


Inspiring Action

ANNUAL REPORT 2015-16

A photograph of two young girls. The girl on the left is older, with dark hair pulled back, wearing a plaid shirt and a necklace. The girl on the right is younger, with curly hair, wearing a patterned top. They are both looking directly at the camera with serious expressions.

GIVING VOICE TO
SURVIVORS OF
GENOCIDE TODAY

UNITED STATES
HOLOCAUST
MEMORIAL
MUSEUM

Dear Friends,

With our world in so much turmoil, some commentators have invoked comparisons to Germany before the Holocaust. Weimar Germany faced economic concerns, fears of communism and foreigners, profound humiliation, distrust in institutions, and rampant antisemitism. Today's world sometimes feels eerily similar.

We can take some comfort in the achievements after the Holocaust: Europe's 70 years of relative peace; the growth of international norms for political refugees and justice for genocidal crimes; and the creation of the State of Israel.

But this is hardly a time for complacency. The world faces problems not seen since the Holocaust: ideological extremism, rising antisemitism, and genocide—all enabled by propaganda and its purveyor of unprecedented power, the Internet.

This is a new world. But the lessons are not new. They are the very lessons the Museum was created to teach: lessons about the fragility of all societies and our susceptibility to fear and hatred, to ignorance and indifference.

In this new world, we must be bolder about teaching these lessons. There are almost two billion young people worldwide. We can't reach them all, but becoming a global institution must be a priority. This means expanding our multilingual online presence. It means advancing our new Office of International Affairs. It means reaching more teachers worldwide. And it means taking our exhibitions abroad (see opposite).

The world faces large problems that require large responses. Our mission has never been more relevant; your partnership in that mission has never been more important. Thank you.

Tom A. Bernstein
Chairman

Allan M. Holt
Vice Chairman

Sara J. Bloomfield
Director



Inspiring Action

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Above: French high school students are among the first people to tour the Museum's exhibition *State of Deception: The Power of Nazi Propaganda*, on display at the UNESCO headquarters in Paris. *Vincent Huber for US Holocaust Memorial Museum* Cover: A young Yezidi girl carries her sister in a displaced persons camp in Dohuk, Iraq. *Mackenzie Knowles-Coursin for US Holocaust Memorial Museum*



Moving History

Preparing to Relocate the Collection of Record

From a seven-foot-tall wardrobe in which a Jewish child hid to a tiny scrap of paper, the Museum's collection is both vast and varied. Although these qualities are essential for a collection of record, they complicate moving it to its new permanent home, the David and Fela Shapell Family Collections, Conservation, and Research Center, opening early next year.

"This move is monumental in every sense of the word," said Michael Grunberger, director of collections. "It's an undertaking of enormous complexity because of the precious and historic nature of every single item to be moved—and there are thousands of them."

Without preservation, the items in the Museum's collection would be in a natural state of deterioration. Therefore, protecting them during the move is an added challenge that requires special planning and precautions. Conservators are evaluating fragile artifacts and determining how to minimize risk, which may require building custom crates to stabilize them during transfer. Staff have also been updating technology systems, including introducing a barcoding system to track each item throughout the entire relocation process.

The Shapell Center is a state-of-the-art facility designed according to the highest standards for preservation, security, and access. With specialized conservation labs, sophisticated climate-controlled vaults, and rooms for onsite research, it will ensure optimal conditions for safeguarding and learning from the Museum's rapidly growing collection for perpetuity.

Left: The David and Fela Shapell Center will be large enough to accommodate growth in the Museum's collection, which is expected to double in the next ten years.

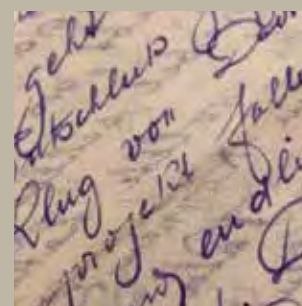
**A SELECTION OF
ITEMS TO BE MOVED***



**17,000
artifacts**



**5,000
films**



**15,000
collections of
archival documents**



**15,000
oral histories**

* Numbers are approximations

A Historic Declaration

Museum Analysis Prompts US Government Announcement on ISIS and Genocide

Through the work of its Simon-Skjodt Center for the Prevention of Genocide, the Museum strives to do what was not done for the Jews of Europe: to be a voice for the voiceless populations at risk of genocide today. In 2015, Naomi Kikoler, deputy director of the Simon-Skjodt Center, traveled to northern Iraq to document the persecution of ethnic and religious minority groups by the self-proclaimed Islamic State (ISIS).

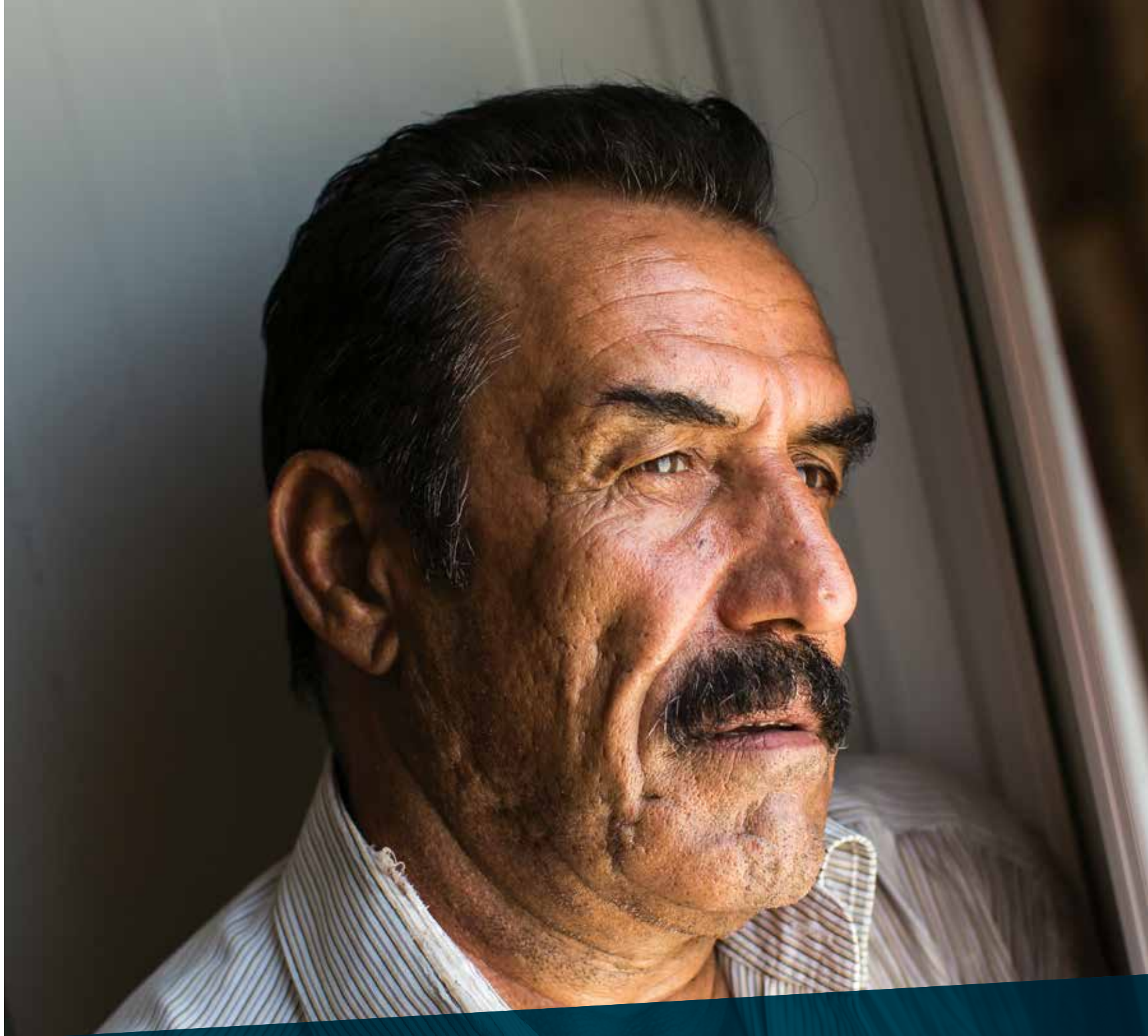
“I heard horrifying stories,” Kikoler said—stories of kidnapping, slavery, and murder that revealed the intentional targeting of a people for elimination on the basis of their identity. “They were stories of genocide.”

Based on this first-hand testimony, the Museum issued a report declaring that ISIS had perpetrated genocide, crimes against humanity, and ethnic cleansing. The report prompted an assessment by the US government, which declared in March that ISIS had committed genocide against groups in areas under its control, including Yazidis, Christians, and Shia Muslims. Hundreds of thousands are still displaced by ISIS. Many of them cannot locate their loved ones.

Simon-Skjodt Center staff returned to Iraq in April 2016 to meet with officials and affected communities to understand what, in keeping with the genocide determination, needs to be done to protect vulnerable individuals, prevent a recurrence of atrocities, and preserve evidence for future accountability.

Learn more at ushmm.org/iraq.

Right: Khalif is a native of the village of Kocho in Iraq, where ISIS massacred hundreds of Yazidi men in August 2014. He now lives in New Zealand but returned to Iraq to search for missing family members. *Mackenzie Knowles-Coursin for US Holocaust Memorial Museum*



“I want to tell my son, where are you? I miss you. If you alive, just contact us. Where’s your mom? Grandmother? Where’s your sister? Where’s all the people in Kocho?... We don’t know where they are.”

— KHALIF, a former resident of the village of Kocho, where ISIS massacred Yazidi men and took Yazidi women captive in August 2014



Americans and the Holocaust

‘Citizen Historians’ Help Uncover the Truth about What Americans Knew

In preparation for a major initiative on Americans and the Holocaust, beginning in 2018, the Museum’s William Levine Family Institute for Holocaust Education is involving students nationwide in researching what ordinary Americans knew about Nazi persecution of Jews while it was occurring.

Through a new online tool, History Unfolded: US Newspapers and the Holocaust, “citizen historians” are looking in archives of their local newspapers for articles on key events related to the Holocaust. To date, some 1,500 people have submitted articles from newspapers in every state plus the District of Columbia.

The Museum is encouraging teachers to use the tool in their classrooms, to help students gain critical thinking and media literacy skills. “I wanted students to learn for themselves what role the media has. When we hear something, what is our responsibility?” said Sophia Sapozhnikov, an English teacher at the Bronx High School of Science whose students were so excited about History Unfolded they spent more than two weeks on the project.

In addition to interesting students in Holocaust history, the project has the potential to generate new knowledge. Until now, historians have been able to study coverage of the Holocaust only in major US cities’ newspapers, such as the *New York Times*; through History Unfolded, they will be able to access data on coverage of the Holocaust in local newspapers nationwide.

You, too, can participate. Sign up at ushmm.org/USnews.

Left: Kayla Graham, a senior at Robert E. Lee High School in Staunton, Virginia, consults microfilm reels to discover how her town’s newspaper reported on the Holocaust.

“Persecution of Jews by German Nazis Is Halted, State Department Finds”

**— Headline of an article submitted by a History Unfolded participant.
GAZETTE AND BULLETIN, Williamsport, Pennsylvania, March 27, 1933**

Securing the Future of Holocaust Studies

New Partnerships in Europe Preserve Memory and Advance Understanding

Thanks to the sustained involvement of the Jack, Joseph and Morton Mandel Center for Advanced Holocaust Studies, the future of the field in Germany and Ukraine—originally home to more than one-quarter of Holocaust victims—has never been more secure.

To address a gap in Holocaust research and scholarship in Germany at the university level, the Museum helped establish the Munich Center for Holocaust Studies in 2014. Last year, the two organizations strengthened their relationship by cohosting seminars for faculty at German universities and for staff at camp memorial sites, which play an important role in public education about the Holocaust. These seminars provided a forum to share best practices for elevating the quality of teaching and research.

In Ukraine, Mandel Center staff met with officials including US Ambassador Geoffrey Pyatt to discuss how best to foster greater understanding of Holocaust subject matter, long taboo during the Soviet era. Since that visit, the Taras Shevchenko National University of Kyiv has decided to begin offering courses on the Holocaust and, in April 2016, established a center for the study of genocide and mass atrocities.

Right: Staff from German memorial sites and documentation centers attend a 2015 workshop at the Museum on challenges facing researchers at those locations today.



“You wouldn’t think the Museum would be necessary in Europe, but it is. Sometimes it takes an outside player to make things happen.”

— SUZANNE BROWN-FLEMING, director of Visiting Scholar Programs at the Jack, Joseph and Morton Mandel Center for Advanced Holocaust Studies

The **IMPACT** of your support in **2015**



40,000
views of the Early Warning
Project website the week
it debuted as a tool for
assessing countries'
risks of genocide



244%
increase from 2014 in visits
to Farsi-language resources
on the Museum's website,
now available in 16 languages



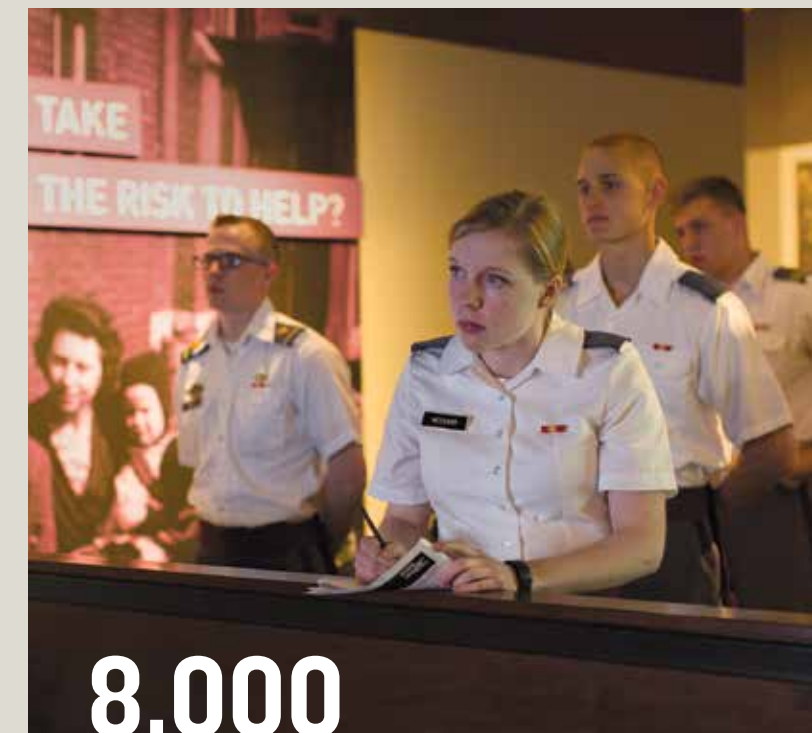
25,000
historic documents
provided free of charge
to survivors and their
families requesting
information about the
fate of loved ones



100,000
people visited Museum traveling exhibitions
in 12 US states, Israel, and France



40 million
visitors to the Museum
since its opening



8,000
law enforcement officers and members
of the US military discovered the
relevance of Holocaust history to their
roles in safeguarding democracy

Conferring the Museum's **HIGHEST HONOR**

The Museum bestowed the 2016 Elie Wiesel Award on US Representative John Lewis (right), the last surviving member of the “Big Six” leaders of the Civil Rights Movement, in recognition of his extraordinary moral and physical courage and commitment to promoting the human dignity of all people. The presentation recognized the important role of Holocaust survivors in the Civil Rights Movement.

At the 2016 Days of Remembrance commemoration, US Secretary of Commerce Penny Pritzker spoke about the Holocaust “as a lesson about the power of words and language. It is the most extreme example of what happens when we let our hate and fear of the other shape our speech.”



Counter-clockwise from top left: Museum chairman Tom A. Bernstein presents the 2016 Elie Wiesel Award to Representative John Lewis. Mouaz Moustafa, senior political advisor to the Coalition for a Democratic Syria, discusses his work with the Museum to share evidence of atrocities committed against Syrian civilians by the Assad regime. National Tribute Dinner co-chairs Beth Heifetz and Rodd and Jodi Macklin. Secretary Penny Pritzker delivers the keynote address at the Days of Remembrance commemoration at the US Capitol.



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Statement of Activities

For the year ended September 30, 2015

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
Support and revenue			
Contributions	\$ 78,704,689	—	\$ 78,704,689
Membership	10,509,130	—	10,509,130
Museum shop	1,917,265	—	1,917,265
Investment income (loss)	(9,769,610)	—	(9,769,610)
Contributed services	278,853	—	278,853
Federal appropriation	—	\$ 50,256,807	50,256,807
Financing from other federal agencies	—	1,182,467*	1,182,467
Other	286,397	—	286,397
Total support and revenue	\$ 81,926,724	\$ 51,439,274	\$ 133,365,998
Expenses			
Museum	\$ 5,754,348	\$ 25,114,859	\$ 30,869,207
Mandel Center for Advanced Holocaust Studies	5,399,849	3,012,661	8,412,510
Levine Institute for Holocaust Education	7,097,390	4,482,179	11,579,569
Collections	3,602,648	5,933,845	9,536,493
Simon-Skjoldt Center for the Prevention of Genocide	2,151,989	—	2,151,989
Marketing and outreach programs	7,368,123	3,408,152	10,776,275
Management and general	5,883,205	5,159,424	11,042,629
Technology and IT security	1,388,147	4,341,485	5,729,632
Membership	5,232,628	—	5,232,628
Development	9,259,671	—	9,259,671
Total expenses	\$ 53,137,998	\$ 51,452,605	\$ 104,590,603
Increase (decrease) in net assets	\$ 28,788,726	\$ (13,331)	\$ 28,775,395
Net assets (beginning of year)	\$ 396,200,910	\$ 11,106,136	\$ 407,307,046
Net assets (end of year)	\$ 424,989,636	\$ 11,092,805	\$ 436,082,441

Statement of Financial Position

For the year ended September 30, 2015

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
Assets			
Cash and fund balance with Treasury	\$ 3,551,033	\$ 20,198,833	\$ 23,749,866
Short-term investments	18,347	—	18,347
Contributions receivable, net	51,689,819	—	51,689,819
Other assets	1,243,671	285,438	1,529,109
Long-term investments**	319,143,841	—	319,143,841
Property and equipment, net	66,361,600	12,277,276	78,638,876
Total assets	\$ 442,008,311	\$ 32,761,547	\$ 474,769,858
Liabilities and net assets			
Accounts payable and accrued expenses	\$ 5,252,887	\$ 5,093,574	\$ 10,346,461
Charitable gift annuity liability	11,459,338	—	11,249,866
Unexpended appropriations	—	16,575,168	16,575,168
Interest rate swap liability	306,450	—	306,450
Total liabilities	\$ 17,018,675	\$ 21,668,742	\$ 38,477,945
Federal cumulative results of operations Program and supporting activities	\$ —	\$ 11,092,805	\$ 11,092,805
Funds functioning as endowment	71,223,446	—	71,223,446
Unrestricted net assets	59,529,857	—	59,529,857
Total net assets	\$ 130,753,303	\$ 11,092,805	\$ 141,846,108
Temporarily restricted for programs	81,743,927	—	81,743,927
Permanently restricted for endowment	212,492,406	—	212,492,406
Total net assets	\$ 424,989,636	\$ 11,092,805	\$ 436,082,441
Total liabilities and net assets	\$ 442,008,311	\$ 32,761,547	\$ 474,560,386

* Financing from OPM recognized to cover retirement benefit costs

** Includes endowments and charitable gift annuities

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We are profoundly grateful for the ongoing commitment of our most generous supporters who ensure the far-reaching impact of this vitally important global institution.

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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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The **Leadership Circle** recognizes Annual Fund donors of \$25,000 and above whose exceptional generosity helps keep Holocaust memory alive in a constantly changing world.

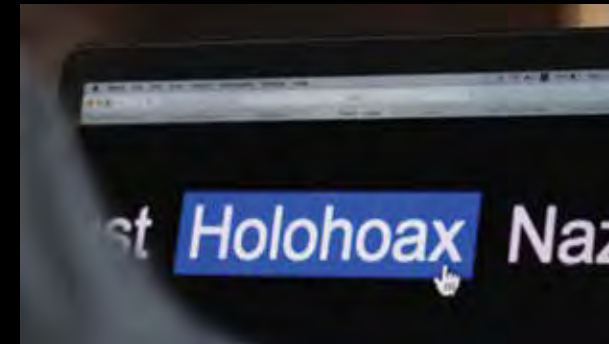
Wings of Memory Society

The **Wings of Memory Society** recognizes Annual Fund donors of \$5,000 and above whose gifts support the Museum's outreach and educational initiatives. The Wings of Memory Society 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 secured the Museum's future through any planned gift commitment. In addition, all donors directing any type of gift to the Museum's endowment are recognized as **Legacy of Light Guardians**. Those who confirm commitments of \$1 million or more through their estate plans are recognized as Legacy of Light Society Founders.

All photos unless otherwise indicated *US Holocaust Memorial Museum*.
 Page 10, left: The International Tracing Service in Bad Arolsen, Germany. *Richard Ebrlich*. The Museum has the only digital copy in North America of this repository of over 150 million documents, and Museum staff search the records free of charge for survivors, their families, and the families of victims. Page 10, bottom right: The traveling exhibition *State of Deception: The Power of Nazi Propaganda*, on display at the Los Angeles Public Library. *Ryan Miller/capturimaging for US Holocaust Memorial Museum*. Page 11, bottom left: A participant in the 2014 Belfer National Conference for Educators tours the Permanent Exhibition. Page 11, bottom right: West Point Military Academy cadets tour the special exhibition *Some Were Neighbors: Collaboration & Complicity in the Holocaust*.



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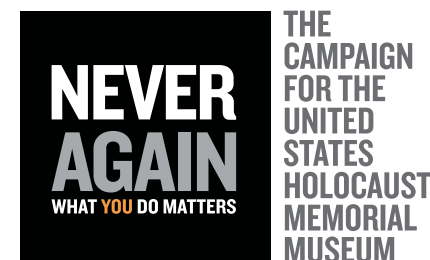
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