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2011-13 Review of Performance and Operations by Division

Division of Historic Preservation-Public History

Historic Preservation Program

In 2011-2013 the Historic Preservation Program:

- Reviewed 2,509 new government projects for potential effects on significant historic and prehistoric resources.
- Processed 42 National Register of Historic Places nominations across 24 counties, resulting in the listing of resources as varied as shipwrecks, farms, schools and parks. Qualified more than 363 buildings for state and federal income tax credits.
- Approved 24 income-producing projects with investments totaling $113,423,846. These projects returned $22,684,769 in federal income tax credits and $5,671,192 in state income tax credits to the building owners.
- Approved 431 historic home rehabilitation projects with investments totaling $10,678,029. These projects returned $2,669,507 in state income tax credits to the homeowners.
- Recorded 4,904 new historic buildings and 590 new archaeological sites in our historic property database, updated 3,042 existing archaeological records, and cataloged five human burial sites.
- Added 26,000 digital images to an online historic building database for a total of more than 221,000 photos as part of the Society’s effort to make more collections available online.
- Received a $500,000 endowment from the Jeffris Family Foundation to create the Fuldner Heritage Fund for the preparation of National Register nominations in communities such as small towns and rural areas that are not eligible for other funding.
- Awarded $209,145 in historic preservation grants to 16 local governments.
- Offered training seminars and workshops to preservationists in partnerships with the National Park Service, the Wisconsin Department of Transportation and the National Preservation Institute.

Education and School Services

In 2011-2013 the Education and School Services Program:

- Continued to promote the fourth-grade textbook, Wisconsin: Our State, Our Story, among teachers and curriculum directors. Textbook adoptions increased from 109 district adoptions at the beginning of the biennium to 167 school district adoptions.
- Refined and reinvigorated classroom presentations and professional development workshops for Wisconsin: Our State, Our Story, to include newly developed online and interactive materials.
- Conducted teacher focus groups in seven districts across the state of Wisconsin, including Muskego-Norway, Sturgeon Bay, Lake Geneva, Middleton-Cross Plains,
Milwaukee, Reedsburg and Madison to guide the development of the second edition of *Wisconsin: Our State, Our Story*.

- Created interactive whiteboard resources for *Wisconsin: Our State, Our Story*, totaling more than 180 individual interactive panels. Approximately 50 percent of Wisconsin school districts now have access to interactive whiteboards. These digital resources are in use by teachers statewide, reaching 20,000 students.

- Developed a Spanish translation of the fourth-grade state history textbook, *Wisconsin: Our State, Our Story*. Partnering with Milwaukee Public Schools and with funding from the Jane Pettit Foundation, we produced *Wisconsin: Nuestro Estado, Nuestra Historia*.

- Increased subscriptions for teachers' Education Services Newsletter from 400 to 764.

- Created new online content and 48 interactive whiteboard panels to support secondary teachers using Patty Loew's *Indian Nations of Wisconsin* in the classroom. This content represents new territory by integrating Wisconsin Historical Society Press general audience books into the classroom, while addressing Wisconsin’s Model Academic Standards and supporting Common Core Standards in English/Language Arts and the Wisconsin American Indian Education Act 31.

- Partnered with Wisconsin Public Television, the University of Wisconsin-Madison School of Education, Wisconsin Indian Education Association and the Great Lakes Intertribal Council to improve the visibility and availability of quality resources for teaching about Wisconsin Indian Nations in accordance with Act 31.

- Reached 19,500 students in the biennium through the National History Day Program, with 125 schools participating annually across the state.

- Provided free digital National History Day curriculum materials to 1,150 teachers. Materials include student guides to classroom-ready lessons and PowerPoint presentations.

- Hosted 28 workshops throughout the state for teachers, presenting at conferences and at other independent locations. These workshops provide information about National History Day and enable teachers to implement the program in their classroom. It also gives staff a chance to connect teachers with Wisconsin Historical Society and local resources.

- Utilized 53 webinars to provide teacher training opportunities and individual student assistance in all areas of the state, eliminating the cost of time and travel to these areas.

- Provided 227 interactive classroom presentations for students. National History Day in Wisconsin staff reached 6,800 students in this biennium.

- Provided 1,247 volunteer opportunities at both the regional and state events of the National History Day competition.

- Escort 115 Wisconsin students to the Kenneth E. Behring National History Day Contest in Washington, D.C. 19 projects moved on to the final round of competition, placing Wisconsin in the top 14 History Day states nationwide.
Field Services

In 2011-2013 the Local History Field Services Program:

- Continued offering the Local History and Historic Preservation Conference, the largest gathering of its kind in the state. Attendance has increased approximately 280 percent since the program began in 2007. Two-day attendance totaled 415 in 2011 and 471 in 2012.
- Offered a series of spring training workshops that attracted a statewide audience of 112 local history volunteers and museum professionals in 2011 and 164 in 2012.
- Offered two webinars for local historical organizations, as part of its Spring Training series. This not only reduced travel costs but also made the program accessible statewide.
- Maintained an email list-serve that reaches 420 people and a Facebook page that allows 255 followers to share event and program news and help local historical organizations solicit advice and seek technical assistance.
- Held 10 regional meetings each year to facilitate networking and training opportunities, offering specific training in exhibit development and care of photographic collections that attracted 300 people in 2011 and 425 in 2012.
- Administered the Wisconsin State Historical Markers program and worked with local applicants to erect 10 new state historical markers.
- Awarded 56 mini-grants of up to $700 each, and totaling $29,554, to local affiliated historical organizations seeking to improve collections care and access.
- Partnered with the Department of History at the University of Wisconsin-Eau Claire to help place public history students in internships at 24 local historical museums and historic preservation organizations throughout the state.

Wisconsin Historical Society Press

In 2011-2013 the Wisconsin Historical Society Press:

- Published 30 new books for both general and young readers in both print and e-book formats.
  - Published e-book editions of 27 backlist titles.
  - Created e-book conversions of the six-volume set of the *History of Wisconsin*, a valuable resource for scholars, now searchable electronically.
- Received regional and national media notices —
  - 1,081 unique media mentions during the period.
  - National notice for *Return to Wake Robin* in *Parade Magazine*.
  - National notice for *Bark River Chronicles* on National Public Radio.
  - Feature article about the Wisconsin Historical Society Press in Madison's *Isthmus* weekly newspaper.
Continued to partner with other agencies and outside organizations including:
- Wisconsin Public Television-developed programs featuring author Jerry Apps, and a documentary of *Bottoms Up* by Jim Draeger and Mark Speltz.
- Wisconsin Public Radio selected *Return to Wake Robin* for the popular “Chapter A Day” program and also provided recording for an audio book edition.
- Wisconsin Humanities Council featured many Press titles in the annual Wisconsin Book Festival and also featured several titles in the publication, *Wisconsin People and Ideas*.
- The Society Press partnered with the Wisconsin Library Association in creating book events at libraries from Green Bay to Beloit and Milwaukee to La Crosse.
- The Wisconsin Center for the Book displayed Society Press titles at the National Book Festival in Washington, D.C.
- The Kohler Arts Foundation provided funding for images used in a new Badger Biographies series title on artist Mary Nohl.
- Madison Children’s Museum hosted hands-on activity events for children featuring two new titles, *Flavor of Wisconsin for Kids* and *Mary Nohl: A Lifetime in Art*.
- The Wisconsin Veterans Museum hosted events related to several books on the Civil War.
- Milwaukee County Historical Society hosted an event for the popular *Bottoms Up* featuring the authors and partnering with area bars and breweries featured in the book.

Achieved statewide outreach to cities all across Wisconsin —
- 355 book launches, author signings and presentations in 127 Wisconsin cities.
- Developed a 25,000 word essay on the 167-year history of the Wisconsin Historical Society for the fiscal year 2013-14 State of Wisconsin Blue Book.
- Grew the Badger Biographies series to 22 titles, visually appealing and historically accurate histories of important Wisconsinites for young readers.
- Published eight issues of the *Wisconsin Magazine of History*, which won the Graphics Excellence Award from the Great Lakes Graphics Association in 2013.
- Expanded the reach of the Society Press through the use of social media including Facebook, Twitter, Tumblr, Pinterest and Goodreads, engaging more readers with stories of the past. The Society Press Facebook page has 1,152 followers, and has an average reach of 3,287 people in a single post. Tumbler averages 720 followers and visitors linger an average of 2.32 minutes at the site. The Press has 748 followers on Twitter and tweets 4-5 times per week. While the Press does not post directly on Goodreads, nearly all titles from the past biennium have been reviewed by readers.
Division of Library-Archives

Collection Development and Management

In 2011-2013 the Collection Development and Management Program:

✓ Acquired 345 new private records collections through donation, including the papers of Senator Herb Kohl, civil rights pioneer Vel Phillips and Pulitzer Prize-winning journalist Haynes Johnson.
✓ Expended $850,000 for new research resources in the library and archives, including books, newspapers, periodicals, microforms, digital resources and databases. Sixty-one percent of these funds came from gifts, grants or earned income.
✓ Assisted 37 state agencies with 220 service requests, including 61 site visits to agencies, through access to State Archives personnel.
✓ Acquired 3,100 cubic feet of permanent government records and 3.4 terabytes of electronic data.
✓ Preserved and indexed the websites of state agencies and county governments.
✓ Prepared almost 30,000 cubic feet of archival records for transfer to the anticipated State Archive Preservation Facility.
  o Cataloged, bar coded and packaged 10,000 newspaper volumes (Colonial era to the 20th century) and 6,500 linear feet of government publications for the State Archive Preservation Facility.
✓ Cataloged 17,490 library items, including 4,000 titles issued by Wisconsin local government and school districts.
✓ Cataloged 2,929 historic maps and 1,805 atlases through private funding from the Caxambas Foundation.
✓ Created 726 catalog records for archival materials and wrote 541 new finding aids for the Society's research collections.
✓ Instructed 590 local government record keepers on electronic preservation best practices.
✓ Secured a $68,553 grant for the Wisconsin Center for Film and Theater Research, a Society partner, to arrange and catalog the collection of the renowned documentary filmmaker, Emile de Antonio.

Public Services

In 2011-2013 the Bureau of Public Services:

✓ Served 291,507 users in person and through email correspondence from the Society's Madison headquarters and its 13 regional Area Research Centers. The centers are distributed across the state at the four-year campuses of the University of Wisconsin System. Through a unique lending system, citizens throughout Wisconsin have access to the rich resources of the Society.
✓ Presented the Society's first annual conference on African-American genealogy.
✓ Reached a national audience through a new series of genealogy webinars. Staff presented 11 webinars to librarians and genealogists highlighting the Society as one of the best genealogical research centers in the country.
✓ Provided instruction to 3,000 individuals through workshops, tours and classes offered at the Society headquarters in Madison.

**Digital Services**

In 2011-13 the Digital Services Program:

✓ Completed the six-year Google Books Project. Google digitized 79,000 volumes from the library and archives between October 2006 and October 2012. During the course of the project, Google scanned large portions of the family history, Wisconsin government publications, Native American, African American, Christianity and labor history collections.

✓ Created a digital archive for the 150th anniversary of the Civil War with 20,000 pages of rare documents.

✓ Published 15,000 photographs and 3,000 maps online.

✓ Enabled researchers to read more than 17 million pages of its collections online, without having to visit Madison.

✓ Sold 9,000 facsimiles of documents to customers, raising $328,798 to support other digital programs.

✓ Launched an online archive for the upcoming 50th anniversary of *Freedom Summer*, with 30,000 pages of historical manuscripts; secured $35,000 in private funds for related outreach efforts.

**Preservation Services**

In 2011-13 the Preservation Services Program:

✓ Partnered with experts from the University of Wisconsin Chemistry Department to obtain $200,000 in research funds to investigate hazardous nitrate film degradation, providing new standards for its handling the same by archivists of film and visual materials.

✓ Obtained $230,000 in grant money to address the most urgent preservation needs of Wisconsin's small cultural institutions.

✓ Reformatted 3.2 million pages of documents onto microfilm and 175,000 digital microfilm images, contributing to $223,314 in royalties and $160,780 in microfilm sales.

✓ Digitized 140 fragile lacquer audio discs and 240 at-risk magnetic recordings, all previously inaccessible by patrons in the recordings' original formats.

✓ Treated 1,688 at-risk books, maps, pamphlets and archival collections that required conservation work.
Division of Museums and Historic Sites

In 2011-2013 the Division of Museums and Historic Sites:

✔ Hosted 492,000 visitors, resulting in $5.3 million in earned revenue.
✔ Worked with 11 Native Nations and Tribes in Wisconsin to continue repatriation efforts related to the federal Native American Graves Protection and Repatriation Act.
✔ Maintained an active presence on social media platforms including Facebook, Twitter, Pinterest and YouTube, and an email newsletter list with more than 10,000 subscribers.

Wisconsin Historical Museum, Madison

In 2011-2013 the Wisconsin Historical Museum:

✔ Hosted 140,200 visitors, including 58,584 Wisconsin students.
✔ Served more than 5,250 visitors through the museum’s programs, special events and outreach initiatives. Visitors could select from numerous programs, demonstrations, workshops, Taste Traditions dinner events, History Sandwiched In public lunch lectures, and hands-on activities for children and families offered throughout the year. Outreach programs were held around the state, including a dinner program hosted at a supper club in Rhinelander.
✔ Staged eight popular temporary exhibits with enormous interest from the local media. These included Wisconsin Innovations: From the Iconic to the Unexpected; Bottoms Up: A Toast to Wisconsin’s Historic Bars and Breweries; Smart Sounds, Alt Music, Mad Scenes (about the Madison music scene in the 1980s and '90s); People of the Big Voice; 'Tis the Season: Toy Stories; Ghost Ships of the Schooner Coast; You Are Here: Maps & Meaning; and Sisters in Spirit: Native American Stories in Rocks and Beads.

Old World Wisconsin, Eagle

In 2011-2013 Old World Wisconsin:

✔ Expanded special event programs into monthly themed events and adjusted hours based on prior year attendance data. Both actions reduced expenses while mitigating fluctuations in attendance resulting from inclement weather. The site directed the savings to increase program intensity during the busy season in the summer.
✔ Operated in the black throughout the biennium by significantly increasing paid attendance and earned revenue. These outcomes enabled the site to reinvest in more interactive experiences for visitors.
✔ Implemented a new master plan, the first interactive exhibit of which complemented the program, Life on the Farm. This program allows visitors to step into the historical roles of a pioneering Wisconsin farm family.
Wade House, Greenbush

In 2011-2013 Wade House:

- Opened its new Visitor Center and Wesley W. Jung Carriage Museum in June 2013. Located prominently on State Highway 23, the new facility provides an orientation to the historic site; immersive, interactive interpretation of the site's horse-drawn vehicles; and programming space.
- Increased attendance by 24.6 percent, as of June 2013.
- Funded the $12.6 million project with almost half coming from private donations.
- Hosted 3,361 visitors to the site in September 2011 and 4,263 visitors in September 2012 for the annual Wade House Civil War Weekend. A special Civil War School Day educational program brought 830 fifth-graders to the site in 2011, and 748 students in 2012.

Black Point Estate, Lake Geneva

In 2011-2013 Black Point Estate:

- Assumed management of this 1888 Queen Anne Victorian cottage, an iconic summer dwelling on Geneva Lake, and the Society's 12th historic site, added in 2013.
- Access available by tour boat in partnership with Lake Geneva Cruise Line, providing an extraordinary visitor experience including a house tour and a lake cruise.

Circus World, Baraboo

In 2011-2013 Circus World:

- Re-opened the Robert L. Parkinson Library and Research Center to the public on a regular, year-round basis, after seven years. The Parkinson Library houses the world's largest and most significant archival collection related to the history of the circus in America.
- Reduced accumulated debt of Circus World Museum Foundation by using profits from 2009 circus parade, a State Building Commission grant, and by renting historic circus wagons to a film company. Resulting unrestricted net assets at the end of December 2011 were $160,214.
- Produced continuing summer-season circus and related programming.

H.H. Bennett Studio, Wisconsin Dells

In 2011-2013 H.H. Bennett Studio:

- Presented a photographic exhibit, *H.H. Bennett Views: Then and Now*, featuring historic photographs of the Wisconsin Dells paired with contemporary photographs from the same vantage point. The site's new Friends group, which will create a core of volunteers to support the site exhibit, sponsored the exhibit.
- Produced DVD copies of a 1932 amateur film by Bennett's daughter, Miriam Bennett, called *A Study in Reds*. The film is about the menace of Soviet communism. The
Library of Congress added the film to the National Film Registry in 2009, calling it culturally, historically or aesthetically significant.

**Madeline Island Museum, La Pointe**

In 2011-2013 Madeline Island Museum:

- Used daily programming to play a key role in telling the history of Madeline Island, drawing 24,731 people to the museum during the biennium.
- Planned and presented the annual Anishinaabeg Gathering weekends, held each year in September. Over the years attendees at the gathering have represented all 19 bands of the Ojibwe tribe as well as the Potawatomi, Menominee and Odawa tribes. The goal of the gatherings is to bring together people of all backgrounds for whom the island is an important cultural, historical and sacred place.

**Pendarvis, Mineral Point**

In 2011-2013 Pendarvis:

- Moved its museum store into the renovated Visitor Center and converted the old museum store space into a new Education Center. This has enabled the site to expand programs and special events. A special, limited-seating dinner program was held, bringing the site back to the days when it housed a world-famous restaurant.
- Hosted 13,253 visitors to the site during the biennium.

**Reed School, Neillsville**

In 2011-2013 Reed School:

- Presented a new exhibit, funded by the Gordon Smith Family Foundation, transforming the basement of this one-room schoolhouse. The exhibit shares the story of one-room schools in Neillsville and across Wisconsin.
- During the biennium 1,236 students made field trips to Reed School.

**Stonefield, Cassville**

In 2011-2013 Stonefield:

- Celebrated the 75th anniversary of the establishment of the Great River Road by Franklin Delano Roosevelt with a festival at the site hosted in partnership with the Great River Road Parkway Commission. Stonefield continues to garner tremendous support from the local community, especially from Cassville, with 389 residents attending the Stonefield festival.
- Made the 1900s rural village now completely accessible to individuals with reduced mobility. Ramps were installed and designed in a manner that does not intrude on the historic elements of the site.
Villa Louis, Prairie du Chien

In 2011-2013 Villa Louis:

✓ Presented popular annual programming such as the Villa Louis Carriage Classic (attendance 2,822 in 2011 and 2,891 in 2012) and the re-enactment of the Battle of Prairie du Chien, the only battle of the War of 1812 fought on Wisconsin soil (attendance 678 in 2011 and 1,245 in 2012), to entertain and educate visitors.

✓ Completed the restoration of the Villa Louis mansion. The final effort involved restoration of the 1878 Steinway Centennial Grand Piano at Farley’s House of Pianos in Madison. Funding for this $45,000 project came from the Jeffris Family Foundation and the Friends of the Villa Louis.

Curatorial Program

In 2011-2013 staff of the Curatorial Program:

✓ Cared for an estimated 760,000 items in the collections. About 615,000 of these (including 500,000 archaeological items) are held in Madison, with the remainder distributed among the Society's 12 museums and historic sites throughout Wisconsin.

✓ Assisted in the design of the new off-site State Archive Preservation Facility, including performing a re-inventory of collections housed at headquarters and the museum in Madison.

✓ Continued to document the collections, with 511,400 object records now entered into a computerized collections database. Of these records, 196,800 include an image of the object.

✓ Inventoried, digitally photographed and physically moved artifacts to the new Wesley W. Jung Carriage Museum at Wade House and added the inventory data to the collections database.

Museum Archaeology Program

In 2011-2013 staff of the Museum Archaeology Program:

✓ Provided services to the Wisconsin Departments of Transportation and Natural Resources to aid in compliance with federal and state historic preservation laws.

✓ Conducted staffed research for 994 archaeological projects in 60 counties and studied 96 archaeological sites and historic structures.

✓ Reached 458 people in public and academic venues and shared recent discoveries concerning the early history of Wisconsin. Museum archaeology staff presented programs at the Society’s Historic Preservation and Local History Conference in Stevens Point in 2011 and in Madison in 2012, Ripon College, high schools and museums, including the Madison Children's Museum.
### 2011-13 Historic Sites Revenues and Expenditures

<table>
<thead>
<tr>
<th>Historic Site/Museum</th>
<th>2011-12 Revenues</th>
<th>2011-12 Expenses</th>
<th>2012-13 Revenues</th>
<th>2012-13 Expenses</th>
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* Circus World budgets on a calendar year basis.

### Division of Administrative Services

#### 2011-13 Budget

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<th>Funding Purpose</th>
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<td>Gifts, grants and membership sales</td>
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<td>Endowment</td>
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</table>

1 GPR: General Purpose Revenues
PR: Program Revenues
PR-S: Program Revenues - Service
PR-F: Program Revenues - Federal
SEG: Segregated Fund Revenues
Flexible-Time Work Schedules and Alternative Work Patterns

Pursuant to s. 230.215, Wis. Stats., the Wisconsin Historical Society currently supports and implements flexible-time schedules and other alternative work pattern programs. As a result, the Society has many permanent and part-time employees using flexible-time work schedules. The Society has found that implementing alternative work patterns serves the needs of the state by offering consistent and reliable service to the public, increasing efficiency and maximizing employee productivity. The Alternative Work Patterns policy complies with the requirements of the state Alternative Work Patterns Policy and Procedures Outline.

To further the achievements gained under the Alternative Work Patterns Policy, the Society is currently developing a Telecommuting Policy to allow employees to occasionally work at home, on the road, or in a satellite location for a portion of the regular workweek. The Society anticipates that, in appropriate circumstances, this policy will promote productivity, conservation of resources, and better service to the public while also offering a benefit to suitable employees.

2013-15 Programs, Goals, Objectives and Activities

Program I: History Services

Goal A: Increase public access to primary resources and the public record on the history of Wisconsin and North America.

Objective/Activity 1: Increase the percentage of all collections that are cataloged in online catalogs.

Goal B: Increase the general public's knowledge and appreciation of the history of Wisconsin.

Objective/Activity 1: Increase public participation in the historic sites' programming.  
Objective/Activity 2: Increase the public participation in the museum's programming.  
Objective/Activity 3: Increase the number of new historical books sold or distributed through the Wisconsin Historical Society Press.  
Objective/Activity 4: Increase the distribution of the Wisconsin Magazine of History.

Goal C: Encourage the rehabilitation and reuse of historic structures throughout the state.

Objective/Activity 1: Increase the number of buildings rehabilitated using the state and federal historic building rehabilitation tax credit programs.

Goal D: Provide increased access to Society services and resources.

Objective/Activity 1: Increase the level of access to Society services and resources by increasing the amount of information, resources and applications available on the Society's website locations.

Goal E: Enhance and improve statewide education curriculum efforts to increase student knowledge of history.

Objective/Activity 1: Increase student participation and interaction with the Society's museum program offerings.
Objective/Activity 2: Increase statewide student participation in the National History Day program.
Objective/Activity 3: Increase the number of Wisconsin Historical Society Press student titles and textbooks sold and distributed across the state.

FY 2013, FY 2014, and FY 2015 Goals

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>I.A.1.</td>
<td>Percentage of all collections cataloged online</td>
<td>46.5%</td>
<td>47.1%</td>
<td>47.7%</td>
</tr>
<tr>
<td>I.B.1.</td>
<td>Total historic sites attendance</td>
<td>166,000</td>
<td>167,660</td>
<td>169,320</td>
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<tr>
<td>I.B.2.</td>
<td>Total museum attendance</td>
<td>75,000</td>
<td>75,000</td>
<td>75,000</td>
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<tr>
<td>I.B.3.</td>
<td>Number of historical books sold or distributed</td>
<td>51,000</td>
<td>44,000</td>
<td>45,000</td>
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<tr>
<td>I.B.4.</td>
<td>Total distribution of the Wisconsin Magazine of History</td>
<td>50,750</td>
<td>49,400</td>
<td>49,400</td>
</tr>
<tr>
<td>I.C.1.</td>
<td>Number of buildings receiving tax credits</td>
<td>205</td>
<td>215</td>
<td>225</td>
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<tr>
<td>I.D.1.</td>
<td>Number of unique visits to Society’s website locations</td>
<td>3,150,000</td>
<td>3,500,000</td>
<td>4,000,000</td>
</tr>
<tr>
<td>I.E.1.</td>
<td>Attendance of school-age children at the museum</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Education units</td>
<td>54,000</td>
<td>53,000</td>
<td>53,500</td>
</tr>
<tr>
<td></td>
<td>- School-age children</td>
<td>30,900</td>
<td>28,500</td>
<td>29,000</td>
</tr>
<tr>
<td>I.E.2.</td>
<td>Student participation in National History Day</td>
<td>9,500</td>
<td>10,000</td>
<td>10,500</td>
</tr>
<tr>
<td>I.E.3.</td>
<td>Number of student titles sold or distributed</td>
<td>17,000</td>
<td>14,000</td>
<td>14,000</td>
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</tbody>
</table>

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