

**Out of memory, conscience.
Out of conscience, responsibility.**



ANNUAL REPORT 2004-2005

UNITED STATES HOLOCAUST MEMORIAL MUSEUM



Zagat Rates Museum #1 National Memorial

The Museum should be a required visit

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We remember the Holocaust for the victims and survivors—but also for ourselves, because hatred still flourishes, indifference still prevails and because the lessons of the Holocaust are directly relevant to our world. Remembrance is for our time—and for all time.

FRED S. ZEIDMAN, CHAIR *(Below, center)*

for all of humanity.

ZAGAT SURVEY, U.S. FAMILY TRAVEL GUIDE, 2004

It's hard to imagine another institution that reaches heads of state and school children, clergy and policemen, teachers and soldiers. Our impact is felt not just in America, but around the world.

RUTH B. MANDEL, VICE CHAIR *(Below, left)*

At its core, the Museum is about the problem of evil, the fragility of freedom, and the myth of progress. These are lessons mankind will most certainly need in the 21st century.

SARA J. BLOOMFIELD, DIRECTOR *(Below, right)*



**We have sent new agents to the Museum
to see exactly what happens when law enforcement...
goes outside the bounds of the Constitution.**

ROBERT MUELLER, FBI DIRECTOR, ON NATIONAL PUBLIC RADIO, SEPTEMBER 3, 2003



National Institute for Holocaust Education



As the world faces growing threats to democratic values, increasing ethnic violence, rising antisemitism and continuing genocide, the Museum's message is more urgent than ever. No other institution is better poised to respond to these pressing issues. In an age when the lessons of history could not be more pertinent and the teaching of history is on the wane, the Museum's **National Institute for Holocaust Education** fulfills the survivors' vision that the Holocaust will remain meaningful to new generations in the 21st century.

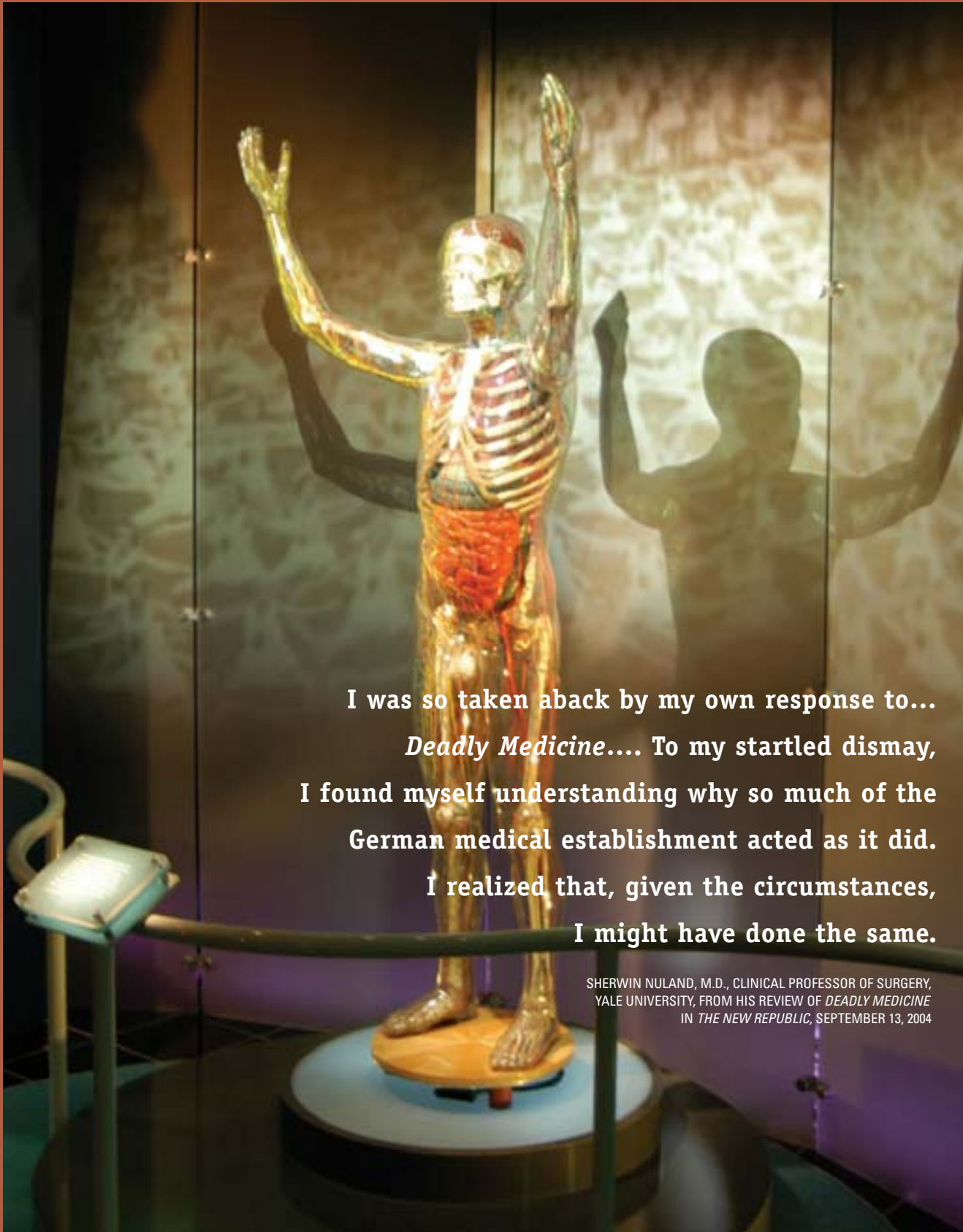
The Institute educates millions of people each year—at the Museum, in cities nationwide, and through the Web. Going to underserved communities is vital—if we don't reach them, who will? The Institute also engages those with the most potential to shape society—those who teach, lead and defend—through its various initiatives, such as *Law, Justice and Society*; *Science, Medicine and Society*; *The Holocaust, the Military and the Defense of Freedom*; and *Educating for Our Future*.

Law, Justice and Society examines the role of lawyers, judges and police in Nazi Germany and the implications of this history for our world today. "Law Enforcement and Society," a key program of this initiative, was developed in partnership with the Anti-Defamation League, and expanded this year to serve not only the FBI and Washington, D.C.–area police departments, but also departments in Houston and St. Louis.

This training has reminded me of how important our role is in society. This responsibility challenges me to improve myself and improve my role as an officer.

POLICE OFFICER, PRINCE GEORGE'S COUNTY, MARYLAND

National Institute for Holocaust Education



I was so taken aback by my own response to...
Deadly Medicine.... To my startled dismay,
I found myself understanding why so much of the
German medical establishment acted as it did.
I realized that, given the circumstances,
I might have done the same.

SHERWIN NULAND, M.D., CLINICAL PROFESSOR OF SURGERY,
YALE UNIVERSITY, FROM HIS REVIEW OF *DEADLY MEDICINE*
IN *THE NEW REPUBLIC*, SEPTEMBER 13, 2004



**File this under
“required viewing for
the human race.”**

VISITOR TO THE *DEADLY MEDICINE* EXHIBITION

The ruthless technological efficiency of the Holocaust is a haunting reminder that science must be guided by morality. The **National Institute for Holocaust Education’s** *Science, Medicine and Society* initiative features the internationally acclaimed exhibition, *Deadly Medicine: Creating the Master Race*, which chronicles how the Nazis invoked “science” to justify a program of racial eugenics that culminated in the Holocaust.

The Museum’s new Insights Series hosted leading physicians, bioethicists and social thinkers reflecting on the contemporary significance of *Deadly Medicine*, such as Dr. Leon Kass, chairman of the President’s Commission on Bioethics, and Leon Wieseltier, literary editor of *The New Republic*.

Deadly Medicine was featured in *Science*, *The New England Journal of Medicine* and the British medical journal *The Lancet*. In 2006 a version of the exhibition will travel the United States; at the same time the exhibition will also be on view at the German Hygiene Museum in Dresden, capital of the state of Saxony, where the NPD, a right-wing extremist political party linked to outlawed neo-Nazi activities, received strong support in the 2004 parliamentary elections.

**This exhibition should be a part
of every citizen’s experience.**

THE NEW YORK TIMES, JANUARY 8, 2005



The Holocaust, the Military and the Defense of Freedom, an initiative of the **National Institute for Holocaust Education**, helps military personnel, both American and foreign—from more than 140 countries—examine their moral responsibilities as leaders and their roles in preventing or responding to threats of genocide. These programs are conducted in cooperation with the U.S. Naval Academy at Annapolis, the U.S. Military Academy at West Point and the U.S. Department of Defense.

For the 60th anniversary of liberation, the Museum's newly designed Wexner Learning Center mounted a special multimedia, interactive presentation to pay tribute to liberators and to serve these military personnel, thousands of whom participate in Museum programs each year. When the World War II Memorial in Washington, D.C., was dedicated, veterans and liberators who visited the Museum had opportunities to give oral testimonies "on the spot" that were then quickly edited and made available to the public in the Wexner Center. The Wexner Center's overall theme is "Witness to History," to encourage visitors to think of themselves as witnesses—to events of the past and today—and the obligations that being a witness entails.



National Institute for Holocaust Education

This Museum fills a vast need—to ensure that our children and grandchildren know that there was a time when man failed in his responsibility to his fellow man, and perhaps most importantly, failed himself.

COLONEL WILLIS SCUDDER, LIBERATOR, OHRDRUF CONCENTRATION CAMP, AT THE MUSEUM'S 2004 TRIBUTE TO LIBERATORS



**I have become the teacher I always wanted to be.
I now not only reach students, community members, and
teachers across the nation in a more effective way,
I am a better person.**

**AIMEE YOUNG, HIGH SCHOOL TEACHER, LOUDONVILLE, OHIO, AND
MUSEUM TEACHER FELLOW AND REGIONAL EDUCATION CORPS MEMBER**



National Institute for Holocaust Education



Our children must learn the lessons of the Holocaust—for they are the ones who will apply those lessons to shape a more humane future. Through the *Educating for Our Future* initiative, the **National Institute for Holocaust Education** provides leadership for teachers in large cities and small towns nationwide. The Institute tracks national trends and establishes standards for best practices in teaching about the Holocaust at the secondary level. It also serves as our nation’s primary catalyst and networker for the field of Holocaust education and, through a variety of training programs, serves teachers working with various subjects, age levels and student populations.

Technology is an essential educational tool. More than 5 million “visitors” came to the Museum’s Web site in 2004, and distance learning—live conversations between Museum educators and students and teachers worldwide—is being used with increasing frequency. On a single day last winter, millions of students from 48 states participated in an electronic field trip—a live, interactive hookup—to the Museum in which they were challenged to explore the lessons of the Holocaust and the relevance of this history to their own lives.

Supporting teacher training enables us to invest not only in the present but for the generations to come, to help teachers use the history of the Holocaust to shape a more humane world.

LAURENCE D. BELFER, THE ARTHUR AND ROCHELLE BELFER FOUNDATION, INC.

**Students...understand that promises
of “never again” after the Holocaust, and
after Rwanda, are empty if we remain
bystanders to the current genocide.**

STEPHANIE ABERGER, UNIVERSITY OF NOTRE DAME SENIOR



Committee on Conscience



As a *living* memorial, the Museum is dedicated to remembering the victims and ensuring that their history remains both a warning and a vital lesson to future generations. In recommending the creation of the **Committee on Conscience**, Elie Wiesel stated, “a memorial unresponsive to the future would also violate the memory of the past.”

On July 26, 2004, the Committee declared its first-ever Genocide Emergency—for the Darfur region of Sudan—indicating that genocide is imminent or actually occurring. Among its many efforts to bring public attention to Darfur, the Committee hosted a conference attended by 400 student leaders from more than 90 college campuses nationwide, and led an ecumenical delegation that met with UN Secretary-General Kofi Annan.

Capitalizing on the Museum’s international stature, federal status and educational expertise, the **Committee on Conscience** recently launched its Academy for Genocide Prevention, whose mission is to better equip foreign policy professionals to recognize and respond to potential genocide and related crimes against humanity. Participants in the Academy’s training programs will include officials from the U.S. State Department, the Pentagon and the CIA; Congressional staff; and representatives of other governments and international organizations, nongovernmental organizations, transnational corporations and the media.

**We Holocaust survivors know
what it means to be victims of hate.
That’s why we stand shoulder to shoulder
with the people of Darfur.**

NESSIE GODIN, HOLOCAUST SURVIVOR AND MUSEUM VOLUNTEER,
AT A MUSEUM EVENT ON DARFUR (Above, left, with Darfurian exile Amal Allagabo)

As a Roman Catholic priest, it is imperative for me to study the record of antisemitism historically present within Catholicism and the persecution of Jews fostered by my religious tradition.

FATHER KEVIN SPICER, C.S.C., ASSOCIATE PROFESSOR OF HISTORY, STONEHILL COLLEGE (*Below, center*)



Through university outreach, faculty training, visiting fellows, applied research, publications and conferences, the **Center for Advanced Holocaust Studies** is the leader in ensuring the health and vitality of Holocaust studies as a scholarly field.

Programs like the Jack and Anita Hess Seminars impact college campuses by drawing university faculty to the Museum from diverse institutions of higher learning—including Historically Black Colleges and Universities and Hispanic-Serving Institutions—to prepare them to incorporate in-depth examinations of the Holocaust into their courses.

Scholars from institutions ranging from Appalachian State University and Duke University to the Catholic Theological Union have also participated in Summer Research Seminars at which they explore new areas of study and build relationships—helping to nurture the growing field of Holocaust studies.



Center for Advanced Holocaust Studies

The seminar will definitely enhance my teaching and my ability to connect the material to the Hispanic student population that I serve.

KOLLEEN M. GUY, PROFESSOR OF HISTORY, UNIVERSITY OF TEXAS, SAN ANTONIO



**After searching for more than ten years,
it was a thrill to have an archivist...call and tell me
that the missing diaries were at the Museum.**

BARBARA MCDONALD STEWART (At right with Museum Archivist Stephen Mize)



Rescue the Evidence



When an obscure diary was sent to the Museum, it set in motion a chain of events that culminated in one of the institution's most important acquisitions: the James G. McDonald diaries. Through skilled detective work and serendipity, a Museum archivist found the remainder of the diaries in the possession of McDonald's daughter, Barbara Stewart, who—along with her sister, Janet McDonald Barrett—donated more than 10,000 typewritten pages to the Museum, which plans to publish them.

In the prewar years, McDonald's astonishing range of contacts, from Hitler to Franklin D. Roosevelt, enabled him to grasp, with uncanny prescience, what was about to unfold for Europe's Jews. The diaries offer new information about key figures, such as Roosevelt's attitude toward Jewish refugees and George Marshall's changed feelings toward the new state of Israel, where McDonald served as the first U.S. ambassador.

This acquisition was a landmark discovery in an urgent initiative: **Rescue the Evidence**—the Museum's worldwide search for documentation of the Holocaust. Reaching out to eyewitnesses and archival institutions in more than 40 countries, the Museum is *in a race against time* to gather this material before it is too late. The importance of such documentation cannot be overestimated—last year, the Museum's vast Romanian collection led to that country's first public admission of its own complicity in the Holocaust. Research in the Museum's archives also resulted in slave-labor restitution to more than 16,000 Holocaust survivors.

The diary of James G. McDonald offers a unique and hitherto unknown source on the Roosevelt administration's reactions to the Nazi regime and will benefit scholars for generations.

RICHARD BREITMAN, PROFESSOR OF HISTORY, AMERICAN UNIVERSITY,
AND EDITOR-IN-CHIEF, *JOURNAL OF HOLOCAUST AND GENOCIDE STUDIES*

National Days of Remembrance Events

May 2005



My father's unit, the 104th Infantry, helped to liberate the camp at Nordhausen. My father is no longer living, but when I used to ask him about that time, he couldn't bear to talk about it. I think in retrospect, he couldn't bear to tell his child that there could be such evil in the world.... The Museum...teaches the lessons of tyranny and liberty that...remind us that preserving freedom requires constant vigilance.

FIRST LADY LAURA BUSH AT THE DAYS OF REMEMBRANCE CEREMONY, U.S. CAPITOL ROTUNDA
(Above with Council Chair Fred S. Zeidman and Vice Chair Ruth B. Mandel)

I wish to salute all the liberators with eternal gratitude in my heart. To us you are not ordinary men but mythical heroes who fought to liberate us, to meet us with outstretched arms. You are people of freedom. I think today...of all those who never knew the joy of freedom.

GERDA KLEIN, HOLOCAUST SURVIVOR AND AUTHOR, AT THE MUSEUM'S TRIBUTE TO LIBERATORS DINNER (*Below, left*)



I want to say to survivors that I am just awed by your courage and your determination—by the humanity that you took from this terrible experience—by the resolve that you brought to help the rest of us understand it and never forget the lessons. This Museum is a magnificent step in that direction.... And for their liberators I want to say how proud I am to have worn the uniform you wore.... When we *can* make a difference, we *must* make a difference. Isn't that the lesson of the Holocaust, and isn't it the lesson common to all humanity?

GENERAL WESLEY K. CLARK, FORMER SUPREME ALLIED COMMANDER IN EUROPE, AT THE MUSEUM'S TRIBUTE TO LIBERATORS DINNER (*Above, right*)

I realized that I did something good before I pass away...I did something really, really good.

VERNON TOTT (1925–2005), LIBERATOR, AT THE MUSEUM'S 2003 TRIBUTE TO SURVIVORS (Center with Museum Director Sara Bloomfield and Council Chairman Fred Zeidman)



Vernon Tott was stunned by what he saw when, as a soldier with the 84th Infantry Division, he helped liberate a slave labor camp in Germany. “We witnessed hell on earth that day,” he later recalled. Nearly six decades later, when he arrived at the Museum’s Tribute to Survivors, Tott received a far more uplifting surprise.

Jack Tramiel, one of the survivors liberated from the camp and a Museum Founder, and his wife Helen had donated \$100,000 to have Tott’s name engraved on the Museum’s Donor Wall. Tott, who was joined by his wife and daughter as well as other survivors he liberated, including (shown below, from left), Abraham Stern, Tott, Ben Sieradzki and Moniek Milberger, devoted his life to sharing his experiences with countless schoolchildren. Sadly, Vernon Tott passed away last spring. His wife Betty represented him at the 2005 Days of Remembrance Ceremony and the Museum’s Tribute Dinner, where Jack Tramiel paid tribute to “his angel” on the 60th Anniversary of liberation.





Hopefully as people see Vernon's name forever inscribed in the walls of this great institution they will get a small sense of it all. As I told you before, Vernon, you are my angel.

JACK TRAMIEL, HOLOCAUST SURVIVOR AND MUSEUM FOUNDER (Above with Betty Tott, widow of Vernon Tott, at the Museum's May 2005 Tribute to Liberators dinner)



At the Founders Society Medal presentation (*from left*), Museum Founder and Council Member Sheldon G. Adelson, Museum Director Sara Bloomfield, Museum Founder Irwin Chafetz, and Council Chairman Fred Zeidman. Museum Founder Ted Cutler, who was unable to attend, joined Adelson and Chafetz in making their gift to the Museum.

**This Museum honors
the cries of the victims to
“Tell the World.” Doing so
helps to shape a better world
for future generations.**

**SHELDON G. ADELSON,
MUSEUM FOUNDER AND COUNCIL MEMBER**



The Museum's first Wings of Memory Society Leadership Award recipients, with Council Chairman Fred Zeidman (*left*), Robert and Judith Applebaum and Larry Wolf and Marilyn Malkin.

Since its creation, the Museum has had significant impact with its extremely innovative approach. A model for the rest of the world, it promotes collective reflection and helps raise awareness—particularly among young people—of the Holocaust, of the duty to remember, of racism and antisemitism and of genocide.

JEAN-DAVID LEVITTE, AMBASSADOR OF FRANCE TO THE UNITED STATES



At a special Founders Society program (*from left*), Museum Director Sara Bloomfield, French Ambassador Jean-David Levitte, and German Ambassador Wolfgang Ischinger, discuss the Museum's international partnerships.

This is not just a world-class museum and research institute with excellent relations to many German institutions. It is also a living memorial to the victims of the Holocaust, educating all generations and actively fighting antisemitism and genocide throughout the world.

WOLFGANG ISCHINGER, AMBASSADOR OF GERMANY TO THE UNITED STATES

This Museum has helped shape me into the man I am today. I don't know what I would have been without it. For me, this history is a call to action—and there is a lot of work to do.

JAMES FLEMING, STAFF COORDINATOR OF THE MUSEUM'S *BRINGING THE LESSONS HOME* PROGRAM, WHO FIRST CAME TO THE MUSEUM IN 1994 AS A STUDENT PARTICIPANT



The Museum's *Bringing the Lessons Home* program for Washington, D.C.–area schools has been replicated in Israel for Jewish, Arab and Druze students who find common ground through the lessons of the Holocaust. In a Founders Society presentation, Museum Director Sara Bloomfield (*left*) leads a conversation with (*from left*) the Museum's Director of Community Partnerships Lynn Williams; James Fleming, a former program participant now on the Museum staff; and Manar Fawakhry, a Brandeis senior and graduate of the Israeli program.

As an Arab woman who teaches about the Holocaust, my situation is not simple. But despite all the difficulties, I believe in the rights of man and the possibility of all people to live together because of this history.

MANAR FAWAKHRY, BRANDEIS UNIVERSITY SENIOR AND GRADUATE OF THE CENTER FOR HUMANISTIC EDUCATION AT THE GHETTO FIGHTERS MUSEUM IN ISRAEL, WHICH WAS MODELED ON THE MUSEUM'S *BRINGING THE LESSONS HOME* PROGRAM



Liberator and Museum Founder Manny Steinfeld at the Tribute to Liberators Dinner.

The Museum has fulfilled its obligation to mankind for generations to come. It is one of the most important institutions in this country and I am thrilled that I was one of the first major contributors to recognize the important position the Museum would attain.

MANNY STEINFELD, LIBERATOR AND MUSEUM FOUNDER



Museum Founder Jeanette Lerman Neubauer with Council Chairman Fred Zeidman at the Founders Society Medal Presentation.



At the Days of Remembrance Ceremony in the U.S. Capitol Rotunda, survivor and Museum Founder David Chase (*left*) with Council Chairman Fred Zeidman and First Lady Laura Bush.

United States Holocaust Memorial Museum

Statement of Activities

For the year ended September 30, 2004

	Private Funds	Federal Funds	Total
Support and revenue			
Federal appropriation revenue		\$ 40,192,479	\$ 40,192,479
Contributions	\$ 14,444,982		14,444,982
Membership revenue	11,155,465		11,155,465
Museum Shop	1,617,540		1,617,540
Endowment payout	692,864		692,864
Contributed services	49,360		49,360
Imputed financing source		1,119,675	1,119,675
Other	511,936		511,936
Total support and revenue	\$ 28,472,147	\$ 41,312,154	\$ 69,784,301
Expenses			
Administration and operations	\$ 3,175,673	\$ 17,292,894	\$ 20,468,567
Center for Advanced Holocaust Studies	3,592,957	1,778,446	5,371,403
Fundraising	7,027,424		7,027,424
Membership	4,603,343		4,603,343
Museum management	5,437,753	1,966,454	7,404,207
Museum programs	4,951,829	11,339,116	16,290,945
Financial management	1,908,207	3,980,857	5,889,064
Museum Shop	1,566,714		1,566,714
Information and technology	1,108,759	3,379,409	4,488,168
Total expenses	\$ 33,372,659	\$ 39,737,176	\$ 73,109,835
Support and revenue over (under) expenses	\$ (4,900,512)	\$ 1,574,978	\$ (3,325,534)
Investment appreciation (depreciation)	10,244,104		10,244,104
adjusted for endowment payout			
Change in unexpended appropriation		(2,185,963)	(2,185,963)
Increase (decrease) in net assets	5,343,592	(610,985)	4,732,607
Net assets (beginning of year)	\$ 248,288,689	\$ 19,502,442	\$ 267,791,131
Net assets (end of year)	\$ 253,632,281	\$ 18,891,457	\$ 272,523,738

Statement of Financial Position

For the year ended September 30, 2004

	Private Funds	Federal Funds	Total
Assets			
Cash	\$ 4,501,003	\$ 10,938,731	\$ 15,439,734
Contributions receivable	14,176,197		14,176,197
Investments	128,311,520		128,311,520
Other assets	1,194,505	291,218	1,485,723
Museum facility, net	77,859,142	5,327,245	83,186,387
Permanent Exhibition and collections, net	30,246,257	5,299,565	35,545,822
Furniture and equipment, net	19,630	126,976	146,606
Total assets	\$ 256,308,254	\$ 21,983,735	\$ 278,291,989
Liabilities and net assets			
Accounts payable and accrued liabilities	\$ 2,675,973	\$ 3,092,278	\$ 5,768,251
Federal equity		18,891,457	18,891,457
Unrestricted net assets			
Designated for programs and operations	2,214,081		2,214,081
Funds functioning as endowment	26,954,626		26,954,626
Investment in facility	77,859,142		77,859,142
Investment in exhibitions	30,246,257		30,246,257
Restricted net assets			
Temporarily restricted for programs	14,396,923		14,396,923
Permanently restricted for endowment	101,961,252		101,961,252
Total liabilities and net assets	\$ 256,308,254	\$ 21,983,735	\$ 278,291,989

UNITED STATES HOLOCAUST MEMORIAL COUNCIL

(as of May 26, 2005)

Fred S. Zeidman, Chair, Houston, TX
Ruth B. Mandel, Vice Chair, Princeton, NJ
Sara J. Bloomfield, Director, Washington, DC

James M. Abrams, Birmingham, AL
Sheldon G. Adelson, Las Vegas, NV
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Harlan D. Hockenberger, Des Moines, IA
Marcia M. Horwitz, Seattle, WA
Alice A. Kelikian, Cambridge, MA
Edward I. Koch, New York, NY
M. Ronald Krongold, Coral Gables, FL
Michael I. Lebovitz, Chattanooga, TN
Elena N. Lefkowitz, New York, NY
Steven M. Levy, New York, NY
Harvey M. Meyerhoff, Baltimore, MD
Mervin G. Morris, Menlo Park, CA
Harry Reicher, Philadelphia, PA
Jack Rosen, New York, NY
Alvin H. Rosenfeld, Bloomington, IN
Eric F. Ross, West Orange, NJ
Richard S. Sambol, Toms River, NJ
Nathan Shapell, Beverly Hills, CA
Mickey Shapiro, Farmington Hills, MI
Ronald G. Steinhart, Dallas, TX

Nechama Tec, Stamford, CT
Merryl H. Tisch, New York, NY
Sonia Weitz, Peabody, MA
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Elie Wiesel, Boston, MA
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U.S. Senate

Norm Coleman, Minnesota
Susan M. Collins, Maine
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Orrin G. Hatch, Utah
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Susan Sclafani

U.S. Department of Interior
Sue Ellen Wooldridge

U.S. Department of State
Edward B. O'Donnell, Jr.

General Counsel, Gerard Leval
Secretary of the Council, Jane M. Rizer

Former Chairs

Irving Greenberg 2000–2002
Miles Lerman 1993–2000
Harvey M. Meyerhoff 1987–1993
Elie Wiesel 1980–1986

Former Vice Chairs

William J. Lowenberg 1986–1993
Mark E. Talisman 1980–1986



As a Palestinian, I learned a lot today.... I learned that peace is the mother of all causes to fight for. Today, I am both sad and hopeful that from our darkest days, we shall find the light to follow....

MOHAMMED, VISITOR FROM JENIN, WEST BANK

The fact that you have built this memorial...in the heart of America's capital increases very greatly my respect for America and for the principles on which this country was built.

VISITOR FROM NEW DELHI, INDIA

If there is anything that might help to build a world in which we can at last live together in peace, this place may well be it.

JOEL CLARK, VISITOR FROM BIRMINGHAM, ENGLAND



International Activity

This map reflects the international reach of the Museum through visiting heads of state, scholars in residence, archival agreements, and institutions that consulted the Museum as a model—countries indicated in blue.

Not shown are the countries from which people visit the Museum's Web site—every nation with Internet service except North Korea and Eritrea—an average of 100 countries daily.

This experience was beyond words. Our senior class came to D.C. expecting to have fun and maybe learn about government and politics. I don't think any of us expected to learn about humanity.

MANDY FROM IOWA CITY



**United States
Holocaust Memorial Museum**

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