israel to deliver over 60 papers reflecting new scholarship and identifying new research priorities relating to the Holocaust in the former USSR, where at least one third of all Holocaust victims were murdered.



Scholars and university faculty representing 17 institutions and eight countries participate in a ten-day seminar focused on using International Tracing Service documentation relating to the Holocaust and other Nazi-era crimes in Ukraine and Poland.

## DEVELOPING THE NEXT GENERATION OF SCHOLARS

The Center's fellowship program—the only one of its kind in the world—once again made it possible for a dynamic group of scholars from a variety of academic disciplines to pursue individual research and writing projects at the Museum, to network with one another, and to plan for future collaborative research and teaching projects. The Center received an unprecedented 140 applications for 27 competitive grants awarded primarily to graduate students

working on their doctoral dissertations and to early-career postdoctoral scholars. As we continue to transition from the eyewitness generation of scholars to the next one—and those that follow—ensuring that fellowships are available to support new scholars and new research will rely on the generosity of donors like David Lowenberg and his sister, Susan Lowenberg, who created a fellowship in memory of their father, survivor and former Museum Vice

Chairman William Lowenberg. "The Museum fellowships are essential for the future of Holocaust education. When the survivors are gone, how else can others know what happened without scholarly study, research, and teaching? For our family, it is extremely important to deepen understanding of America's response to the Holocaust. Especially for young people in this country, it is a vital part of their history with valuable lessons that must never be forgotten."

## 2.7 million

The Museum received 2.7 million new digital images from the International Tracing Service (ITS) archives in Bad Arolsen, Germany. This raises the number of ITS image files searchable by Museum staff to nearly 140 million. The archive, which was the world's largest closed Holocaust archive until a Museum campaign opened it, was recently added to the UNESCO Memory of the World Register.

## 140

The Center received an unprecedented 140 applications for 27 competitive resident fellowships, which were awarded to 14 scholars from American universities and 13 scholars from Austria, Canada, France, Germany, Hungary, Israel, Morocco, Romania, and Russia.

## 19

Center workshops, seminars, and fellowships created an enduring impact in 19 countries around the globe in addition to the United States.

If we want the future to be different from the past, more people must understand the Holocaust, think critically about its lessons, and care enough to act. That's why our target audiences are leaders and youth—the change agents of today and tomorrow. Focused on creating systemic change, our National Institute for Holocaust Education is forging partnerships with individuals, organizations, and governments to create the basis for sustainable impact. An example was our 2012 workshop for faculty from US Military Service Academies convened with our partners at West Point's Center for Holocaust and Genocide Studies. As a result of this workshop to collaboratively develop curricula, we are directly impacting how the lessons of the Holocaust will be taught to future officers of the American military.

## EDUCATING NEW GENERATIONS

### Expanding the multiplier effect, one educator at a time

In an ongoing effort to ensure rigor and excellence in the field of Holocaust education, in 2012 we completed a three-year evaluation to determine what constitutes the most effective training for beginner teachers. What prepares them to teach this history well? The data demonstrate that the Museum's increased use of audience-specific *engaged learning models* exponentially increases the retention of information about the Holocaust and an understanding of best practices. At the heart of this successful model is the **Museum's Regional Education Corps**, our elite teacher-trainers who facilitate workshops around the country where teachers are active participants and get individualized attention. In order to meet growing demand for this type of training and in response to the high turnover of teachers, we expanded the Corps from 35 to 40 in 2012. This growing team of Museum-trained local experts significantly enhances our capacity to reach underserved areas and implement the recommendations from our evaluation.

### Leading the national conversation on hate propaganda

Nazis understood the power of mass communications and propaganda to win power and create a climate of hate and indifference. Imagine Hitler with the Internet. The Museum continues to extend the reach of its major multiyear initiative to foster critical thinking and discussion about what makes propaganda dangerous and how to respond. With the groundbreaking exhibition *State of Deception: The Power of Nazi Propaganda* as its centerpiece, the Museum convened the second annual **Leadership Summit on Propaganda, Hate Speech, and Civic Engagement** for college students; debuted a new public program titled **Mind Over Media: Are You More Powerful Than Propaganda?** in partnership with the Paley Center for Media in Los Angeles and New York; and provided training for educators at the **National Conference for Teachers of English** and at workshops in California, North Carolina, Oklahoma, Pennsylvania, Rhode Island, Tennessee, and Virginia.



Students participating in the second annual Leadership Summit on Propaganda, Hate Speech, and Civic Engagement engage in thought-provoking discussions on how to create campus environments where hate cannot flourish.

## IMPACTING HOW LEADERS VIEW THEIR ROLE IN SOCIETY

What is the proper balance between ensuring collective security and protecting individual freedom? What happens when those charged with safeguarding democracy lose sight of core values? Study of the Holocaust provides a unique lens to understand the consequences of daily decision-making in a post-9/11 world. The Museum's Law Enforcement and Society program developed in partnership with the Anti-Defamation League marked its 13th year, with over 80,000 law

enforcement professionals, including more than 14,000 FBI agents, served to date. In 2012, we trained over 3,000 law enforcement professionals and 1,500 members of the courts. We continued our longstanding work with federal and state judges by facilitating training in partnership with the Federal Judicial Center and the National Center for State Courts in Arkansas, Florida, Louisiana, Nevada, Ohio, and Wisconsin. The success of the Museum's Law, Justice, and Society initiative reflects the

commitment of donors like Susie and Donald Hecht. "We are proud to support these vital programs that spread the lessons of the Holocaust across our nation. The Museum's programs for law enforcement and the judiciary remind us that our police and judges are on the front line guarding our freedoms and protecting our individual rights as outlined in the Constitution of the United States—a document that makes us uniquely American."

453,278

In-person and online visitors to *STATE OF DECEPTION: THE POWER OF NAZI PROPAGANDA* exhibition in its final year at the Museum before it begins its national tour in fall 2013

60

The number of student leaders from five countries, 26 states, and 55 colleges who participated in the Museum's second Leadership Summit on Propaganda, Hate Speech, and Civic Engagement

7 million

The number of unique visitors from more than 100 countries to the Museum's online Holocaust Encyclopedia (available in 15 languages, for many it is the only source of accurate information)

Genocide is preventable. There are always warning signs, always opportunities for early intervention. The Museum's Center for the Prevention of Genocide (CPG) has an ambitious vision: making "never again" a reality. Our focus is on increasing people's understanding of how and why genocide happens, inspiring them to care, and galvanizing policymakers to create the tools and structures needed to avert the next mass atrocity. The goal is to empower preventive action before, in the words of then-Secretary of State Hillary Rodham Clinton speaking at our 2012 symposium **Imagine the Unimaginable: Ending Genocide in the 21st Century**, "the wood is stacked and the match is struck."

## PREVENTING GENOCIDE

### Convening government and NGOs to inspire action

The Museum hosted participants from the military, intelligence community, State Department, human rights advocates, and technology innovators to explore possibilities for harnessing technologies to prevent mass atrocities. In partnership with Harvard University's Carr Center for Human Rights and the Department of Defense, **The Power of Witness** symposium enabled experts to examine the potential uses of satellites, video, social media, and crowdsourcing for this goal.

A significant part of CPG's agenda with government leaders is the Working Group on the Responsibility to Protect (R2P)—convened by the Museum, the United States Institute of Peace, and the Brookings Institution—which released its final report in July 2013. Coauthored by former Secretary of State Madeleine K. Albright and former Presidential Special Envoy for Sudan Richard S. Williamson, the report focused on the opportunities and challenges of implementing R2P.

### Sponsoring world-class research

CPG undertook a range of activities to strengthen the field of genocide prevention. We awarded a **Genocide Prevention Fellowship** to Susan Benesch, a leading expert on dangerous speech and incitement to genocide. Benesch undertook targeted research on best practices for limiting the capacity of inflammatory speech to catalyze violence.

With the National Security Archive and Salzburg Global Seminar, the Museum convened an international group of experts to design a multiyear project to analyze the dynamics of decisionmaking by the international community during recent cases of genocide. These activities allow us to provide policymakers with high-caliber research and actionable information.



Former Secretary of State Madeleine K. Albright and former Presidential Special Envoy to Sudan Richard S. Williamson at a March 2012 meeting of the Working Group on the Responsibility to Protect, of which they are co-chairs.

## EDUCATING AND MOBILIZING THE PUBLIC

The Museum is launching an initiative to educate global audiences about international justice and accountability. Prosecuting those responsible for genocide and crimes against humanity is important not only as justice for the victims, but to prevent these crimes in the future. Focusing on the post-Nuremberg quest for accountability, the initiative will examine the trials of the Khmer Rouge leadership who are accused of being responsible for

close to two million deaths in Cambodia between 1975 and 1979.

Made possible in part by generous funding from the J. B. and M. K. Pritzker Family Foundation, in October 2012 the Museum led a Bearing Witness trip to Cambodia to observe proceedings in the trial of surviving Khmer Rouge leaders charged with genocide and crimes against humanity. "It's important that the world know about the genocide in Cambodia for the

same reason that it's important that the world know about the Holocaust," explains J. B. Pritzker. "Knowing what happened is a horrible but necessary reminder of the vigilance required. Unfortunately, we haven't been successful but we must remain vigilant. The Museum is so effective because it has been an excellent leader and partner to so many individuals and organizations that stand up for human rights."

500,000

Visitors to the Museum's contemporary genocide installation **FROM MEMORY TO ACTION: MEETING THE CHALLENGE OF GENOCIDE**

66%

The number of Americans who believe genocide is preventable according to a new Museum-commissioned poll, which also found that an overwhelming number of Americans want the United States to play a major role in stopping mass atrocities around the world

104,600

The number of people who viewed the YouTube video for **IMAGINE THE UNIMAGINABLE: ENDING GENOCIDE IN THE 21st CENTURY**, a Museum symposium made possible in part by Burson-Marsteller and hosted in collaboration with the Council on Foreign Relations and CNN

# THE POWER OF OUR PARTNERSHIP IN 2012

The story of the Museum is a remarkable one of individuals from all walks of life coming together to do the improbable: put Holocaust memory on our National Mall. The groundswell of commitment ignited by our founders and charter members has not diminished. Over the years, more than 850,000 people—one by one—have supported the Museum's evolution into one of the most respected institutions in the world. But our job is far from over. Your support this year has made an extraordinary difference and your continued partnership is indispensable as we work to build a new kind of global institution to keep Holocaust memory alive for a constantly changing world. At this turning point, what you do matters more than ever.

## 40%

On an average day, 40 percent of the more than 35,000 visitors to the Museum's website are from outside the United States.



## 28,387

World Memory Project contributors worldwide spent 28,387 hours keying 1,027,173 records to help victims' families and survivors discover the fate of their relatives on the Museum's website and at Ancestry.com—the Museum's partner in building the world's largest online freely searchable resource on the millions of Nazi victims.

## 11,000

Sixty young people from across the nation participated in the weeklong National Summer Youth Leadership Seminar (below) to explore the implications of the Holocaust for their lives today. Each participant commits to reaching 100 others in the coming school year through presentations or service. The prior year's ambassadors passed their goal, reaching over 11,000 members of their communities with the lessons of the Holocaust.



## 1/3

Approximately one third of the Center for Advanced Holocaust Studies campus outreach programs involved outreach to underserved institutions such as Historically Black Colleges and Universities and those in geographically remote locations.

## 3.6 million

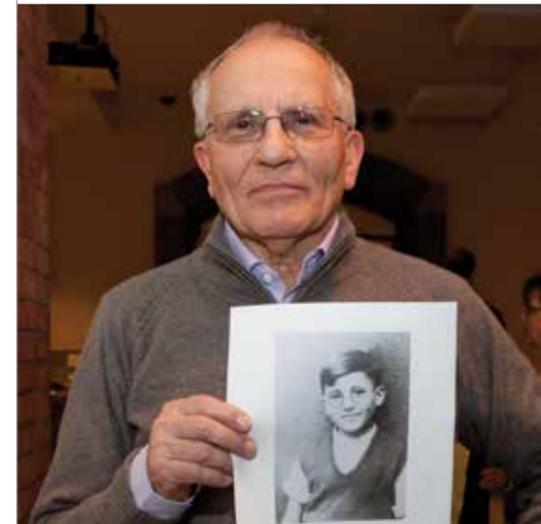
The International Archival Programs of the Museum's Center for Advanced Holocaust Studies added 3.6 million pages, collected in 15 countries, to the Museum's archives.

## 126,885

The Museum's podcast series VOICES ON ANTISEMITISM had 126,885 listeners or page views and featured 12 new interviews, including one with Tunisian high school teacher and activist Jamel Bettaieb (above). Transcripts of the popular series are available in Arabic, Farsi, Portuguese, Spanish, Russian, and Urdu.

## 500,000

On an average day, close to one third of Museum visitors are young people—last year 500,000 young people had a life-changing encounter with the truth of the Holocaust.



## 300

Addressing a gap in the field of Holocaust education, we expanded training for preservice teachers, reaching over 300 future teachers on six university campuses.

## 355

Utilizing social media, 35 more children displaced or orphaned after the war were identified with the public's help through the Remember Me? project. To date 355 survivors—like Salomon Goldberg (above)—in 14 countries have been identified.

## 5,041

Outreach to the military (above) expanded as staff trained 4,092 US active duty military officers and 949 international military officers.

## 95,000

The growing holdings of the Museum's library, now in 57 languages, crossed the benchmark of 95,000 with the donation of a four-volume work on the history of the Holocaust written in Farsi and published in 2012.



## 20%

There was an increase of nearly 20 percent in the number of unique visitors to the Farsi version of our online Holocaust Encyclopedia compared to the prior year.

## 1,500

About 1,500 members of the court at both the federal and state level participated in Museum's unique Law, Justice, and Society ethical leadership training examining the role of judges during the Holocaust.

# 20th ANNIVERSARY NATIONAL TRIBUTE APRIL 28-29, 2013

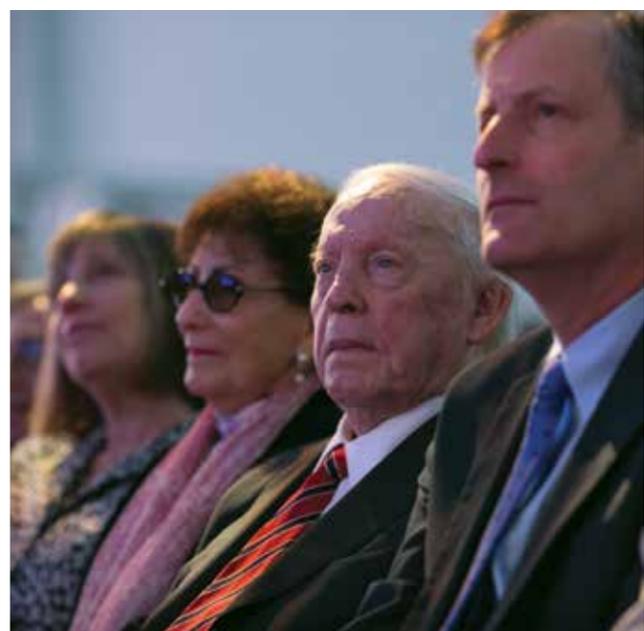


“We will always be able to come here, to remind us that no matter how smart a people are, if you have a head without a heart you are not human; and to remind us of what happened once, so that we may all be vigilant about stopping it from happening again.”

—President Bill Clinton



Holocaust survivors, World War II veterans, and Museum supporters gathered in Washington, DC, to mark the institution’s 20th anniversary. **Photos, clockwise from above:** Elie Wiesel and President Bill Clinton, who spoke at the Museum’s 1993 opening, paid tribute 20 years later. Susan Eisenhower accepted the Museum’s highest honor, the Elie Wiesel Award, on behalf of all World War II veterans. Chairman Tom A. Bernstein, Vice Chairman Joshua B. Bolten, Director Sara J. Bloomfield, President Bill Clinton, World War II veteran and liberator Scottie Eldon Ooten, Museum staff members Rebecca Dupas and Lisa Zaid. A military color guard processes with the US Army liberating division flags. Rochelle Shapell, Fela and David Shapell, and Irvin Shapell attend the National Tribute Ceremony.



“It was such a unique experience in my life I will never forget . . . I am still thinking about all the special moments now a month later.”

—Steven Nisenholz



# 20th ANNIVERSARY NATIONAL TRIBUTE APRIL 28-29, 2013



“It will take a long time to integrate this profound experience into our lives. My husband is a survivor ... he spent much of the day wiping away tears. I asked him today what had meant the most to him. ‘They recognized me,’ was his response. I will be forever grateful to all of you.”

—The Rev. Elisa Wheeler



**Above, left to right:** Among those who came from Chicago for the National Tribute were Aaron Tucker, Danielle Rudas Goodman, and Jordan Goodman. Tucker and Jordan Goodman are both Next Generation Associate Board co-chairs. **Right:** Jeanette Lerman-Neubauer, Chris Lerman, Brooke Lerman, and David Lerman.



**Top:** Howard Unger, a national co-chair of the Campaign, with his daughter, Allison Unger. **Above:** Daryl Bobb and Sandy Bobb (left) and Annie Mendelson and Stanley Bobb (right), stand with Holocaust survivor and Museum volunteer Nesse Godin (center). **Left:** Jay Stein (center), a national co-chair of the Campaign, poses with his wife, Deanie (immediate left), his daughter, Berry (far left), Susan Levine (immediate right), Samara Hutman (far right), and Ben Schaffer (front).

# INTERNATIONAL TRAVEL PROGRAM



## CAMBODIA

In October 2012, the Museum sent a delegation to Phnom Penh, Cambodia, to observe the trial of surviving Khmer Rouge leaders on charges of crimes against humanity, war crimes, and genocide. Former Homeland Security Secretary Michael Chertoff, who is currently chairman of the Museum's Committee on Conscience, led the Bearing Witness trip, during which the group also visited memorial sites and met with judges, lawyers, and NGOs monitoring the case, as well as with survivors of the 1975–79 “killing fields.” Above left, So Farina of the Documentation Center of Cambodia briefs Michael Chertoff at the notorious Tuol Sleng prison. Two of only seven survivors of the prison, Chum Mey (above right, on floor) and Bou Meng (seated on right), describe their experiences to the Museum delegation. Approximately 14,000 people were detained, tortured, and killed at the prison during the Khmer Rouge regime.

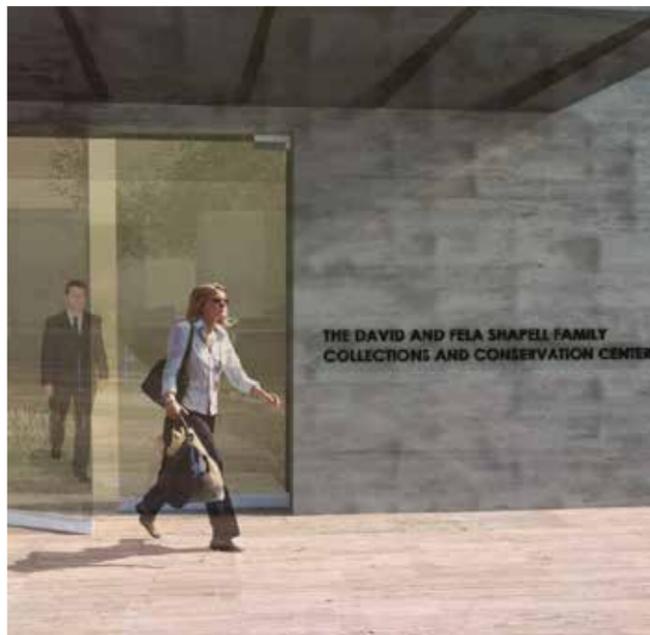


## LITHUANIA AND BELARUS

Donors traveled with the Museum to Lithuania in September 2012, where they learned about the history of the Holocaust from many Museum partners and experts, including the Vilnius Yiddish Institute. They also heard firsthand accounts of life during the war from Fania Broncovskaya, age 91, who led the group on a walking tour of Vilnius's former Jewish ghetto and accompanied it to the Rudniki Forest, where she recounted her experiences as a partisan. Lithuanian survivor Sid Handler (center), in the photo at left, leaves a stone at the Men's Memorial in Eisiskes along with Gary Murad, who had family ties to the community. For many, the journey was deeply personal. Lori Slavin, below left, sent her father a postcard from the small town of Butrimonys, where her grandfather's family was from and where she located a home where they had lived. The group also made the rare trip into Belarus, where Tamara Vershitskaya, director of Novogrudok Historical Museum and a contributor to the Museum's *Encyclopedia of Camps and Ghettos, 1933–1945*, accompanied them.



# CAMPAIGN LEADERSHIP GIVING



## RECOGNIZING THE GENEROSITY OF THE DAVID AND FELA SHAPPELL FAMILY

The United States Holocaust Memorial Museum is deeply honored to recognize the David and Fela Shapell Family for their \$15 million gift to ensure the permanence of Holocaust memory, truth, and relevance. The state-of-the-art David and Fela Shapell Family Collections and Conservation Center will house the institution's most precious asset—its unparalleled collections. These objects not only document the truth of the Holocaust but serve as the Museum's most powerful educational tool.



**“By preserving and displaying the physical evidence of the Holocaust, we enable the millions silenced by evil to bear witness forever to the truth of what happened to the Jewish people.”**

—David and Fela Shapell

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The United States Holocaust Memorial Museum is grateful to the following individuals who have made an outright leadership campaign gift of \$1 million and above since October 1, 2009.

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Far left: An artist's rendering of the new building. Left: A Museum conservator at work.

**We should never think that it is finished. With imagination, with passion, with fervor, begin again. It's up to you now, that my past does not become your future.**

— Honorary National Campaign Chair  
Elie Wiesel

# FOUNDERS SOCIETY

The Founders Society recognizes our most generous donors who have made the exceptional cumulative commitment of \$1 million and above.

We made our first gift to the Museum in 1991 for \$36. Over time, as the Museum has become more important to us and our passion has grown, we've been fortunate to be in a position to do much more. But the pride we felt making that first gift and our most recent gift is the same: If we can help ensure that the victims continue to have a voice we are getting back far more than we have given.

—Linda and Schuyler Sylvers

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## STATEMENT OF ACTIVITIES

For the year ended September 30, 2012

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
<b>Support and revenue</b>			
Federal appropriation revenue		\$ 48,073,860	\$ 48,073,860
Contributions	\$ 29,675,205		29,675,205
Membership revenue	9,383,625		9,383,625
Museum Shop	1,807,700		1,807,700
Investment income	32,754,521		32,754,521
Contributed services	22,882		22,882
Financing from other federal agencies		1,663,536*	1,663,536
Other	270,994		270,994
<b>Total support and revenue</b>	<b>\$ 73,914,927</b>	<b>\$ 49,737,396</b>	<b>\$ 123,652,323</b>
<b>Expenses</b>			
Museum operations	\$ 3,874,600	\$ 24,355,686	\$ 28,230,286
Center for Advanced Holocaust Studies	5,359,873	2,374,589	7,734,462
National Institute for Holocaust Education	6,122,735	4,288,102	10,410,837
Collections	3,179,801	5,886,170	9,065,971
Committee on Conscience	1,400,444		1,400,444
Marketing	6,205,528	1,157,609	7,363,137
Museum Shop	1,770,228		1,770,228
Other outreach programs	1,613,805	857,306	2,471,111
Management and general	5,385,691	10,921,503	16,307,194
Membership development	4,643,210		4,643,210
Fundraising	7,121,383		7,121,383
<b>Total expenses</b>	<b>\$ 46,677,298</b>	<b>\$ 49,840,965</b>	<b>\$ 96,518,263</b>
Increase (decrease) in net assets	\$ 27,237,629	\$ (\$103,569)**	\$ 27,134,060
<b>Net assets (beginning of year)</b>	<b>\$ 290,669,329</b>	<b>\$ 10,170,976</b>	<b>\$ 300,840,305</b>
<b>Net assets (end of year)</b>	<b>\$ 317,906,958</b>	<b>\$ 10,067,407</b>	<b>\$ 327,974,365</b>

## STATEMENT OF FINANCIAL POSITION

At September 30, 2012

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
<b>Assets</b>			
Cash and funds balance with Treasury	\$ 2,147,483	\$ 18,330,357	\$ 20,477,840
Short-term investments	274,101		274,101
Contributions receivable, net	18,465,025		18,465,025
Other assets	1,416,581	254,211	1,670,792
Long-term investments***	242,847,925		242,847,925
Property and equipment, net	68,488,656	11,529,411	80,018,067
<b>Total assets</b>	<b>\$ 333,639,771</b>	<b>\$ 30,113,979</b>	<b>\$ 363,753,750</b>
<b>Liabilities and net assets</b>			
Accounts payable and accrued expenses	\$ 4,586,634	\$ 6,247,470	\$ 10,834,104
Charitable gift annuity liability	11,146,179		11,146,179
Unexpended appropriations		13,799,102	13,799,102
<b>Unrestricted net assets</b>			
Federal cumulative results of operations		10,067,407	10,067,407
Program and supporting activities	71,453,263		71,453,263
Funds functioning as endowment	58,640,580		58,640,580
<b>Restricted net assets</b>			
Temporarily restricted	41,459,384		41,459,384
Permanently restricted	146,353,731		146,353,731
<b>Total liabilities and net assets</b>	<b>\$ 333,639,771</b>	<b>\$ 30,113,979</b>	<b>\$ 363,753,750</b>

\* Financing from OPM recognized to cover retirement benefit costs

\*\* As dictated by accounting standards, this deficit includes unfunded expenses such as depreciation and benefit accruals

\*\*\* Includes endowment and charitable gift annuities

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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.

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#### PHOTO CAPTIONS AND CREDITS

All photos *US Holocaust Memorial Museum* except as noted here. **Page 5:** The exterior of Museum's Hall of Remembrance was illuminated for the National Tribute Dinner in April 2013. **Illustration. Page 6:** Faculty from the United States Military Academy at West Point visit the Museum to learn how to incorporate more about the Holocaust and genocide into their courses. **Page 7, top to bottom:** An attendee at a University Leadership Summit; a Center for Advanced Holocaust Studies research discussion; an attendee at an Arthur and Rochelle Belfer National Conference for Educators. **Page 9:** Curator Rebecca Erbelding unpacks an artifact donated to the Museum at the Boca Raton tour stop. **Page 15:** *Lucian Perkins for US Holocaust Memorial Museum.* **Pages 18-19:** Clockwise from far left, *Jay Premack for US Holocaust Memorial Museum, Jay Premack for US Holocaust Memorial Museum, US Holocaust Memorial Museum, Abby Greenawalt for US Holocaust Memorial Museum, Jay Premack for US Holocaust Memorial Museum.* **Pages 20-21:** Clockwise from far left, *Jay Premack for US Holocaust Memorial Museum, Carl Cox for US Holocaust Memorial Museum, Michael Priest for US Holocaust Memorial Museum, Michael Priest for US Holocaust Memorial Museum, Michael Priest for US Holocaust Memorial Museum.* **Page 22:** *Lucian Perkins for US Holocaust Memorial Museum.* **Page 23:** *Augusto Didzgalvio for US Holocaust Memorial Museum.*



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