

RESULTS — FY 2003 DETAILS

- ◆ **SERVE AS THE NATION'S PRE-EMINENT INSTITUTION FOR HOLOCAUST EDUCATION AND REMEMBRANCE**
- ◆ **SERVE AS THE WORLD'S PREMIERE REPOSITORY FOR HOLOCAUST-RELATED ARTIFACTS AND ARCHIVAL COLLECTIONS**

DIVISION OF EDUCATION

GENERAL PROGRAM GOAL: Educate the broad, general public about the Holocaust and to provide interpretation of the Museum building and its educational exhibitions. Establish the Museum as a national resource for learning about the Holocaust through exemplary educational programming and community outreach; extend the Museum's outreach to underrepresented audiences and to those who might not study or learn about the Holocaust on their own or who have a particular need or focus, and improve the quality of instruction about the Holocaust in middle and high schools across the country.

INTERPRETATION AND OUTREACH:

Performance Objective #1: Support USHMM on-site exhibitions

Indicator: Percentage of programs that focus on exhibitions/building
Target: 100%
Result: 100%

Indicator: Visitors evaluating programs as excellent
Target: 90%
Result: 90 percent (qualitative evaluation of survey results)

FY 2003 highlight of interpretive programming:

The Museum showcased one of the permanent exhibition's prized artifacts, a milk can filled with stories of Jews from the Warsaw ghetto in a theatrical program commissioned in honor of the Museum's tenth anniversary. "Time Capsule in a Milk Can: Emanuel Ringelblum and the Secret Archives of the Warsaw Ghetto," developed and produced with the Smithsonian's Discovery Theater, was offered to audiences as a prelude to visiting the permanent exhibition where the Ringelblum milk can is on view.

Performance Objective #2: Develop a model museum education program that focuses on the USHMM's unique resources and exhibitions

Indicator: Orientations/tours provided for visitors, including school groups, families, and walk-ins
Target: 35 per week
Result: Target exceeded; Visitors to the Museum may receive an orientation or tour with staff through a variety of programs. The largest number, approximately 84 per week, is comprised of general orientations provided to both scheduled and unscheduled groups as they begin their visit. The next largest number, 15 to 35 per week, consists of a range of

programming offered to scheduled school groups. A smaller number, one to ten per week, consists of tours of special exhibitions and introductory programming for families.

Indicator: Visitors evaluating programs as excellent
Target: 90%
Result: 90%

Indicator: School Groups receiving Permanent Exhibition guides prior to scheduled visit
Target: 100%
Result: 100 percent (guides are mailed in advance of scheduled group visits)

FY 2003 program highlight:

A daytime public program series, *First Person*, was designed to highlight one of the Museum's most unique resources: volunteers who are Holocaust survivors. This program, structured as a conversation with the survivor, offers an engaging entry point into the history of the Holocaust for visitors with little previous knowledge of the subject.

Performance Objective #3: Make Museum programs accessible to special-needs visitors

Indicator: Permanent Exhibition orientation modified for hearing/visually-impaired visitors by FY 2002
Target: 100%
Result: 100 percent; in 2003 a total of 58 individuals and ten groups with special needs were served. Additionally, five requests for sign language interpreters were accommodated.

Performance Objective #4: Support traveling exhibitions by developing programs in site cities

Indicator: Exhibition related programs
Target: Three exhibition sites (*two Nazi Olympics/one Remember the Children*)
Result: Thirty-three percent: only one site received programs due to funding constraints (*Remember the Children* in Milwaukee, WI)

Performance Objective #5: Maximize use of USHMM Web site for educational information and materials

Indicator: Museum programs/resources on web-site
Target: 100% coverage
Result: 100% availability

FY 2003 program highlight:

In addition to creating PDF files (a downloadable and printable format) for all existing Web resources, several new Web offerings were added: a guide for Catholic educators in English and Spanish; a Web exhibition in conjunction with the *Anne Frank* special exhibition; and curricular materials to complement the Museum's electronic teacher training module, the *Online Teacher Workshop*.

COMMUNITY PARTNERSHIPS:

Performance Objective #1: Make Museum programs accessible to underserved or un-served audiences

Indicator: Community Sponsored events (school, church, and police visits; Workshops; programs; and seminars)
Target: 100% accessible
Result: One hundred percent; all community-sponsored events were for underserved or unserved audiences.

Indicator: Diversity of partnering organizations resulting in Museum visits
Target: ten from seven states, including the District of Columbia
Result: Over 38 partner organizations in eight states
Targeted outreach through 275 workshops, programs and seminars for 11,000 young people and adults sponsored in partnership with 20 schools through the *Bringing the Lessons Home program*; churches in eight states and the District of Columbia through the *Lift Every Voice program*; and ten law enforcement agencies through the *Law Enforcement and Society program*. Partnering organizations conducted presentations and classes on their own that reached another 20,000 members of their respective communities. Museum programs served new audiences directly from the following states: Virginia, Maryland, the District of Columbia, Tennessee, Pennsylvania, Mississippi, Alabama, Georgia, Minnesota, Illinois, Chicago, and Texas.

FY 2003 program highlights:

Multi-lateral partnerships with the Tennessee Holocaust Commission, the University of Tennessee Center for Literacy Studies, and the Tennessee State Department of Labor and Workforce Development brought the history of the Holocaust to adult learners throughout the state of Tennessee. The Museum worked with these partners to train 85 percent of Tennessee's adult education teachers to incorporate teaching about the Holocaust into their classes. These teachers reach some 40,000 adult learners who are seeking a GED, moving from welfare to work, or are new immigrants learning to speak English.

TEACHER TRAINING:

Performance Objective #1: Develop training programs/workshops for teachers that encourage more teachers to incorporate the Holocaust in their school curriculum in all regions of the country

Indicator: Fora/conferences/workshops
Target: 1/4/8
Result: 2/4/8 conducted

Indicator: Regions/states in which fora/conferences/workshops are held
Target: Four regions
Result: Reached 18 states in all four regions: Western (California, Hawaii, Idaho, Oregon, Utah, and Washington), Northeast (Massachusetts and Vermont), Southeast (Arkansas, Louisiana, North Carolina, and Tennessee), Mid-Atlantic (Maryland, New Jersey, Pennsylvania, and West Virginia) and Rocky Mountains and Plains (Colorado and Idaho).

Indicator: Market Art and Writing Contest to all 50 states

Target: 50 states
Result: Met

Indicator: States from which requests for materials are received
Target: 50 states
Result: Met

Indicator: States in which *Mandel/Belfer* teachers are working
Target: 50 states
Result: Met - Currently participants in the *Arthur and Rochelle Belfer National Conferences for Educators* work in all 50 states. In 2003 conference participants represented 41 states. The *Museum Teacher Fellowship* is represented in 46 states and the District of Columbia. This year a teacher from New Hampshire was added to the cadre of fellows for the first time.

Performance Objective #2: Develop a national cadre of Holocaust education leaders

Indicator: New Teacher fellows (graduates of training program) in the field
Target: 25
Result: Met

Performance Objective #3: Integrate Holocaust teaching in secondary and middle schools

Indicator: Programs/workshops in communities hosting traveling exhibitions
Target: one in each city hosting the *Nazi Olympics* and *Remember the Children* exhibitions
Result: Teacher training was conducted in conjunction with only one traveling exhibition, *Remember the Children: Daniel's Story*, hosted by the Milwaukee Public Museum, Wisconsin, due to funding constraints.

Indicator: Permanent Educator Fora
Target: 1
Result: Two; The ongoing Southern California teacher forum was held at the School of Education, San Diego State University at San Diego. A second forum was piloted at the School of Education, University of California at Berkeley.

Indicator: Educational conferences with staff representation
Target: 5
Result: 11

Indicator: Teaching resources available on web
Target: 100% of all print materials
Result: 100%

FY 2003 program highlights:

In 2003 several significant partnerships were created with colleges of education in support of long-term programming for teachers. Teacher professional development programs were offered in cooperation with schools of education at the University of Vermont, Louisiana State University, University of California at Berkeley, and San Diego State University. Building ongoing relationships such as these have led to conferences that were well attended and rated highly effective by participants. They have also led to ongoing connections between the faculty in the

schools of education and Museum staff members, laying the groundwork for future training opportunities.

PROVIDING RESOURCES:

Performance Objective #1: Establish USHMM as a key collector/disseminator of research about state of Holocaust education in the United States

Indicator: Number of states with data available on the Museum's Web site
Target: 50 states
Result: Continued to FY 2004: The Museum contracted with SRI International to conduct a national survey of secondary teaching practices in Holocaust education. The survey will be completed in FY2004 and the findings will be disseminated nationally. "State Profiles" containing relevant data regarding Holocaust education were updated in anticipation of the construction of a Web site that is now scheduled for launch in FY2004.

Performance Objective #2: Broaden access to educational resources

Indicator: Number of states where educational programs and materials are marketed
Target: 50 states
Result: 50 states

Indicator: National conferences w/ Education representation/display
Target: 5
Result: Seven: American Association of Colleges for Teacher Education; American Historical Association and Organization of American Historians conference, "Innovations in Collaboration"; Historically Black Colleges and Universities; Institute for Museum and Library Services: "Sustaining Digital Resources"; National Association of Secondary School Principals; National Council for the Social Studies; and the 19th Annual Conference on Distance Teaching & Learning.

DIVISION OF EXHIBITIONS

GENERAL PROGRAM GOAL: *Exhibition production and implementation:* Develop, produce, and maintain historically accurate, educationally sound, substantively compelling, and aesthetically interesting exhibitions on themes of Holocaust history for the general, educated public, to be presented both on-site at the USHMM and through a traveling exhibitions program at various venues nationwide.

EXHIBITION MAINTENANCE:

Performance Objective #1: Maintain the high quality presentation of the Permanent Exhibition and *Remember the Children: Daniel's Story*

Indicator: Visitors responding to exhibitions as positive/extremely positive on visitor surveys/evaluations
Target: 90%
Result: Survey/evaluation data has not been systematically collected to date. Informal responses noted on visitor comment cards are virtually

unanimous in their positive/extremely positive comments about the permanent exhibitions. (A formal evaluation of the Permanent Exhibition is being undertaken during FY 2004.)

Indicator: Availability of Permanent Exhibition ID cards and *Remember the Children* “Letters to Daniel” supplies

Target: 100%

Result: 100%

Indicator: Routine Gallery maintenance (cleaning/lighting, damage assessment/repair/replacement) performed on schedule

Target: 95% on time

Result: Met

Other FY 2003 major projects:

- Permanent Exhibition Highlights brochure planned for FY 2003 postponed to first quarter FY 2004 due to scheduling conflicts
- Casework retrofit project (FY 2003–FY 2008): goal to complete approximately 50 percent of total project by end of FY 2003; actual achievement: 40 percent of project, due to staff departure and conflicting schedules

Performance Objective #2: Maintain Special Exhibitions

Indicator: Rotations performed on schedules specified on loan agreements

Target: 100%

Result: 100%

Indicator: Routine gallery maintenance (cleaning/lighting, damage assessment/repair/replacement) performed on schedule

Target: 100%

Result: 100%

EXHIBITION DEVELOPMENT/PRODUCTION:

Performance Objective #1: Present temporary exhibitions in the Museum’s special exhibition gallery and in non-gallery spaces.

Indicator: Use of Kimmel-Rowan Special Exhibition Gallery for long-run exhibitions (six months or more) on following schedule: three months for gallery preparation and installation, six to 18 months for public display, three months for deinstallation and gallery refurbishment.

Target: 100%

Result: Met: *The Art and Politics of Arthur Szyk* closed October 12, 2002; deinstallation/gallery preparation/installation from late October 2002 to late April 2003; *Fighting the Fires of Hate: America and the Nazi Book Burnings* opened April 30, 2003, to coincide with Museum’s 10th Anniversary events

Indicator: Short-run (three to six month) exhibition in the Gonda Education Center one exhibition

Result: Met: *Nazi Persecution of Homosexuals 1933–1945* presented November 15, 2002 to March 16, 2003

Indicator: Committee on Conscience exhibition in Meyerhoff Theatre entry
Target: one exhibition
Result: Met: *SUDAN: Genocide Warning* deinstalled in November 2002, and *Genocide* photographs reinstalled December 2002, with new exhibition text added in July 2003

Indicator: Maintenance of production schedules (within one month)
Target: 100%

Result: Details below by project:

Nazi Persecution of Homosexuals 1933–1945

- Concept two months early
- Checklist three months late
- Script three months late
(due to protracted in-house reviews)
- Design two months late
- Fabrication On time

Fighting the Fires of Hate: America and the Nazi Book Burnings

- Concept one and one half months late
- Checklist on time
- Script three and one half months late
- Design one month late
- Fabrication on time

Life in Shadows: Hidden Children and the Holocaust

- Concept seven months late
- Checklist three months late
- Script seven months late
- Design three month late (due to delayed script)
- Fabrication on time

Deadly Medicine: Creating the Master Race

- Concept eight months late
(redirected by curator from preliminary research direction)
- Checklist two months late
- Script at least two months late (on-going)
- Design at least five months late (on-going)
- Fabrication on schedule

Indicator: Maintenance of opening schedules

Target: 100%

Result: Met: All exhibitions scheduled for FY 2003 opened on the dates set by Museum management:

- *Nazi Persecution of Homosexuals 1933–1945* opened November 15, 2002
- *Fighting the Fires of Hate: America and the Nazi Book Burnings* opened April 30, 2003
- *Anne Frank the Writer: An Unfinished Story* opened June 12, 2003
- *Life in Shadows: Hidden Children and the Holocaust* opened August 28, 2003

FY 2003 Highlights:

<u>Exhibition Topic (Presentation Site)</u>	<u>Target Presentation Dates</u>	<u>Phase in FY 2003</u>	<u>Status at end of FY 2003</u>
<i>The Art of Arthur Szyk</i> (Kimmel-Rowan)	April 10–October 14, 2002	On view/Closed	
<i>Nazi Persecution of Homosexuals 1933– 1945</i> (Gonda Education Center)	November 15, 2002– March 16, 2003	Closed/National tour began May 2003; 2 sites	On view at the YWCA- Minneapolis (through October 4, 2003)
<i>SUDAN: Genocide Warning</i> (Meyerhoff Theater)	November 15, 2000– December 2002	On-view/Closed	
<i>Genocide</i> (Meyerhoff Theater)	December 2002; indefinitely	Refurbishment/On view	On view
<i>Fighting the Fires of Hate: America and the Nazi Book Burnings</i> (Kimmel-Rowan)	April 30–October 12, 2003	Design/Fabrication/On view	On view
<i>Anne Frank the Writer: An Unfinished Story</i>	June 12 – December 12, 2003	Design/Fabrication/On view	On view
<i>Life in Shadows: Hidden Children and the Holocaust</i> (Gonda Education Center)	August 28, 2003–May 2, 2004	Design/Fabrication/On view	On view
<i>Deadly Medicine: Creating the Master Race</i> (Kimmel-Rowan)	April 2004–October 2005	Concept/Design	Design
<i>Other Victims: The Handicapped</i> (Gonda Education Center)	FY 2006	Research	Research
<i>Other Victims: Roma and Sinti (Gypsies)</i> (Gonda Education Center)	FY 2007	Research	Research

Performance Objective #2: Extend the life of original USHMM exhibitions through publishing services, web applications, and supplementary educational materials

Indicator: Number/variety of materials that accompany exhibitions
Targets: Kimmel Rowan: Book/catalog, bookmark
Result: Book/catalog target generally for 18-month exhibitions; *Fighting the Fires of Hate: America and the Nazi Book Burnings* (April–October 2003) accompanied by exhibition brochure, bookmark, and Web site

Gonda Education Center: Brochure/visitor’s guide, bookmark
Result: (See below, *Traveling*)

Meyerhoff: Brochure/visitor guide
Result: *SUDAN: Genocide Warning:* brochure
Genocide: no brochure requirement

Traveling: Brochure/visitor’s guide, bookmark (for USHMM presentation); educational materials
Result: *Nazi Persecution of Homosexuals 1933–1945*: Brochure, bookmark at USHMM; three “One Person’s Story” educational activity cards

TRAVELING EXHIBITIONS PROGRAM

Performance Objective #1: Market and schedule into host venues the Museum’s current roster of traveling exhibitions.

Indicator: Presence in each major region
Target: 100%
Result: Met: see details below

Northeast:

- NY (Syracuse): *Varian Fry, ASSIGNMENT: RESCUE, 1940–1941*
- PA (Philadelphia): *Schindler*
- WV (Charleston): *Schindler*

Southeast:

- GA (Atlanta): *Varian Fry, ASSIGNMENT: RESCUE, 1940–1941*
- TX (Dallas): *Schindler*; (Houston): *Varian Fry, ASSIGNMENT: RESCUE, 1940-1941*

Midwest:

- MI (East Lansing): *Varian Fry, ASSIGNMENT: RESCUE, 1940–1941*
- MN (Minneapolis): *Nazi Persecution of Homosexuals: 1933-1945*

West:

- CA (Los Angeles): *Nazi Persecution of Homosexuals: 1933-1945*

Indicator: Attendance meeting or exceeding host venue expectations
Target: 90–100%
Result: Data not consistently supplied by host venues. Anecdotal information from host venue staffs indicates the exhibitions met or exceeded visitation goals.

Indicator: Feature articles in local press for each exhibition
Target: Coverage in each venue
Result: Forty-five percent coverage: nine exhibition venues: two venues garnered nine feature articles; two venues mentioned; five venues received no press coverage:

Varian Fry, ASSIGNMENT: RESCUE, 1940-1914

- Atlanta, GA: None
- East Lansing, MI: None
- Houston, TX: *Houston Chronicle* (arts calendar listing)
- Syracuse, NY: *The (Syracuse) Post-Standard*, March 19, 2003 (mention, not feature)

Schindler

- Charleston, WV: None
- Dallas, TX: None
- Philadelphia, PA: None

Nazi Persecution of Homosexuals: 1933–1945

- Los Angeles, CA: *Jewish Journal of Greater Los Angeles* (May 16, 2003); *Los Angeles Times* (July 9, 2003); *The Advocate* (national gay and lesbian newsmagazine, July 8, 2003)
- Minneapolis, MN: (St. Paul) *Pioneer Press* (July 22, 2003; August 13, 2003); Minnesota Public Radio (August 5, 2003); (Minneapolis) *Star-Tribune* (August 13, 2003); *St. Cloud Times* (August 13, 2003)

DIVISION OF COLLECTIONS

GENERAL PROGRAM GOAL: To collect, document, provide secure storage for, stabilize condition of, and make accessible for exhibition, research, and publication in all media, the material evidence and verbal testimonies of the Holocaust. Provide physical and intellectual access as well as preservation services to the Museum’s collections, and build the collections in accordance with approved policy.

ACQUISITIONS PROGRAM:

Performance Objective #1: Survey the collection to identify lacunae

Indicator: Percentage of collections acquired through FY 2000 surveyed
Target: 35 percent complete by end of FY 2003
Result: Target no longer applicable to current work plan. Throughout FY2003, a number of staff in Collections worked on a draft Collecting Plan for the subsequent seven to ten years. During that process, it was determined that the acquisition efforts should be directed toward areas not well represented in the Collections, as well as countries with large survivor communities. As a result of these staff meetings, we have identified numerous geographic lacunae in the collection, including material from the Balkans, Sephardic Jewish communities, and France. In addition, directed efforts will be made to collect in the United States, Israel, several countries in South America, to name a few.

Performance Objective #2: Continue a targeted acquisitions program

Indicator: Percentage of collections solicited that are acquired
Target: 80%
Result: 95%

Indicator: Percentage yearly reduction in collections lacunae
Target: 10% per year
Result: This indicator not applicable due to revised collecting strategy.

Indicator: Percentage of discussions with international archives to copy and acquire holdings initiated that result in signed agreements
Target: 75%
Result: Ninety to 95 percent of discussions initiated with international archives to copy and acquire holdings result in the Museum’s acquisition of archival materials. However, approximately 75 percent of these discussions result in signed agreements, while others operate on letters of understanding.

Performance Objective #3: Remain responsive to unsolicited acquisitions activities

Indicator: Response time to unsolicited offers
Target: within one month after receipt
Result: Met

Indicator: Appropriate archival and artifact collections offered that are acquired
Target: 100%
Result: 100%

Indicator: Appropriate oral testimonies acquired after identification within reasonable time frame
Target: 100%
Result: 100%

FY 2003 selected details:

- Acquired from the original owner a pair of boots worn while a prisoner in the Plaszow slave labor camp
- Acquired 11 images of the liberation of Auschwitz-Birkenau
- Acquired over 1000 original photographs documenting the Jewish community of Butrimantz, Lithuania
- Acquired more than 41.5 hours and over 500 photographs and negatives by internationally renowned filmmaker and photographer Julian Bryan

COLLECTIONS MANAGEMENT:

[NOTE: Most collections management and security activities are of a continuing nature. Annual conservation plans are dependent upon the needs of exhibitions as well as what is dictated by the objects themselves. Conservation plans are thus prepared and modified during the course of each year.]

Performance Objective #1: Maximize collection storage within collections management facilities

Indicator: Implementation of needed changes
Target: three months from identification to implementation
Result: Met

Indicator: Increase in artifact storage
Target: 50 percent over last year
Result: Met

Performance Objective #4: Continue conservation housing and treatment of the permanent collection

Indicator: Scheduled random surveys of 1999 and 2000 accessions
Target: 100%
Result: 95%

Indicator: Minimal treatments or re-housing of collections performed for textiles/film-based photographic materials/3D artifacts/magnetic media/paper-based collections
Target: 100% | 10% | 10% | 50% | 10% completed

Result: Met in all media

CATALOGING:

Performance Objective #1: Continue reducing cataloging backlog and maintain cataloging of new acquisitions

Indicator: Percent backlog reduced for accessions through 2000
Target: Fifteen percent by end of FY 2003
Result: Fifty percent of backlog reduced for accessions through 2000 and 100 percent of 2001, 2002, and 2003 cataloged

Performance Objective #2: Establish online access

Indicator: Online access to collections within two months of accessioning
Target: One hundred percent for new acquisitions; 15 percent to 75 percent for all existing collections depending on type of collection
Result: Target achieved for new acquisitions and 50 percent for all other accessions.

COLLECTIONS LOANS PROGRAM:

Performance Objective #1: Make collections available for loan to other professional organizations that meet minimum security, handling, and housing standards and requirements

Indicator: Average response time to requests
Target: 2 weeks
Result: Met

Indicator: Requests from qualified and approved requestors fulfilled
Target: 100%
Result: 100%

REFERENCE SERVICES:

Performance Objective #1: Provide efficient reference services in a timely manner

Indicator: Average time to acknowledge reference requests
Target: two weeks
Result: Met

Indicator: Average time outside researchers assisted on site
Target: two days
Result: Met

Indicator: Average time to respond to all external requests
Target: seven to ten days
Result: Met

Performance Objective #2: Make collection materials available for scholars' needs or requests

Indicator: Collections identified for use by CAHS scholars available upon arrival/within two weeks (with prior notification by CAHS)

Target: 85%/100%
Result: 90% / 95%

Performance Objective #3: Utilize the expertise of staff historians, visiting scholars, and fellows at the CAHS to enhance knowledge of curatorial staff and accuracy of collections documentation

Indicator: Attendance by curatorial staff at one CAHS lecture/program
Target: one per month
Result: Met

Indicator: Attendance by members of the CAHS staff, visiting scholars, and fellows at a Division bi-weekly acquisitions meeting
Target: two per month
Result: Not implemented; however, one or more members of the CAHS (International Archival Program) regularly participated in the development of the Collecting Plan.

LIBRARY

GENERAL PROGRAM GOAL: Provide increasingly cost-effective access to a comprehensive collection of Holocaust information to users both inside and outside the USHMM.
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ACQUISITIONS AND CATALOGING PROGRAM:

Performance Objective #1: Acquire and catalog materials that address current research needs

Indicator: Current and out of print materials required by Museum staff and CAHS scholars purchased
Target: TBD based on review of catalogs, bibliographies, etc., and fiscal resources
Result: Met. Library purchases were initiated on a regular basis with special emphasis placed on purchasing materials for staff and scholars.

Indicator: Orders (for which funds exist) placed within one week of request
Target: 100%
Result: Met. Purchases were made within one week of request.

Indicator: Existing and future acquisitions cataloged
Target: 90%/50%
Result: Met. Whenever possible, new acquisitions are cataloged within ten days of receipt. Over ninety percent of the collection is now cataloged and available for use by staff, scholars, and other researchers.

REFERENCE SERVICES:

Performance Objective #2: Provide accurate, timely reference assistance to all library users both on-site and via electronic resources.

Indicator: Average response time to online reference request form available on Web site (use initiated 2/01)
Target: five business days
Result: Met.

Indicator: Additional resources placed on Web site (e.g., bibliographies, frequently asked questions, item summaries)
Target: One bibliography every two months/one response to FAQ every month
Result: Target was not met. Since 2001, the Library has lost a number of staff members that made it impossible to make regular updates to the Web site of this nature. Additions and changes are made on an irregular basis, but it has not been possible to create resources of the type described in the indicator.

Indicator: Interlibrary loan requests submitted within 24 hours of request from individual researchers and staff (weekends excluded)
Target: 100%
Result: Met.

DIVISION OF MUSEUM SERVICES

GENERAL PROGRAM GOAL: Provide efficient, courteous, and thorough services to the visiting public, including individuals and family visitors, school and church groups, conference and special event participants, as well as volunteers and interns.

SERVING MUSEUM VISITORS:

Performance Objective #1: Improve group scheduling procedures

Indicator: Groups scheduled for alternative programming when unable to accommodate for permanent exhibitions.
Target: Thirty percent of denied groups visit Museum despite not having access to the permanent exhibitions/50 percent by FY 2003
Result: Currently, there is no accurate means by which to measure this; however, in working with the Education Department, alternative programs for groups unable to visit the Permanent Exhibition were developed and have an increasing enrollment rate since the trial period began in FY 2002.

Performance Objective #2: Provide visitors with courteous, informative, and accurate information about Museum services and offerings

Indicator: Positive responses on visitor surveys
Target: 90% each week
Result: No surveys were performed during FY 2003

Indicator: Participation in customer service training
Target: 50% of staff
Result: 100%

Indicator: Visitor Services (VS) staff trained to provide interpretative services in special exhibitions, permanent exhibition and/or *Daniel's Story*
Target: 100% of staff
Result: 50%

Performance Objective #3: Streamline and standardize Museum special events

Indicator: Events for which MS provides all support exclusive of program content
Target: 100%
Result: 80%

Performance Objective #4: Provide basic information in a variety of languages, including Braille and sign language

Indicator: Special Needs public served by either written materials or verbal presentation
Target: Fifty percent of requests served
Result: Cannot capture number of requests so revised measure to the number of foreign languages available for museum materials. During FY 2003 private funding was obtained to translate the Museum's Visitor Guide into ten foreign languages and Braille/large print editions, and it is expected that these will be available to the visiting public by the end of the second quarter of FY 2004.

◆ **SERVE AS THE WORLD'S PRE-EMINENT CENTER FOR SCHOLARLY RESEARCH OF THE HOLOCAUST**

CENTER FOR ADVANCED HOLOCAUST STUDIES

GENERAL PROGRAM GOAL: To support research and scholarly publications on the Holocaust; to promote the growth of the field of Holocaust studies at American universities; to foster productive relationships between American and international scholars of the Holocaust; to collect Holocaust-related archival documentation worldwide and make the documentation available to scholars; to ensure the ongoing training of future generations of Holocaust researchers and university-level teaching faculty; and to serve as a reliable venue for scholars to meet for discussion, deliberation and debate of the most complex issues in the field.

Performance Objective #1: Develop programs that encourage original research by both visiting and staff scholars and provide infrastructure for sharing of research results

Indicator: Visiting scholars
Target: Twenty-five, including four to five for full academic year
Result: Thirty-three from ten states and nine foreign countries, including seven scholars for full academic year

Indicator: Applied Research Scholars working on institutionally-defined research and publication projects
Target: 3
Result: Two; funding for third position not yet in place

Indicator: Scholarly articles published by other Center Staff
Target: 3
Result: Eleven articles, two books

Indicator: Senior Seminars led by distinguished Holocaust Studies scholars
Target: 2
Result: Four seminars led by senior scholars

Indicator: Biweekly Scholars Discussion Group
Target: Biweekly
Result: Biweekly

FY 2003 Highlights:

- Created a privately funded program of graduate student summer research assistantships at the Museum to engage potential future scholars in Holocaust study.
- Initiated special interdisciplinary summer orientation workshop to enable Jewish Studies scholars to explore the Museum's research and teaching resources.

Performance Objective #2: Train college and university faculty to teach about the Holocaust through regular seminars

Indicator: Seminars for college and university teaching faculty
Target: Two (summer and winter)
Result: Two (one summer, one winter)

Indicator: Advanced notice for seminars
Target: Minimum three months in advance 100 percent of time
Result: 100%

Indicator: Participation from states/institutions
Target: Minimum five/ten in different seminars
Result: Surpassed target for each seminar; 13 states, 16 institutions (winter), 16 states, 20 institutions (summer)

Indicator: Seminar/symposium for teaching faculty and research scholars under auspices of Committee on Church Relations and the Holocaust
Target: 1
Result: 1

FY 2003 Highlights

Organized first seminar at the Museum on *Literature and the Holocaust* to serve professors of second largest discipline in Holocaust studies.

Performance Objective 3: Disseminate research results through Academic Publication Program to address specific needs requiring institutional support

Indicator: Number of *Holocaust & Genocide Studies* journal/books/papers
Target: 3/10/5
Result: Three journal issues/11 books/three papers, plus one collection of 12 symposium papers

Indicator: Involvement in major reference works/archival studies
Target: One to two at a time
Result: One, with planning completed for second

FY 2003 Highlights:

- Co-published Donna F. Ryan and John S. Schuchman's *Deaf People in Hitler's Europe* with Gallaudet University Press
- Published and distributed revised and updated edition of *Archival Guide to the Collections of the United States Holocaust Memorial Museum*
- Published André Sellier's *A History of the Dora Camp* with Ivan R. Dee Publishers
- Engaged over 200 scholars worldwide as contributors to privately-funded Camps/Ghettos Encyclopedia project

Performance Objective #4: Develop programmatic mechanisms for dissemination, debate and discussion of research results and stimulate increased contact between United States and international Holocaust scholars

Indicator: Major Conference in cooperation with other institutions
Target: One every three years
Result: 1

Indicator: International symposia at Museum
Target: 3
Result: Two at Museum; one on university campus in Pennsylvania

Indicator: Two-week Research Workshops of United States and international scholars
Target: 3
Result: 3

Indicator: On/off-site lectures or scholarly panels
Target: 20/4
Result: Ten/two; number reduced in favor of two additional on site scholars workshops

Indicator: Outreach presentations by staff & fellows at conferences or outside institutions, including United States colleges and universities
Target: 40
Result: 82 (39 staff, 43 fellows)

Indicator: Presentations by CAHS scholars and fellows to public education groups
Target: 20
Result: Thirty-seven, including university groups, Naval Academy plebes, West Point cadets, District of Columbia police, and FBI trainees

Indicator: Published occasional papers, including papers from symposia
Target: 5
Result: Four individual papers, plus symposium volume containing 12 papers

Indicator: Web site presentation of symposia/written research results
Target: 2/3-6
Result: Two/zero; Web-posting of papers delayed until FY 2004

FY 2003 Highlights

- On-site international symposia on *Forced and Slave Labor in Nazi-Dominated Europe and Children and the Holocaust*

- With Millersville University of Pennsylvania, international symposium *Children and the Holocaust* in Millersville, PA, as part of Museum's 10th Anniversary observance
- Conference on the *Churches and the Holocaust* in Tacoma, WA, in cooperation with Pacific Lutheran University, Dartmouth College, the Humboldt Foundation and German journal *Kirchliche Zeitgeschichte*
- Organized scholars' workshop on *Jewish Resistance and Jews in National Resistance Movements*
- Organized panel presentations relating to international Holocaust victim assets and forced/slave labor restitution efforts, spearheaded by the United States, in cooperation with the Conference on Jewish Material Claims Against Germany (New York) and the International Organization on Migration (Geneva)

Performance Objective #5: Collect international archival materials on the Holocaust to maximize flow to Museum

Indicator: Activity in countries
Target: Sustained activity in 35-40 or more countries
Result: Projects initiated or concluded in twenty-one countries; additional projects ongoing elsewhere

Indicator: New collections under Jewish Source Study Initiative Pilot Project
Target: 3
Result: 29

Indicator: Update of USHMM Archival Guide by EOY
Target: 100%
Result: 100% by EOY

FY 2003 Highlights:

- Over four million pages of archival documentation collected and added to Museum's archives
- Organized a newly discovered cache of 250,000 documents of the Jewish community on the eve of destruction, found in an abandoned apartment in Vienna
- Concluded agreement to allow Museum to film recently-released Holocaust-era documentation in Vatican Archives
- JSSI survey of archives expanded outside Germany to 38 archives in 18 European and Asian countries
- Major new agreements for archival surveys in Russia, Kazakhstan and other countries of the former USSR

Performance objective #6: Respond to vetting and reference requests from Museum Divisions, government agencies, media, scholars, etc.

Indicator: Number of requests met
Target: 500
Result: 438

Indicator: Meetings of Content Treatment Group
Target: 2
Result: Structure no longer exists; Division of Senior Historian makes recommendations for changes in Permanent Exhibition as warranted

FY 2003 Highlights

- Provided assistance and space to the Conference on Jewish Material Claims Against Germany to document claims for forced labor compensation from Holocaust survivors
- Provided ongoing assistance to Office of Special Investigations, Department of Justice, and the Canadian War Crimes Office regarding cases pending against alleged Holocaust perpetrators in the United States and Canada

Performance Objective #7: Maintain information on the Holocaust Studies field in United States colleges and universities in order to ensure program design appropriate to the field

Indicator: Ability to retrieve data from Holocaust Studies guide on the basis of three independent variables
Target: 100%
Result: Updated guide 100 percent searchable by institution, discipline, and professor

- ◆ **PROVIDE THE NECESSARY INFRASTRUCTURE TO ACCOMPLISH THE PROGRAMMATIC MISSION OF THE MUSEUM AND TO MEET ALL APPLICABLE REGULATORY AND LEGISLATIVE REQUIREMENTS**

OFFICE OF FINANCE

GENERAL PROGRAM GOAL: Ensure the Museum's Financial administrative systems are integrated and efficient and support Museum Programs

ADMINISTRATIVE MANAGEMENT

Performance Objective #1: Fully implement AIMS

Indicator: Availability of system, unless caused by LAN downtime
Target: Ninety percent Monday through Friday, 8 a.m. - 6 p.m.
Result: Greater than 99 percent availability: During FY 2003 system experienced only one unscheduled outage event of less than two hours.

Indicator: New User access provided within two business days of request
Target: 90%
Result: 100% within two days

Performance Objective #2: Improve customer satisfaction with the Office of Financial Management (Budget, Accounts Payable, Reports, Accounts Receivable, Procurement, and Investments)

Indicator: Percentage of customers satisfied with service levels (Survey to be developed)
Target: Ninety percent rate service as satisfactory or above
Result: Target achieved (based on a survey conducted with Museum Administrative Officers)

Indicator: Inquiries and problems resolved within one business day of notification
Target: 100%

Result: Not met, however, Administrative Officers indicate an overall acceptable level of satisfaction with the level of response to inquiries but note that some inquiries do take several business days to resolve.

FINANCIAL MANAGEMENT: Ensure the Museum's financial integrity is maintained through sound fiscal management practices and accurate and timely financial reporting.

Performance Objective #1: Ensure the Museum's bills are processed for payment correctly and within required time frames (Accounts Payable)

Indicator: Correct and approved invoices processed and paid within 30 days of receipt or negotiated time frame

Target: 95%

Result: Met. Aged vendor liability report provides performance monitoring

Indicator: Employees paid on time and without error

Target: 100%

Result: On-time goal met; error rate is subject to data integrity provided by timekeepers, but error resolution is being managed in a timely fashion.

Indicator: Complete and accurate travel vouchers processed within two days of receipt/paid within 15 days of receipt

Target: 95%

Result: Exceeded (payment within five days)

Indicator: Number and frequency of travel vouchers reviewed by travel management to ensure accuracy and proper vouchering

Target: Every tenth voucher and all vouchers over \$1,000

Result: Exceeded: all vouchers are audited

Performance Objective #2: Ensure the Museum's revenues are processed correctly and timely (Accounts Receivable/Revenue management)

Indicator: Receipts (checks and credit cards) deposited or processed within 36 hours.

Target: 90%

Result: Target changed to two business days; 95 percent accomplished

Indicator: Adjustments resulting from reconciliations made within three business days

Target: 90%

Result: Met

Performance Objective #3: Ensure the Museum's accounting records are properly maintained and financial and related programmatic information reported as required.

Indicator: Complete annual audit of financial records

Target: Maintain unqualified opinion

Result: Received unqualified opinion on FY 2002 financial statements. FY 2003 audit is underway.

Indicator: Real-time availability of financial reports to fund managers reflecting accurate available balances

Target: 100%

Result: Fund balance and revenue activity financial reports are available to all users on Museum intranet.

PROCUREMENT: Ensure the Museum's goods and services are acquired as efficiently and effectively using flexible acquisition mechanisms. Ensure acquisition of services for the Museum's benefit are properly planned, managed, and executed following clearly defined standards and policies.

Performance Objectives #1 - Improve Acquisition Planning

Indicator: Quarterly meetings with major customers to increase planning support
Target: Meet with all major customers each quarter
Result: Data not captured. However meetings were held with most major customers during FY 2003 to plan major procurements and events.

Indicator: Numbers of change orders
Target: less than five percent of total orders, less than 15 percent of dollars awarded
Result: Data not captured; this indicator determined to not be meaningful because numerous change orders are caused by customer-driven changes to specifications, schedules, or needs.

Performance Objective #2: Reduce Procurement Processing Time

Indicator: Procurement Administrative Lead Time (PALTs) for simplified acquisitions and contracts shall be within the guidelines established in the USHMM Procurement handbook.
Target: Ninety percent of the time
Result: Met

DIVISION OF HUMAN RESOURCES

GENERAL PROGRAM GOAL: Ensure that the Museum's Human Resources management services are provided in a consistent and timely manner to enable Museum management to effectively recruit, retain, develop, and manage a high quality workforce.

EMPLOYMENT:

Performance Objective #1: Fill Positions

Indicator: Process non-OPM requests for recruitment within 60/90/120 days of submission of SF-52 accompanied by classified position description.
Target: Ninety percent within 60 days, 100 percent within 90 days (120 days for submissions requiring classification of new/revised Position Description
Result: The average number of days to produce selection certificates was 35 days. Sixty-four actions were received and processed. Four exceeded 90 days; one exceeded 120 days. Overall performance was 92 percent.

Performance Objective #2: Provide Classification Services

Indicator: Complete desk audits within 40/60 days of submission of SF-52

Target: 90%/100%
Result: Average number of days to complete classification actions was 73 days. Twenty-one actions completed; 11 completed in less than 60 days. In all cases, specialists made contact with supervisor/auditee within two weeks. In several cases, employee took more than 120 days to complete audit questionnaire. Overall performance was 52 percent.

Indicator: Complete classification/reassignment actions (non-desk audits) within 30/45 days of submission of SF-52 and Position Description (if required).
Target: 90%/100%
Result: One hundred percent within stated timeframe

Performance Objective #3: Process Personnel Actions

Indicator: Process routine actions (e.g., career promotions/name changes, tours of duty) within pay period/two pay periods following receipt of SF-52
Target: 98%/100%
Result: One hundred percent within one pay period

Performance Objective #4: Produce Reports

Indicator: Produce turnover figures within 45/15 days of end of quarter.
Target: 100%
Result: One hundred percent of reports completed within eight days of end of quarter.

EMPLOYEE DEVELOPMENT:

Performance Objective #1: Ensure classes/courses offered meet stated needs

Indicator: Post-training assessments indicating that training met objectives, measured over two years. Follow-up on assessments that indicate objectives not met.
Target: 95%/100%
Result: All assessments received indicated objectives met. Performance was 100 percent.

Performance Objective #2: Process training requests within established timeframes

Indicator: Requests processed using purchase card within one week/two weeks of receiving training request (SF-182)
Target: 99%/100%
Result: Ninety-eight percent of requests processed in one week; 100 percent in two weeks.

Indicator: Requests processed without using purchase card within two weeks/three weeks of receiving training request (SF-182)
Target: 99%/100%
Result: One hundred percent of requests processed within two weeks

EMPLOYEE RELATIONS:

Performance Objective #1: Provide timely and appropriate advice and assistance regarding conduct, disciplinary actions and performance management to managers, supervisors and employees.

Indicator: Interim responses to requests for advice/questions within 48/72 hours
Target: 97%/100%
Result: One hundred percent within 48 hours

Performance Objective #2: Administer the performance management program by providing appropriate support and guidance to managers, supervisors, and employees.

Indicator: Supervisors provided guidance and reminders to provide standards to employees within 30/60 days of reporting.
Target: 90%/100%
Result: One hundred percent met on both indicators

Performance Objective #3: Administer the Museum's Incentive Awards Program in accordance with established policy and timeframes.

Indicator: On-the-spot awards sent to payroll within 72 hours/one week of receipt of completed, approved award in Human Resources
Target: 98%/100%
Result: One hundred percent within one week

EMPLOYEE BENEFITS:

Performance Objective #1: Provide counseling to new employees within established timeframes.

Indicator: Except for regional employees, benefits counseling provided to new employees within first pay period of EOD (unless EOD is in middle of pay period, in which case benefits counseling will take place within the second pay period of EOD). All counseling is completed by end of second pay period.
Target: 99%/100%
Result: One hundred percent within first pay period

Indicator: Interim responses given to benefits questions/requests within 48/72 hours
Target: 98%/100%
Result: Ninety-eight percent within stated timeframes

Performance Objective #2: Enroll employees in benefits program

Indicator: Paperwork for benefits enrollment submitted to payroll or providers within one or two pay periods after forms received
Target: 98%/100%
Result: One hundred percent within two pay periods

EQUAL EMPLOYMENT OFFICE

GENERAL PROGRAM GOAL: To ensure that the agency is legally compliant with EEO laws and regulations.

Performance Objective #1: Develop and maintain a legally accurate, efficient, and user friendly EEO program

Indicator: EEO complaints processed within mandated timeframes
Target: 90% - 100%
Result: 95%

Indicator: Required statistical reports sent to EEOC on time
Target: 90% - 100%
Result: 100%

Indicator: Make EEO information accessible to all employees by using a variety of communication tools
Target: 100%
Result: 100%

Indicator: Employee population for which groups are formed to develop awareness of problems or misunderstandings between different groups
Target: Twenty-five percent of employee population
Result: 25%

Performance Objective #2: Assist affected parties of EEO complaints with creating effective resolutions

Indicator: Providing alternative ways to attempt resolution, such as utilizing the Alternate Dispute Resolution (ADR) program
Target: 75 percent of the EEO complaints
Result: 75%

Indicator: Employees trained on EEO and prevention of sexual harassment
Target: 100%
Result: 75%

Performance Objective #3: Assist the agency in maintaining and improving its goal of being an equal opportunity employer

Indicator: Providing statistical information to management about the employee population by position, race/national origin, sex, and disability status
Target: One hundred percent of management
Result: 100%

Indicator: Work with agency's employee recruiting efforts to attempt to increase its pool of qualified applicants from minority populations that are under represented
Target: Improvement of diversity in the agency's work force
Result: This process has been institutionalized by the EEO office working with the HR office in the recruitment process to provide names of minority

organizations and contacts to which vacancy announcements are sent. Additional efforts included providing Museum tours to members of the Hispanic community.

DIVISION OF OPERATIONS

GENERAL PROGRAM GOAL: Provide facilities, equipment, services and supplies necessary for Museum staff to do their jobs, operate and maintain the Museum as a world-class structure, and provide safe environment for visitors and staff.

FACILITIES, EQUIPMENT, SERVICES, AND SUPPLIES:

Performance Objective #1: Improve Customer Satisfaction with Facility Management Services

Indicator: Routine service requests completed within 30/90 days after receipt
Target: 80%/100%
Result: Ninety-seven percent completed within 30 days
One hundred percent completed within 90 days

Indicator: Positive feedback from customers
Target: 90%
Result: Received 80 feedbacks with one negative for 98.7 percent positive

Performance Objective #2: Provide staff with space, furniture, equipment, and supplies necessary to conduct business

Indicator: Time to fill requests in terms of business days
Targets: Basic supplies: 90% in one day
Result: 99% in one day
Approved special requests: 90% in five days
Result: 99% in five days
Nameplate requests: 90% in 45 days
Result: Not met (vendor manufacturing time running longer than 45 days)

Indicator: Toner and other copier/fax supplies provided within two hours/two business days of notification
Target: 90%/100%
Result: 85%/99% (estimated based upon mailroom e-mails)

Performance Objective #3: Provide design services for Museum projects

Indicator: Designs completed within approved schedule
Target: 80%
Result: Not measured/schedule not determined

MUSEUM OPERATION AND MAINTENANCE:

Performance Objective #1: Provide structural maintenance and repairs including a preventative maintenance program

<i>Indicator:</i>	Preventive maintenance work orders completed within 30/60 days
<i>Targets:</i>	75%/100%
<i>Result:</i>	Eighty-five percent completed within 30 days One hundred percent completed within 60 days
<i>Indicator:</i>	Days of backlog of preventative maintenance and repair work orders
<i>Target:</i>	60 or less
<i>Result:</i>	One hundred percent PM completed in 60 days or less

Performance Objective #2: Execute a five-year Repair and Rehabilitation Plan (R&R)

<i>Indicator:</i>	Percentage of R&R budget awarded
<i>Target:</i>	70%
<i>Result:</i>	95%
<i>Indicator:</i>	Projects completed within budget (original estimated additional 15 percent allowance for change orders)
<i>Target:</i>	80%
<i>Result:</i>	92%

FY 2003 highlights:

- Cleaning of exterior of Museum
- Roof Study of Museum and Ross Center
- Completion of Security Control Center
- Upgrade elevator control system
- Design library construction documents
- Museum carpet replacement continued
- Re-caulking of Museum flat glass
- Ross window restoration
- Metal restoration and corrosion control of Ross cooling tower
- Implementation of integrated Help Desk
- Implementation of new property management system
- Implementation of new tracking system on Loading Dock
- Installation of new phone tracking software/cost savings realized on phone bills

MUSEUM UTILITIES EFFICIENCY:

Performance Objective #1: Provide utility operations and maintenance for Museum owned facilities

<i>Indicator:</i>	Time humidity and comfort cooling kept within building standards
<i>Targets:</i>	90% for collections & exhibitions areas 80% for Office & support spaces
<i>Result:</i>	Maintained standards 99 percent in collections and exhibitions area Maintained standards 98 percent in Office & Support Area
<i>Indicator:</i>	Reduction in energy consumption from FY benchmark
<i>Target:</i>	Two percent each year to a baseline of 20 percent

Result: From our baseline in 1994 through 2002; reduction of 39.5 percent
From 2002 through September 2003; reduction of six percent

Performance Objective #2: Provide Museum with efficient and cost-effective phone service

Indicator: Service interruptions repaired within one business day
Target: 90%
Result: 98%

Indicator: Phone and voicemail service functioning
Target: 98%
Result: 99%

SAFE ENVIRONMENT:

Performance Objective #1: Maintain a safe working space

Indicator: Work areas inspected monthly/within three months
Targets: 80%/100%
Result: 90% inspected

Indicator: Problems reported to appropriate staff within two to five business days
Targets: 95%/100%
Result: 100%

OFFICE OF INFORMATION AND TECHNOLOGY

TECHNICAL SERVICES:

GENERAL PROGRAM GOAL: Provide a secure, reliable, and fully functional information network that allows the Museum staff to create text and audio/visual documents, to build and manage Museum databases, and to communicate within the Museum and to the outside world.

Performance Objective #1: Ensure local area network is fully functional so that Museum staff can effectively complete administrative tasks to daily support Museum programs

Indicator: Work hours during which LAN is fully functional
Target: 95%
Result: One hundred percent other than scheduled maintenance or upgrades

Performance Objective #2: Ensure that the audio/video network is fully functional so that audio/visual assets can be presented to the public during Museum hours

Indicator: Museum hours during which network is fully functional
Target: 95%
Result: 100%

Performance Objective #3: Ensure the help desk is fully functional and responds promptly to calls for technical support

Indicator: Calls for support answered within the same business day
Target: 95%

Result: Seventy-five percent of support calls are resolved within the same business day. Of the remaining 25 percent, 15 percent are resolved within 24 hours of the call, and ten percent take longer than 24 hours. The delays of this ten percent are caused by unavailability of parts needed or unavailability of the caller.

Performance Objective #4: Ensure email servers and infrastructure are fully functional so that museum staff can effectively communicate electronically

Indicator: Work hours during which system is fully functional
Target: 95%
Result: One hundred percent other than scheduled maintenance or upgrades

Performance Objective #5: Provide fully functional Internet servers and infrastructure so that museum staff can effectively communicate through the Internet and so that the public can visit the Museum's Web site.

Indicator: Hours during which system is fully functional
Target: 95%
Result: One hundred percent other than scheduled maintenance or upgrades

OUTREACH TECHNOLOGY:

GENERAL PROGRAM GOAL: To employ electronic technologies to present the Museum's resources and stories to a broad audience both inside and outside of the Museum's building; to allow visitors to continue their engagement with the Museum and the history it presents; and to bring to those unable to visit the building, a full complement of Museum experiences. We will be the most trusted source of Holocaust-related information on the Internet, and provide experiences to our visitors that encourage learning and complex thinking about the issues raised by this history.

Performance Objective #1: Create historically accurate, substantively compelling and aesthetically interesting products on themes of Holocaust history for the general public. Products include Web sites, kiosks, audio CDs, and CD-ROMs.

Indicator: Major & minor products
Target: 1/3 or more
Result: Four major products: *Anne Frank, the Writer* Web exhibition; *Fighting the Fires of Hate: America and the Nazi Book* Web exhibition; *Nazi Persecution of Homosexuals 1933-1945* Web exhibition; *Life in Shadows: Hidden Children and the Holocaust* Web exhibition
Two minor products: *Who was this Woman*, Museum collection highlight; *La Historia del Holocausto en Espanol*, Spanish language Web pages on Holocaust history.

Performance Objective #2: Provide and maintain high-quality products that encourage reflection, questioning, and remembrance through prose, pictorial accounts, films, and other visual materials on the topics of Holocaust history, Days of Remembrance and the Committee on Conscience.

Indicator: multiple visits by users of Web site
Target: Ten percent or more of all visitors per month visit more than once
Result: Fourteen percent of visitors per month visit more than once (averaged across the year)

Indicator: Rate of increase in web visitors
Target: Equal or greater than general increase in Internet access
Result: Forty-seven percent increase of visitors to Web site. Estimated general increase to Internet usage is four percent.

Indicator: Average time spent
Target: Ten or more minutes per visitor
Result: Eight minutes, 45 seconds per visitor. Visit duration is difficult to measure. Early in FY 2003, new Web analysis software was installed that employs a different strategy for measuring visit duration. The number of Web pages viewed, however, increased by 25 percent.

Indicator: Usage statistics on Web site compared to similar institutions
Target: Equal or greater than for similar sites
Result: Daily average visits to USHMM.org: 10,530
Daily average visits to National Museum of American History, Smithsonian Institution: 11,508
Daily average visits to Freer Gallery of Art and Sackler Gallery, Smithsonian Institution: 4,737

FY 2003 Highlights:

A major Web site featuring a Web version of the *Anne Frank* exhibition was completed. In the six months since the Web site became available, it has been visited more than 100,000 times.

Performance Objective #3: Maintain the institutional and historical accuracy of Web content

Indicator: For institutional materials, correct errors within one day after notification
Target: 100%
Result: 100%

Indicator: For historical materials, substantiated complaints about accuracy
Target: Less than ten per year
Result: no complaints

Performance Objective #4: Serve the Survivors Registry's public by thoroughly investigating all Registry research requests for Holocaust name information.

Indicator: Respond to visitor requests in helpful fashion within four to six weeks/four to eight weeks
Targets: 80%/100%
Result: Eighty-nine percent of letters answered in six weeks or less (most were answers within four weeks); 92 percent of letters were answered in eight weeks; eight percent of letters took more than eight weeks to answer. This eight percent required specialized research that could not be done rapidly.

DATABASE MANAGEMENT:

GENERAL PROGRAM GOAL: Design and build custom computer applications to facilitate and support Museum business processes.

Performance Objective: Support USHMM staff business processes through development and implementation of custom software applications using Lotus Notes or database systems as appropriate.

Indicator: Major & minor applications completed
Target: 1/3 or more.
Result: Two major applications: electronic forms system; reporting tool for financial system that delivers real time reports to desktops
 Four minor applications: database system to support management reports; an application that presents a pop-up window on every desktop machine each time the machine logs onto the LAN and displays the most current and important messages from the Museum's electronic staff bulletin board; a check log that traces the real time the movement of incoming checks to the Museum until they are deposited in the bank; a work flow application that tracks assignments to the Museum photographer from inception to completion.

SPECIAL ASSISTANT TO THE DIRECTOR

GENERAL PROGRAM GOAL: Effectively communicate with the Council, the media and the public to ensure widest possible positive exposure to and support for the Museum and its programs.

Performance Objective #1: Increase the amount of positive media coverage

Indicator: Favorable to total articles each month
Target: 90% favorable
Result: Close to 100%

Indicator: Increase amount of favorable coverage on annual basis
Target: 20 percent increase in amount of coverage
Result: Data not captured, but estimate is that this target was exceeded

Indicator: States in which there is national coverage of Days of Remembrance
Target: 50 states
Result: 50 states and international coverage

Performance Objective #2: Use advertising cost-effectively

Indicator: Percentage of advertising budget spent by program area (e.g., public programs, In Memoriam, etc)
Target: TBD once program priorities established for FY 2003
Result: 62% -- 10th Anniversary
 16% -- Public programs
 16% -- Special exhibitions
 3% -- Memoriam notices
 3% -- Graphic design costs for advertising campaign
 Strategy to emphasize institutional positioning resulted in increased awareness and support of the Museum among major audiences – donors, press, opinion and leaders and the general public. The ad and press strategies, conceived together to complement one another, resulted in increased recognition and visibility throughout the 10th Anniversary year. In addition, public

program attendance and visitation to special exhibitions remained at high levels throughout the year.

Performance Objective #3: Increase services and reach of Speakers Bureau

Indicator: Increase in presentations annually
Target: 20 percent
Result: Target not met, exact figure not available

Indicator: Presentations in all major regions
Target: 100 percent of regions covered
Result: Met (presentations in four regions)

Indicator: Respond to incoming requests for assistance within five days/ten days
Target: 95%/100%
Result: Responses within three days

Performance Objective #4: Maintain and increase visitation by a diverse public that creates a positive experience

Indicator: Visitors
Target: Two million per year
Result: 1,340,000 - 39 percent increase over FY 2002, but lower than target due to diminished tourism related to security concerns, the October 2002 sniper episode, and severe winter weather.

Indicator: Demographic breakdown by religion, ethnicity, age
Target: Seventy-five percent non-Jewish visitation
Result: 85 percent (estimated; formal survey not conducted in FY 2003)

Indicator: Visitors rating experience as positive or above/as high priority for visitation
Target: 90%/90%
Result: Survey not conducted in FY 2003.

LEGAL AFFAIRS

GENERAL PROGRAM GOAL: Ensure that legal services are provided in a consistent and timely manner to protect the integrity of the institution and enable the Museum to effectively take all necessary legal actions.

Performance Objective #1: Legal Review of Contracts and Preparation of Agreements

Indicator: Complete legal review of simple Museum contracts, international cooperative agreements, and related contract documents within 15 days of receipt in Legal Division
Target: 90%
Result: Met

Indicator: Complete legal review of sophisticated and complex contracts, international cooperative agreements, and related contract documents within 30 days of receipt in Legal Division (NOTE: requires work with

Procurement Division and other program offices required for acquisition. Extent of this workload may hamper ability to meet other targets.)

Target: 90%
Result: Met

Performance Objective #2: Provide Legal Advice on Copyright Law and Process Third Party Permission Requests

Indicator: Complete legal review of copyright matters within 30/45 days of submission of all relevant information to Legal Division

Target: 90%/100%

Result: Met

Indicator: Complete copyright permission actions within 30/45 days of submission of all relevant information to Legal Division

Target: 90%/100%

Result: Met

Performance Objective #3: Provide a Museum-wide Ethics Program to Provide Ethics Counseling and Guidance to All Museum Staff

Indicator: Ethics training sessions for new employees

Target: 3 each year

Result: Met

Indicator: Individual Ethics Counseling provided within 15 days of submission of all relevant information to Ethics Officer

Target: 90%

Result: Met

Indicator: Individual Ethics Counseling on sophisticated and complex matters provided to Museum staff 30 days after submission of all relevant information to Ethics Officer

Target: 90%

Result: Met

Performance Objective #4: Defend the Museum against legal disputes and litigation

Indicator: Successfully resolve formal personnel litigation brought against the Museum so that the Museum either prevails at the trial stage or secures an out of court settlement of the dispute on terms favorable to the Museum. (NOTE: The outcome of formal litigation before a court or administrative tribunal rests with a jury or a judge and is therefore out of the Museum's ultimate control. Also, litigation requires close coordination with Human Resources, Museum management, and program offices. Extent of this work may affect ability to meet other performance objectives.)

Target: 70%

Result: 100%

Indicator: Successfully resolve formal contract disputes and other litigation brought against the Museum so that the Museum either prevails at the trial stage or secures an out of court settlement of the dispute on terms favorable to the Museum. (NOTE: The outcome of formal litigation before a court or administrative tribunal rests with a jury or a judge and is therefore out of

the Museum's ultimate control. Also, litigation requires close coordination with Human Resources, Museum management, and program offices. Extent of this work may affect ability to meet other performance objectives.)

Target: 70%
Result: Met

Performance Objective #5: Provide Legal Advice on Immigration Law and Process Appropriate Visas and Related Immigration Documents.

Indicator: J-1 visas and related documentation processed within six weeks of receipt of all relevant information and required documentation to the Legal Division

Target: 90%
Result: Met

Indicator: Legal advice on immigration law provided within 15 days of receipt of all relevant information to Legal Division

Target: 90%
Result: Met

Indicator: Legal advice on requests on complex matters of immigration law provided within 30 days of receipt of all relevant information to Legal Division

Target: 90%
Result: Met