



what **you** do matters

UNITED STATES
HOLOCAUST
MEMORIAL
MUSEUM

2008-09 ANNUAL REPORT



what they do

Dear friends—this past November, 40-foot-high portraits of Estelle Laughlin and other Museum survivor volunteers were projected one by one onto the exterior of our building. The symbolism was stunning as each illuminated the night. Estelle had just turned ten when Germany invaded Poland. Over the next four years, she managed to survive the Warsaw ghetto, the Majdanek death camp, and two slave labor camps. With dreams still haunted by these memories, Estelle shares her story with audiences here and across the country in order to, as she says, “**keep truth alive and visible.**”

In telling their stories, Holocaust survivors put the horror of the genocide of Europe’s Jews into a profoundly personal context. They move us beyond the monolithic event and unfathomable numbers to the anguish of each individual, and then to the sobering realization that millions more were complicit—whether through their actions or sheer indifference. That is the truth of the Holocaust: it was not inevitable, nor is the history being written today. **What we each do matters.** Every time these survivors speak, they powerfully demonstrate the responsibility each individual must assume in creating a more just and humane world. And it begins with the actions we take each day.

Thanks to your extraordinary personal commitment, especially during these challenging economic times, the Museum engaged millions of people worldwide last year with this truth. No other institution is bringing the lessons of the Holocaust to so many people in so many languages and so many places. But

however impressive our far-reaching impact, we must constantly challenge ourselves to do more. In a century already threatened by an alarming rise in hatred and antisemitism as well as genocide, there are simply no time-outs.

Our global institution is on the front lines confronting these issues thanks to your generosity and an extraordinary constellation of other partners equally passionate in our cause. On the pages that follow you will meet some of them. While we cannot eradicate hatred and evil, together we remain unrelenting in our commitment to remember and to teach the lessons of the Holocaust—not just to impart the truth of history’s greatest crime but to ignite the personal sense of responsibility that stands at the heart of strong, just societies. That is what the Holocaust teaches with such moral clarity. That is the essence of our work together. And at this critical moment, our efforts could not be more urgently needed.



Fred S. Zeidman, Chairman



Joel M. Geiderman, Vice Chairman



Sara J. Bloomfield, Director

Portraits of the Museum’s survivor volunteers that were projected on the walls of our building during FotoWeek DC.

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DR. PIOTR CYWIŃSKI
DIRECTOR OF AUSCHWITZ-BIRKENAU STATE MUSEUM

Piotr is ensuring that Auschwitz remains relevant to new generations

“Preserving Auschwitz is not only preserving the past, it is preserving the future. With this trust placed in us, each day we must ask ourselves what more can we do.”

The trust factor put 36-year-old Dr. Piotr Cywiński on a journey nine years ago that he could not have imagined when survivors invited him to become the youngest member on the International Auschwitz Council. It was, as Piotr says, “putting me in the center of a 20th-century history that I had wanted to escape.” Today, some two years after becoming the director of the Auschwitz-Birkenau State Museum, Piotr is still overwhelmed that survivors trusted him with the most critical experience in their life.

The defining symbol of the Holocaust in a rapidly changing Europe, Auschwitz is even more important today than it was 20 or 30 years ago. A 2008 Pew Research survey reports that growing numbers in several major European nations say they have unfavorable opinions of Jews. More alarming is that these percentages are higher than in comparable Pew surveys taken every year since 2004. As European demographics change, will future generations see Auschwitz as part of their history and identity? Preserving Auschwitz and other sites as well as documentary evidence of history’s greatest crime is of utmost urgency—material evidence is critical to securing memory and is

the most powerful way to counter Holocaust denial. But what we do with this evidence will determine the continuing relevance of the Holocaust for future generations. “This is the challenge that keeps me awake at night,” says Piotr. “Memory is the first step, but alone it cannot guarantee the future.”

While the Museum works with many institutions worldwide, our partnership with Auschwitz-Birkenau is unique. Our Permanent Exhibition would not be possible without the artifacts on loan from Auschwitz, and we provide conservation guidance that helps this site preserve its massive collections. Today, our colleagues at Auschwitz are looking to us for our expertise in creating exhibitions that engage diverse audiences in transformative experiences—especially young people increasingly distanced from this history. Under Piotr’s leadership, annual visitation to Auschwitz now exceeds one million, with people coming from all over Europe and as far away as China. “Now we are at a very special moment,” says Piotr. “This place must speak more to the imagination of the new generations so that they understand the significance of this event and their responsibility for the future of their societies, of humanity.”

Piotr in the Permanent Exhibition, which displays many artifacts from the Auschwitz-Birkenau State Museum.

WHAT WE DID THIS YEAR **RESCUING THE EVIDENCE AND MAKING TRUTH ACCESSIBLE** In a project that only our Museum could have undertaken—and with the assistance of hundreds of researchers worldwide—the first of seven volumes of the *ENCYCLOPEDIA OF CAMPS AND GHETTOS, 1933–1945* was published in early 2009. When completed, this milestone in Holocaust scholarship will inform study for generations to come, providing key details, maps, and photographs for a staggering 20,000 sites across Europe. Dramatically expanding our understanding of the scope and nature of the Nazi system, the *ENCYCLOPEDIA* will serve as a vital resource and a powerful reservoir of truth. To learn more, please visit www.ushmm.org/research/center/encyclopedia.

Eli is pursuing perpetrators and justice with the Museum's help

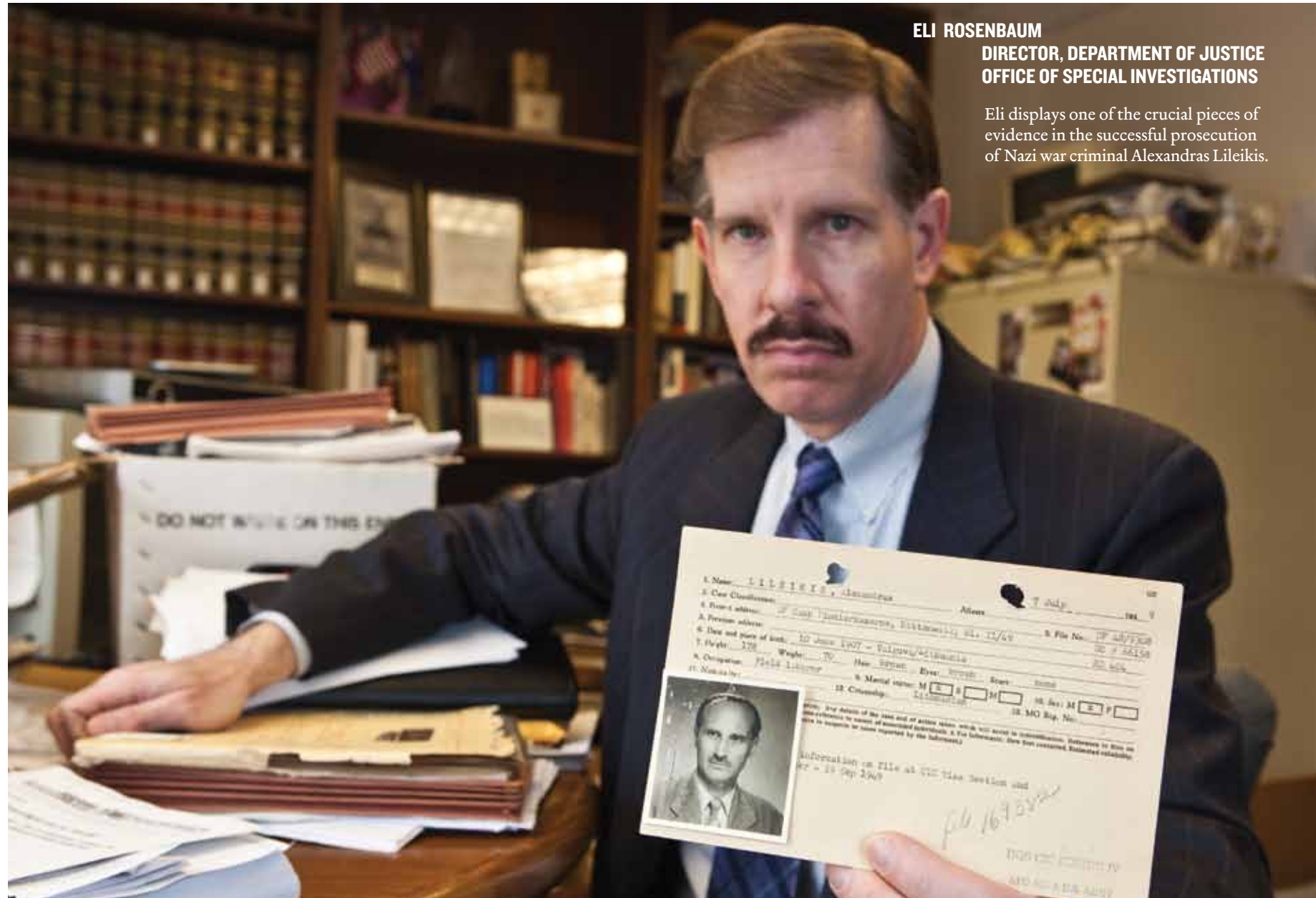
“When one tries to imagine the terror of the mother and the little girl facing a pit filled with thousands of bodies, then one tries hard not to imagine.”

The 1941 murder of six-year-old Fruma Kaplan and her mother, Gita, at the killing pits outside of Vilna (Vilnius) is the case that touches Eli Rosenbaum like no other. No prewar photos or documents about them have ever been found. “But for the records we found and used in court, their story, like that of so many other victims, would not be known,” says Eli. What we do know is that they escaped from the Vilna ghetto and hid in the countryside before being sent to their deaths by former Lithuanian police chief Alexandras Lileikis. Eli and the Office of Special Investigations (OSI) team first got the lead in 1982 that Lileikis was living in Massachusetts. It took a decade before investigators had enough evidence to prosecute, including the death warrants for Fruma and her mother that Lileikis had signed. Stripped of his U.S. citizenship, he stood trial in Lithuania.

For Eli, the amount of time it takes to bring perpetrators to justice is immaterial. “The passage of time has in no way lessened the gravity of the offenses or the culpability of those who committed them,” he stresses. “Our partnership with the Museum is enormously important to efforts to prove these cases beyond a reasonable doubt.” The Museum grants OSI

priority access to its archive—the world’s most comprehensive collection of Holocaust evidence—and Museum historians provide expert witness testimony in prosecutions. In December, OSI reciprocated, donating copies of its records to the Museum’s archive. Created over decades of investigating and prosecuting alleged perpetrators of Nazi crimes who immigrated to the United States, the records represent the largest body of English-language, primary source material relating to the prosecution of Nazi criminals and include documents from more than one hundred successful prosecutions, such as the Lileikis case. “The Museum is the premier destination for Holocaust scholars and researchers in the world,” he explains. “Each piece of paper and testimony is part of an overall effort to pursue, at a minimum, full historical truth . . . and in our work, also law enforcement, truth, and justice.”

The passion that has driven Eli’s every waking moment for 25 years parallels the Museum’s own commitment with its world-class team of professionals relentlessly searching for truth in more than 40 countries on six continents. This expensive, methodical, and time-consuming work to collect evidence makes everything else possible.



ELI ROSENBAUM
DIRECTOR, DEPARTMENT OF JUSTICE
OFFICE OF SPECIAL INVESTIGATIONS

Eli displays one of the crucial pieces of evidence in the successful prosecution of Nazi war criminal Alexandras Lileikis.

WHAT WE DID THIS YEAR

RESCUING THE EVIDENCE AND MAKING TRUTH ACCESSIBLE The Museum’s years-long leadership in opening the largest closed Holocaust archive in the world—the International Tracing Service (ITS) in Bad Arolsen, Germany—finally paid off in 2008. After the transfer so far of 133.4 million digital copies of ITS documents and name cards, the Museum has responded to thousands of requests for information, enabling Holocaust survivors and their families for the first time to observe death anniversaries for their loved ones. Overwhelmingly created by the killers themselves and meticulously documenting the bureaucracy of mass murder, the ITS archive represents an extraordinary body of evidence in the face of Holocaust denial. To learn more, please visit www.ushmm.org/its.

Lynne is keeping truth alive on campus



DR. LYNNE FALLWELL
ASSISTANT PROFESSOR, DEPARTMENT OF HISTORY, TEXAS TECH UNIVERSITY

“

Once you're in the Museum scholars network, it gives you validation outside of your own university and the sense of being part of something larger than yourself.”

Calgary native Lynne Fallwell first started on her unconventional path to West Texas when as an eight-year-old she came face-to-face with the Holocaust in a local exhibit. Her insatiable curiosity ultimately led to advanced degrees in the history of the Third Reich, but it was a life-defining year volunteering at Dachau that crystallized what she wanted to do with that knowledge. Interacting with many survivors who came to mark the 50th anniversary of liberation, Lynne was deeply touched as they shared their stories despite their heart-wrenching anguish. “They believed if they talked about it, they could help ensure it would not happen again,” she explains. Lynne realized that through teaching this history, she might have that same powerful effect on her own students. And she has.

American college campuses are increasingly complex environments. At a time when antisemitism is manifesting itself as denial or minimization of the Holocaust, scholars like Lynne are addressing younger generations who are ready to challenge accepted facts and often have major misconceptions—especially on a campus like Texas Tech without a significant Jewish presence. “Interest in this history is not waning—but the misinformation is growing,” Lynne explains. “There’s a battle that rages at all times when you teach the Holocaust: to what degree is it a unique event or a pinnacle representation of genocide?”

Backed by the resources and support of the Museum, Lynne transforms the abstract into a powerful understanding not just of the mass murder, but of how it got to that point and how individual actions mattered. As students begin to understand, Lynne is continually amazed at how they respond. “The longer I do this, the more I realize a number of classes take on an activism component. If one out of every hundred goes on to do something, or if 20 out of a hundred think about what they are doing, then I’ve done my job.”

Lynne does not just represent a crossroads in the lives of her students, she stands at a moment of transition from the eyewitness generation of scholars to the next generation. Increasing the stakes, this transition is taking place just as an avalanche of new documentation is becoming available from previously closed archives. As the global leader in nurturing the growth and vitality of Holocaust scholarship, in addition to its campus outreach, the Museum brings together scholars from across the world to stimulate new research and enhance networking and the exchange of ideas. Lynne has participated in the Museum’s Silberman Seminars for Faculty, designed to strengthen teaching about the Holocaust. “The opportunities, resources, and research materials that the Museum provides to otherwise isolated educators are invaluable.”

WHAT WE DID THIS YEAR

SHAPING THE RELEVANCE OF HOLOCAUST STUDIES IN THE CONTEXT OF TODAY'S ISSUES Supporting new research on an international level, last year the Museum hosted 40 visiting fellows from institutions as diverse as Harvard University and Greensboro College and countries such as Poland, Hungary, and Ukraine. Some 150 more scholars participated in workshops, seminars, and symposia. And as part of our campus outreach program, the Museum hosted 78 programs with scholars and fellows at 69 colleges and universities in 31 states, from Oregon to Maine, including many institutions with limited Holocaust resources. These scholars are carrying the power of this history forward. To learn more, please visit www.ushmm.org/research/center.



DOUG MEREL
FBI ACADEMY SUPERVISORY SPECIAL AGENT

WHAT WE DID THIS YEAR

EMPOWERING PEOPLE WORLDWIDE TO CONFRONT HATE, ANTISEMITISM, AND INJUSTICE
Requests for the Museum's ethical leadership programs tripled in the past year. Federal employees from 36 different agencies participated, including the CIA and the Departments of Defense, Education, Homeland Security, and Labor. At the request of the Arizona Supreme Court, the Museum developed a new leadership training program, **LAW AND THE HOLOCAUST**, and trained all 700 Arizona state judges—from magistrates to the state supreme court. In 2009, the Museum will provide this training for every state chief justice in the country. To learn more, please visit www.ushmm.org/education/lawenforcement.

Doug is arming FBI agents with core values in a post-9/11 world

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It's not enough to protect society. The Museum's ethical leadership program demonstrates for our agents how important it is to protect everyone in that society with compassion, fairness, and a rigorous obedience to the Constitution.”

Doug Merel knows that if the first time a law enforcement agent thinks about ethical issues is when they are occurring, it is too late. Doug had been serving as a field agent for 17 years before coming to the FBI Academy six years ago to teach ethical leadership to new agent trainees. One of the first things he did was accompany a group of agents participating in the Museum's Law Enforcement and Society program. “It was then,” says Doug, “that I began to understand the tremendous implications of the Holocaust for law enforcement. The most important part of this program is that it drives home for the agents that core values always have to be part of their decision making.”

Through a progression of discussions built around photographs dating from 1933 to 1942, culminating in a shocking photograph of a uniformed German police officer shooting women and children rather than protecting them, the program chronicles the breakdown of a society when its law enforcement professionals become devoid of compassion and fairness. “Through this focused discussion, our agents realize the significance of their role in a fair and balanced democracy.”

Doug immediately made this training a required component of his ethical leadership class. Three years later, after he arranged for the FBI Director to personally experience the power of the program, it became a mandated part of the FBI training curriculum. Because of Doug's single-handed effort, every new agent is trained at the Museum—each year some 1,000. But he did not stop there. Driven by his own personal commitment, Doug has extended the reach of the program beyond the FBI. Today personnel from Immigration and Customs Enforcement and the Drug Enforcement Agency train at the Museum. Through a new partnership brokered with Doug, the heads of the largest law enforcement agencies from around the world now participate in this training. If Doug had his way, each of the 800,000 individuals in law enforcement making decisions daily that impact the society we live in would be trained by the Museum. “When you are exposed to something of such tremendous benefit to your profession, you cannot keep it to yourself.”

This is just one of a series of unique programs the Museum provides around the country for audiences who influence society—teachers, law enforcement officials, military officers, doctors, lawyers, judges, and journalists—a critical mass of professionals uniquely positioned to promote understanding of the Holocaust—and act on it.

Jennifer is working to build tomorrow's engaged citizenry

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I want to help students understand that there are things they can do as citizens of their school, their community, their nation—as citizens of the world. They can educate themselves and become more active in standing up against hatred.”

The universe of students Jennifer Norton is reaching extends far beyond the walls of her school in Jackson, California. And whether training other teachers or teaching her own students, Jennifer believes that understanding the Holocaust starts with understanding antisemitism. “Especially in communities like mine,” explains Jennifer, “where students have no background with Jews, Judaism, or antisemitism, I start from scratch.” Her goals are to impart the lessons that hate is hate and that individual actions matter. “I want them to understand that the perpetrators, the collaborators, and the bystanders were ordinary people and that a different outcome was possible had people acted differently.” As part of the Museum’s Regional Education Corps—a team dedicated to extending the reach of the Museum—Jennifer is at the heart of our effort to carry the power of this truth into classrooms across America, many in underserved areas. “There is an almost unlimited hunger for the resources that only the Museum can bring to these communities,” says Jennifer. And she understands why.

Growing up in a small community, Jennifer always had an interest in the Holocaust but never had access to any classes in Holocaust history. It was only as a teacher, when the Holocaust became part of California’s required

curriculum, that she delved deeper into the subject while creating lessons for her world history classes. Five years later, Jennifer was accepted into the Museum’s Teacher Fellowship Program. “Virtually everything that has happened since in my teaching career flows from that experience.” And what has happened through the efforts of this one remarkable teacher over the past ten years is considerable. How do you measure the radiant impact of her initiating efforts to have the Holocaust integrated into the national Advanced Placement history curriculum? Or as a consultant with the College Board, developing a lesson on the history of antisemitism for teachers of European history? And in New Mexico, where there is no explicit teaching of the Holocaust in the state education framework, her workshops inspired two teachers to secure permission to establish Holocaust classes in their own schools.

Jennifer is excited about the new opportunities of extending the Museum’s reach through technology. And particularly the Museum Web site, ushmm.org, “is truly a global classroom today,” she says. Any class with a computer anywhere in the world can engage with this history. As the global leader in Holocaust education, the Museum demonstrates there is nothing like the power of this history to help people rethink their roles in society. Whether our audience is young people or adults, each person comes to realize that education alone is insufficient. What matters is what you do with it.

JENNIFER NORTON
MASTER TEACHER, MUSEUM REGIONAL EDUCATION CORPS



WHAT WE DID THIS YEAR

EMPOWERING PEOPLE WORLDWIDE TO CONFRONT HATE, ANTISEMITISM, AND INJUSTICE On the ground and online, our outreach continues to expand dramatically. Our team of advanced Holocaust educators nearly doubled the number of teacher-training workshops conducted nationally, especially in underserved communities. We forged a new partnership with the National Education Association—representing three million teachers nationwide—to generate interest in teaching the Holocaust and its lessons to its membership. Building on the increase in online visits from Middle Eastern countries following translation of Web content into Arabic and Farsi, the Museum added Russian and Urdu to available languages at ushmm.org—the world’s most comprehensive online Holocaust resource. To learn more, please visit www.ushmm.org/education/foreducators.

John is helping the U.S. government improve its ability to prevent genocide

“

While working with refugees who had fled Bosnia, it struck me that if people could be so effective in systematically destroying lives, then people could be just as effective in preventing it.”

John Heffernan knows what genocide looks like. He knows the terrible cost of indifference. Over a span of 20 years as a humanitarian aid worker and human rights investigator, he ran field operations in Sudan and lived in Khartoum and the former Yugoslavia. He has also worked with refugees who had fled Bosnia as well as with other victims of genocide. “While admittedly there are hard days, knowing that there are people out there who can’t speak for themselves inspires me to do what I do.” But John is also driven by the conviction that more must be done. “I still believe that preventing genocide is possible.”

By the time he became director of the Museum’s Genocide Prevention Initiative three years ago, John knew there was no stronger platform than the Holocaust from which to act on this conviction. And no more uniquely positioned organization than the Museum to address one of humanity’s most vital issues. “After I had conducted three investigations in the Darfur region of Sudan, I felt strongly that there were clear signs of genocide in 2004, but none of the major human rights organizations would call it genocide. It was the Museum that said it first, issuing an alert and igniting the movement to confront it.” While the Museum continues to lead efforts to

build the critical mass needed to save lives in Darfur, John observes, “We don’t only want to be in the business of responding to genocide. We also want to be in the business of preventing it.”

Utilizing its unique stature and building on its extensive relationships, the Museum convened a partnership in 2007 with the American Academy of Diplomacy and the United States Institute of Peace to create the first high-level commission dedicated to move genocide and mass atrocities from the margins of the foreign policy debate. “The purpose of the Genocide Prevention Task Force and its recently released report is to provide concrete recommendations to the new administration about what it can do to prevent genocide and how to introduce systemic change into our government to make this possible.”

The co-chairs, former Secretary of State Madeleine K. Albright and former Secretary of Defense William S. Cohen, and 11 other members of the Task Force powerfully make the case that genocide and mass atrocities threaten core American values and national interests and outline how the U.S. government can prevent these crimes in the future.



JOHN HEFFERNAN
DIRECTOR OF THE MUSEUM'S GENOCIDE PREVENTION INITIATIVE

John with a severely malnourished five-year-old from Mugunga refugee camp, being treated at a hospital in Goma, Democratic Republic of the Congo.

WHAT WE DID THIS YEAR

CREATING A BLUEPRINT TO PREVENT GENOCIDE AND MASS ATROCITIES On the eve of the 60th anniversary of the Convention on the Prevention and Punishment of the Crime of Genocide in December 2008, the Genocide Prevention Task Force released its final report calling for high-level attention, standing institutional mechanisms in Congress and the Executive Branch, and strong international partnerships. The report goes on to provide 34 specific recommendations for responding to emerging threats of genocide and mass atrocities, including early warning mechanisms, early action to prevent crises, timely diplomatic responses, and action to strengthen global norms and institutions. To learn more, please visit www.usmmm.org/genocide/taskforce.

Clemantine is joining with the Museum to speak out against injustice

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When we went to all these countries being treated like we were garbage, we were less than humans, it didn't matter that we were mixed . . . Hutu and Tutsi and Twa . . . It just mattered that we were all trying to survive.”

Clemantine Wamariya was only six when genocide erupted in her native Rwanda. She cannot recall the specifics of when and why, but she can remember the terror and the noises and the hunger. She remembers her parents sending her and her then 16-year-old sister, Claire, to what they hoped would be the safety of their grandparents' farm. She remembers the drive there, the stench of the corpses rotting in the road. And she remembers the night her grandmother screamed for her and Claire to run—and then watching from trees as family members were slaughtered. And then she remembers walking. “You don't know where you're going but you just keep going. You don't rest, you keep going.” Left alone to fend for themselves, the two sisters crisscrossed several African countries, spending years in the squalor and disease of refugee camps. But they did survive.

Brought to the United States in 2000 to live with a family in Chicago—what she calls her “miracle”—Clemantine

picked up the remnants of her life and again “just kept going,” unaware that a book she would read in school would irrevocably change her future. The words of Elie Wiesel's *Night* empowered this child of genocide to confront her painful memories and helped her understand that in telling her own story she might help create a better world. “Having that responsibility scares me a little bit—but it's a good scary,” she says.

Since 2006, Clemantine has taken her place at the side of Holocaust survivors to challenge the world to do more—more to stop the genocide in Darfur and more to educate new generations on the responsibility each individual has to do the right thing. “The Holocaust happened, and we are so ashamed that no one did anything,” she says. “And then we are talking about Bosnia. We are talking about Rwanda. And now another one? We need to teach our kids that you're not better than that person; you are just the same.” Clemantine now has the power to teach that lesson. Her testimony is part of the Museum's installation *From Memory to Action: Meeting the Challenge of Genocide*—one of our innovative initiatives to increase awareness that the power to create a more just and humane world has humble beginnings in the actions we take each day. What we each do—or choose not to do—matters.

CLEMANTINE WAMARIYA SURVIVOR OF RWANDA'S GENOCIDE AND ACTIVIST

Clemantine shares her experiences and the lessons of unchecked hate with her fellow students on campus.



WHAT WE DID THIS YEAR

LEADING THE MOVEMENT TO STOP GENOCIDE TODAY Elie Wiesel asked, “What do we mean when we say ‘Never Again?’” To challenge people to care about the problem of genocide today, the Museum opened *FROM MEMORY TO ACTION: MEETING THE CHALLENGE OF GENOCIDE*. With compelling eyewitness accounts from the Holocaust, Bosnia, Rwanda, and Darfur, this cutting-edge installation demonstrates the power of individual action through innovative technology that encourages visitors to the Museum and online to become part of a worldwide constituency making their own pledges to take action against genocide. Social networking tools enable them to share what they have learned with others. To learn more, please visit www.ushmm.org/take_action.

MUSEUM GLOBAL CLASSROOM Our multilingual Web site available in a dozen languages, including Arabic, Farsi, Chinese, Russian, French, Spanish, and Urdu, had 25 million visits in 2008. With people from over 100 different countries daily on www.ushmm.org, the Museum is bringing the lessons of the Holocaust to more people in more languages than any other global institution. We recently launched a version of our Web site for users of handheld devices, such as iPhones and BlackBerrys.

WORLD IS WITNESS Continuing the Museum's unprecedented partnership with Google, we launched WORLD IS WITNESS in Google Earth. In 2008, there were almost half a million online visits to updates from DR Congo, Rwanda, Burundi, Chad, and Sudan and more than two million downloads tracking the crisis in Darfur. Visit www.ushmm.org/worldiswitness.

VOICES ON ANTISEMITISM These podcasts—engaging some of the world's most thoughtful leaders from government, religion, sports, journalism, and popular culture in online conversations that explore antisemitism, hatred, and related issues—were downloaded 255,000 times in 2008 from the Museum's Web site. To listen, visit www.ushmm.org/antisemitism/voices.

OUTREACH TO NEW GENERATIONS To reach out and engage new audiences, we continued to broadly utilize today's new social media, including Twitter, Facebook, Second Life, and YouTube—where Museum videos are downloaded an average of 20,000 times per month.

more far-reaching **impact** made possible by you . . .

TRAVELING EXHIBITIONS Twenty-four communities in 17 states hosted the Museum's traveling exhibitions in 2008, including smaller locations such as Frankenmuth, Michigan; Brunswick, Maine; and Hot Springs, Arkansas. In early 2009, DEADLY MEDICINE: CREATING THE MASTER RACE opened at the United Nations in New York and at the Jewish Museum in Berlin. Learn more at www.ushmm.org/exhibition/traveling.

RESCUING THE EVIDENCE Through the first arrangement of its kind between a Holocaust museum and a public institution in the Arab world, the Museum signed an agreement with the National Library of the Kingdom of Morocco to receive copies of records relating to the status of the Jewish community in Morocco before, during, and after World War II.

INITIATIVE ON PROPAGANDA With the opening of the exhibition STATE OF DECEPTION: THE POWER OF NAZI PROPAGANDA, the Museum launched a major worldwide initiative to increase understanding of hate propaganda, how it works, and the dangerous consequences when it goes unchallenged. In its first four months, there were more than 85,000 visitors to the exhibition and 600,000 to the companion Web site. Experience it yourself at www.ushmm.org/propaganda.

DAYS OF REMEMBRANCE Leading the nation in Holocaust remembrance, the Museum's 2009 Days of Remembrance ceremony with President Obama as the keynote speaker was webcast live from the U.S. Capitol Rotunda. More than 100,000 accessed our related online resources. Learn more at www.ushmm.org/remembrance.

Days of Remembrance 2009



ABOVE: President Barack Obama delivers the keynote address at the annual Days of Remembrance ceremony held in the Capitol Rotunda. Holocaust survivors, liberators, members of Congress, White House officials, ambassadors, Museum supporters, and community leaders gather to remember the victims and reflect on the 2009 Days of Remembrance theme, "Never Again: What You Do Matters."



ABOVE: The 2009 National Tribute Dinner honored Genocide Prevention Task Force co-chairs former Secretary of State Madeleine Albright (who appeared via video) and former Secretary of Defense William Cohen. Vice President Joe Biden gave remarks at the dinner. From the left: Vice President Biden and Secretary Cohen.



ABOVE: Holocaust survivor and Museum Founder Lucy Pantirer, with Representative Donald Payne of New Jersey and Anna Stupnicka-Bando of Poland, at right, lights a memorial candle at the Rotunda ceremony. Ms. Stupnicka-Bando was one of five rescuers from Poland who were honored at the commemoration.



ABOVE: Saul Kagan, representing the Conference on Jewish Material Claims Against Germany (second from left), received a Chairman's Circle medal at the unveiling of the organization's Chairman's Circle engraving. From the left: Museum Chairman Fred Zeidman, Mr. Kagan, Museum Director Sara Bloomfield, and Museum Vice Chairman Joel Geiderman.



ABOVE: Council member and Founder Norma Lerner and Chairman's Circle member Eric F. Ross attend a reception in the Museum's Hall of Witness.



ABOVE: Museum Chairman Fred Zeidman, with Pillar of Memory and Founders Society co-chair Howard Ganek, Pillar of Memory Sheldon G. Adelson, and Pillar of Memory and Council member Dr. Miriam Adelson.



LEFT: Museum Founding Chairman Elie Wiesel speaks about the dangers of Holocaust denial and antisemitism.



ABOVE: More than 70 Holocaust survivors volunteer at the Museum. Over 50 are shown above attending the Rotunda ceremony along with five Polish rescuers (at upper right). The survivors are an invaluable asset to the Museum, and their contributions are vital to its success, from working with staff, conducting research, and translating documents, to sharing their personal histories.



RIGHT: Pillars of Memory Deanie and Jay Stein at the naming of the Museum Shop.



LEFT: The Museum unveiled *From Memory to Action: Meeting the Challenge of Genocide*, which was made possible with major support from Founders Mindy and Howard Unger. From the left: Brian, Mindy, Howard, Ali, and Jason Unger.



ABOVE: Several leaders of the Wings of Memory Society attend the 2009 Days of Remembrance Events. From the left: Barbara Appelbaum, Howard Unger, Judy Appelbaum, Larry Wolfe, Marilyn Malkin, Sally Levine, and Jeff Levine.



ABOVE: Members of the Legacy of Light Society receive certificates of recognition at the annual Society Tea. From the left: Sam Devinki, Diane Wohl, Dr. Adrienne Krausz, Herbert Maletz, and Renee Barnow. In the back is the Museum's Director of Planned Giving George Hellman.

Regional partners are helping fulfill the Museum's urgent mission



LEFT: The Museum's Northeast Region held a dinner in Boston honoring Father Patrick Desbois, who spoke about his groundbreaking work in Ukraine. From the left: Ted Berenson, Father Desbois, and Cynthia Berenson.



LEFT: Trevor and Elaine Pearlman of Dallas hosted an event featuring Holocaust survivor, author, and former Council member Gerda Weissmann Klein. From the left: Ryan Pearlman, Trevor Pearlman, Gerda Weissmann Klein, Elaine Pearlman, and Morgan Pearlman.



ABOVE: The Pantirer, Pines, Schwartz, and Kopel families attended the opening of the Museum's exhibition *Deadly Medicine: Creating the Master Race* at the United Nations in New York. Event proceeds went to support the Murray Pantirer Fund for Regional Educators established by his grandchildren.



RIGHT: Helen Marshall chaired the Museum's Annual Luncheon in South Florida, with keynote speaker, former CNN correspondent Ralph Begleiter. From the left: Steve Marshall, Ralph Begleiter, and Helen Marshall.



ABOVE: Wings of Memory Society leaders Bob and Alice Abt attended a Palm Springs event for Chicagoans hosted by Judd Malkin.



LEFT: In Washington, D.C., the Mid-Atlantic Next Generation Board hosted a screening of *Inheritance*, a new documentary by filmmaker James Moll. From the left: Council member Bradley Wine; Holocaust survivor and subject of *Inheritance*, Helen Jonas; Director James Moll; and event chair Shelley Hymes.

International Travel Program



Warsaw, Krakow, Berlin

ABOVE: Holocaust survivor Fritzie Fritzshall, at far left, tells of her experiences in the barracks at Birkenau, part of the Auschwitz concentration camp complex, Oswiecim, Poland.

BELOW: Barbara Grossman explores the archives at the Jewish Historical Institute in Warsaw.



ABOVE: On the grand staircase at the Ritz-Carlton in Berlin are, from the left, front row: Bill Kaplan, Carol Kaplan, Diane Wolff, Ann Krouse, Bonnie Feinberg, Rita Gelman, Chuck Gelman; second row: Milt Wolff, Paul Krouse, Lee Feinberg; third row: Helen Marshall, Fritzie Fritzshall, Barbara Grossman, Diane Saltzman, Bob Tracey; fourth row: Klaus Müller, Melissa Rubenstein, Mara Lipner, Amy Blavin; back row: Nadia Ficara, Jacek Nowakowski, Mary Ellen Grossman.



LEFT: Museum program officer Anatol Steck explains to Hal Gershowitz a newly discovered chart detailing the systematic expropriation and destruction of Austrian Jewry.

Prague and Vienna



RIGHT: The group attends a briefing by Austrian Chancellor Alfred Gusenbauer in the official Cabinet Meeting Room at the Ballhausplatz. From the left: Sanford Guritzky, Brenda Guritzky, Barbara Hurwitz, and Chancellor Gusenbauer.

BELOW: Dr. Margit Berner, anthropologist at the Natural History Museum in Vienna, at left, answers the group's questions. From the left: Museum program officer Anatol Steck, Museum Director Sara Bloomfield, Ellen Ash, Hal Gershowitz, Diane Gershowitz, Allan Hurwitz, and Sam Devinki.



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STATEMENT OF ACTIVITIES

For the year ended September 30, 2008

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
Support and revenue			
Federal appropriation revenue		\$ 45,712,768	\$ 45,712,768
Contributions	\$ 29,093,979		29,093,979
Membership revenue	10,468,822		10,468,822
Museum Shop	2,337,921		2,337,921
Endowment payout	7,767,702		7,767,702
Contributed services	31,526		31,526
Imputed financing source		1,141,023	1,141,023
Other	339,336		339,336
Total support and revenue	\$ 50,039,286	\$ 46,853,791	\$ 96,893,077
Expenses			
Museum operations	\$ 3,847,920	\$ 21,217,063	\$ 25,064,983
Center for Advanced Holocaust Studies	5,025,690	2,435,638	7,461,328
Museum and public programs	10,326,468	10,583,583	20,910,051
Outreach technology	2,608,468	3,912,564	6,521,032
Museum Shop	1,993,700		1,993,700
Management and general	6,698,088	7,605,003	14,303,091
Membership development	4,928,002		4,928,002
Fundraising	7,879,881		7,879,881
Total expenses	\$ 43,308,217	\$ 45,753,851	\$ 89,062,068
Support and revenues over (under) expenses	\$ 6,731,069	\$ 1,099,940	\$ 7,831,009
Investment return in excess of endowment payout	(39,794,764)		(39,794,764)
Increase (decrease) in net assets	(33,063,695)	1,099,940	(31,963,755)
Net assets (beginning of year-restated)	\$ 305,918,666	\$ 9,611,118	\$ 315,529,784
Net assets (end of year)	\$ 272,854,971	\$ 10,711,058	\$ 283,566,029

STATEMENT OF FINANCIAL POSITION

For the year ended September 30, 2008

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
Assets			
Cash and fund balance with Treasury	\$ 1,275,630	\$ 11,398,519	\$ 12,674,149
Short-term investments	1,046,705		1,046,705
Contributions receivable, net	23,940,524		23,940,524
Other assets	786,140	220,507	1,006,647
Long-term investments	171,838,126		171,838,126
Property and equipment, net	84,991,187	12,060,271	97,051,458
Total assets	\$ 283,878,312	\$ 23,679,297	\$ 307,557,609
Liabilities and net assets			
Accounts payable and accrued expenses	\$ 6,523,341	\$ 4,748,633	\$ 11,271,974
Deferred revenue	4,500,000		4,500,000
Unexpended appropriations		8,219,606	8,219,606
Unrestricted net assets			
Federal cumulative results of operations		10,711,058	10,711,058
Program and supporting activities	81,108,603		81,108,603
Funds functioning as endowment	44,925,004		44,925,004
Restricted net assets			
Temporarily restricted for programs	34,158,674		34,158,674
Permanently restricted for endowment	112,662,690		112,662,690
Total liabilities and net assets	\$ 283,878,312	\$ 23,679,297	\$ 307,557,609

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WE WOULD LIKE TO THANK THE FOLLOWING SURVIVORS FOR THEIR PARTICIPATION IN THIS ANNUAL REPORT:

COVER FOLD-OUT Holocaust survivors who volunteer at the Museum. **TOP ROW (FROM LEFT):** Catherine Liner, Charlene Schiff, Charles Stein, David Bayer, Elizabeth Strassburger, Erika Eckstut, Estelle Laughlin, Fanny Aizenberg, Dr. Fritz Gluckstein, George Pick; **SECOND ROW:** Halina Peabody, Hedi Pope, Helen Goldkind, Helen Luksenburg, Henry Greenbaum, Ilona Blech, Inge Katzenstein, Jacqueline Mendels Birn, Jill Pauly, Johanna Neumann; **THIRD ROW:** Kurt Pauly, Josiane Traum, Leon Merrick, Louise Lawrence Israëls, Manny Mandel, Manya Friedman, Marcel Drimer, Margit Meissner, Martin Weiss, Morris Rosen; **BOTTOM ROW:** Susan Taube, Nina Merrick, Rabbi Jacob Wiener, Regina Spiegel, Robert Behr, Nesse Godin, Susan Warsinger, Susan Weiss, William Luksenburg, Alfred Traum.

BACK COVER Survivor of Rwanda's genocide Clemantine Wamariya.

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