

Contents

- 4 From Our Leadership6 A Year of Outreach
- 8 Our Relentless Search for Truth
- 20 The Power of Truth to Confront Hate
- The Power of Truth to Prevent Genocide
 The Power of Truth to Change the World
 Days of Remembrance Events

- 48 Our Partners
- 52 Our Donors
- Financial Statement
- United States Holocaust Memorial Council

THE TRUTH.

IT HAPPENED THEREFORE IT CAN HAPPEN AGAIN AND IT CAN HAPPEN EVERYWHERE

-Primo Levi, Holocaust survivor and author

DEAR FRIENDS, That the Holocaust can happen again is a fundamental truth of the Museum. We are teaching people the world over another truth: It didn't have to happen, and that they have the power to prevent the next one.

> Three years ago, one of our Belfer Teachers so motivated his eighth graders at a Catholic school in Louisville, Kentucky, by what they learned studying the Holocaust that they began to wonder why every student did not have the same opportunity. Putting one of the lessons into motion, they decided to act. Building on their efforts, two more successive classes of eighth graders joined the cause to change education in their state. These teenagers made headlines in May when Kentucky's governor, as a result of their initiative, signed a measure directing the state education commissioner to develop a Holocaust and genocide curriculum guide.



Surrounded by students. faculty, and survivors, **Kentucky Governor Steve** Beshear signs his state's new Holocaust education measure at St. Francis of Assisi Catholic School in Louisville.

The Holocaust teaches one of the greatest lessons about individual responsibility—the choice we each have to act or not to act and the consequences of that decision. With your support, we continue building what is the world's most comprehensive collection of evidence of this "crime of all crimes" against humanity. And what this evidence makes painfully clear is that the Holocaust happened because ordinary people became accomplices to mass murder. Whether motivated by indifference, career advancement, peer approval, or antisemitism, in the long span between the inflammatory words of anti-Jewish hate to the death machines at Auschwitz, many had the opportunity to stop it. Neighbors and friends, doctors and judges, businessmen and clergy, educators and policemen and, ultimately, even other governments—chose not to act.

In 1979, when framing the contours of this institution—what they called a living memorial—members of the Presidential Commission on the Holocaust, led by Elie Wiesel, refused to be constrained by the walls of a building. They were driven by the memory of the millions slaughtered under the watch of the world. And by the conviction that when unchecked hatred is unleashed against any one people, ultimately all are engulfed in the fire. No society, not even a democratic one, is immune.

This institution's role is to remember and to teach this truth to people everywhere. On the first page of their report to the president, members of the commission set in motion a task without end, stating simply, "Our wish is to reach and transform as many human beings as possible"—a challenge made anew to each generation to ensure that this truth forever shapes the human experience.

Through your commitment to this cause and the trust you have placed in us, the United States Holocaust Memorial Museum continues to be an institution with a global reach unlike any other. And given the profound social changes and challenges, as extremism, genocide, and hate become an increasingly more vital part of the global conversation, this is precisely the moment this institution was created for.

Fred S. Zeidman Chairman

Joel M. Geiderman Vice Chairman

Sara J. Bloomfield Director

A Year of Outreach and **IMMEASURABLE** Made Possible by You

How do you measure the radiant impact when 24 million people in a single year have an encounter with this history? That is the number of people who were engaged last year by this institution. Nearly two million had what many describe as a "life-changing" experience at the Museum itself—the permanent memorial core of our timeless cause. But the past year was again one of tremendous growth in our outreach. The magnitude and diversity of American cities we have been to—through traveling exhibitions, campus activities, outreach to religious groups, and teacher training—is astonishing. You helped carry the lessons from classrooms to judges' chambers, from inner cities to hard-to-reach communities, taking truth into the places where people work and learn. Equally impressive is our growing presence in cyberspace. As the world's leading online authority on the Holocaust, our multilingual global classroom, ushmm.org, engaged some 20 million people last year—not just Americans, but global citizens from China to Iran to Russia. Much has been accomplished together, yet this memory demands more of us. Humanity is confronting serious challenges that we are uniquely positioned to help address.

FAR-REACHING PUBLIC VALUE AS THE WORLD'S LEADER IN HOLOCAUST EDUCATION

From Paris to Morocco, from Shanghai to Buenos Aires, our worldwide team of scholars and professionals and, more important, our unparalleled access to decision makers and leaders puts truth on the front lines of a troubled world where humane values are under assault. But the Museum cannot do it alone. Leveraging our unique international stature, we are developing partnerships with the power to extend our capacity to impact some of the most pressing issues of our time. For this is a time when fundamental truths are threatened—truths about human dignity and freedom that this institution reaffirms with stunning moral clarity. The Museum cannot eradicate hatred and evil, but with your help we are carrying the truth of the Holocaust into the world and what each of us must do to stop one from happening again.

United States

The Museum's highly skilled team of advanced Holocaust educators has trained some 5,000 teachers in the past vear, many from underserved

Argentina — The Museum is helping preserve and house important materials salvaged from the 1994 bombing of the Jewish community center in Buenos Aires that nearly destroyed the community's archives. These items include diaries, letters, manuscripts, and photographs Holocaust survivors carried with them to Argentina during and after the war.

Europe The Museum is collecting testimonies of perpetrators, collaborators, and eyewitnesses across Europe, so far videotaping more than 1,000 people in 16 countries, with plans to expand to several more.

Former Soviet Republics

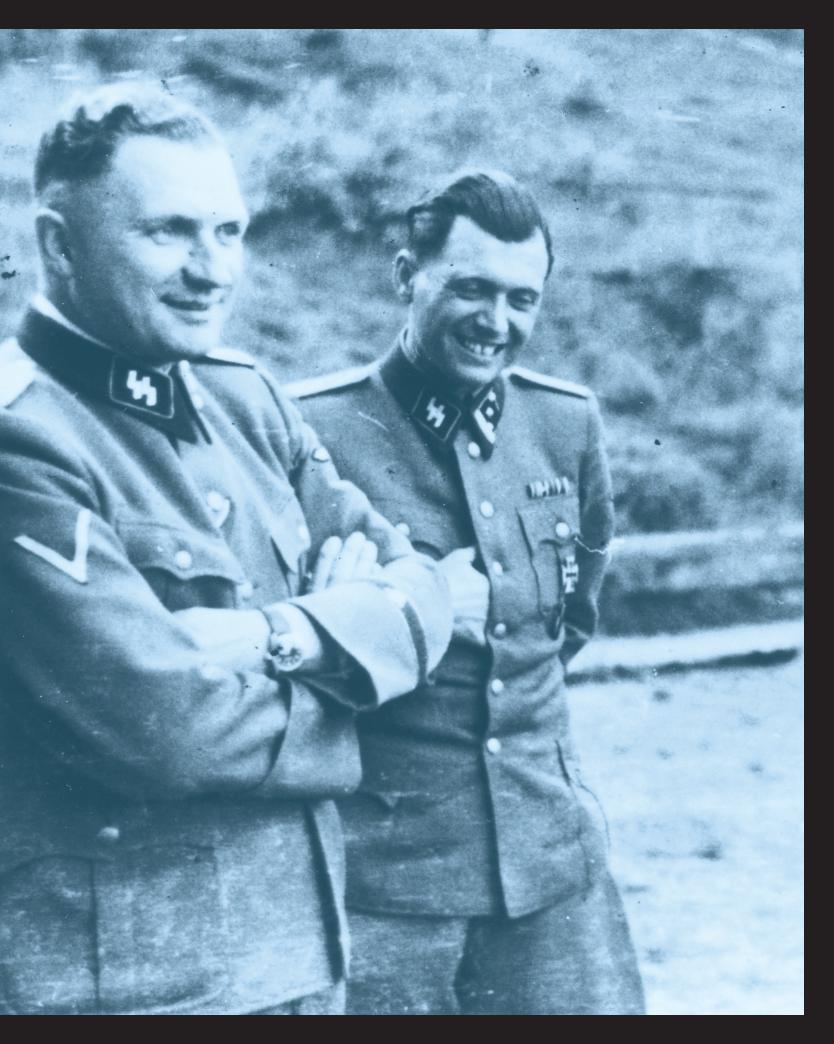
The Museum is moving swiftly to identify and microfilm the unique, previously inaccessible material in former Soviet republics, including Belarus, Kazakhstan, Russia, Ukraine, and Uzbekistan.



The Museum in 2008 signed a historic agreement with the National Library of the Kingdom of Morocco, the first of its kind between a Holocaust museum and a public institution in an Arab country. The library has transferred copies of records relating to Moroccan Jews during World War II to the Museum, where they have become part of the world's most comprehensive collection of Holocaust documentation.

mapping technology to draw attention to countries where genocide is a threat or already occurring, including Sudan and the Democratic Republic of the Congo.

A Year of Outreach 7 6 ANNUAL REPORT 2007-08



OUR RELENTLESS SEARCH FOR TRUTH Collecting evidence of the Holocaust deepens the understanding of this history, shaping its continuing relevance in the context of 21st-century issues.

One of the only known photographs of Dr. Josef Mengele at Auschwitz is part of an extremely rare collection recently acquired by the Museum. Mengele, at right, is shown here relaxing with Commandant Richard Baer on the grounds of the camp retreat for SS officers.

ON CAMERA AN ELDERLY MAN TALKS DISPASSIONATELY

about his job as the engineer of a train transporting Jews to Treblinka. A shooter explains his methodical approach to the "one-bullet-one Jew" slaughter of parents and children in Belarus. A woman recalls how the radio blared to conceal the screams of Jews in her Polish village.

These are just some of hundreds of chilling testimonies of witnesses, collaborators, and perpetrators that are part of the world's most comprehensive collection of evidence of what Churchill called "a crime without a name."

Across the world, in more than 40 countries, the Museum is in a race against time to rescue evidence before it is too late, before fragile artifacts and documents disintegrate and while those who can remember and are willing to speak are still able. Through our international leadership, what had been the world's largest closed Holocaust archive, the International Tracing Service in Germany, is now transferring millions of pages of documentation to the Museum. Once the transfer is completed in 2010, it will more than double our current archives.

Each piece of evidence and research provides critical insights into what happened and how it happened. Understanding the Holocaust is vital to issues of critical relevance today. How and why do societies collapse? What are the consequences of seeing human beings as an expendable commodity? What is the cost of neutrality? To victims? To bystanders? To truth?

This irrefutable evidence and our commitment to the growth and vitality of Holocaust studies make everything else possible—they are not the end, they are the means. Every exhibition, every educational program, every visiting scholar relies on the authenticity and historical detail of this collection. And as the voices of survivors fall silent and the wave of denial surges to unprecedented levels, this institution is where truth will live on.

Museum researcher Nathan Beyrak videotapes in Mostove, Ukraine, as an eyewitness points out the spot where Jews were murdered during the Holocaust.





Detectives, Diplomats, Historians, Archivists

THE HUNT **FOR DOCUMENTS**

The most powerful way to counter Holocaust denial is the Museum's collection of authentic Holocaust artifacts, testimony, and documents. But it takes perseverance, dedication, and determination to rescue the evidence—fragile pieces of history that may be locked in government files or decaying in attics in long-forgotten boxes belonging to Jewish communities or individuals. What is available today may become inaccessible or unsalvageable tomorrow.

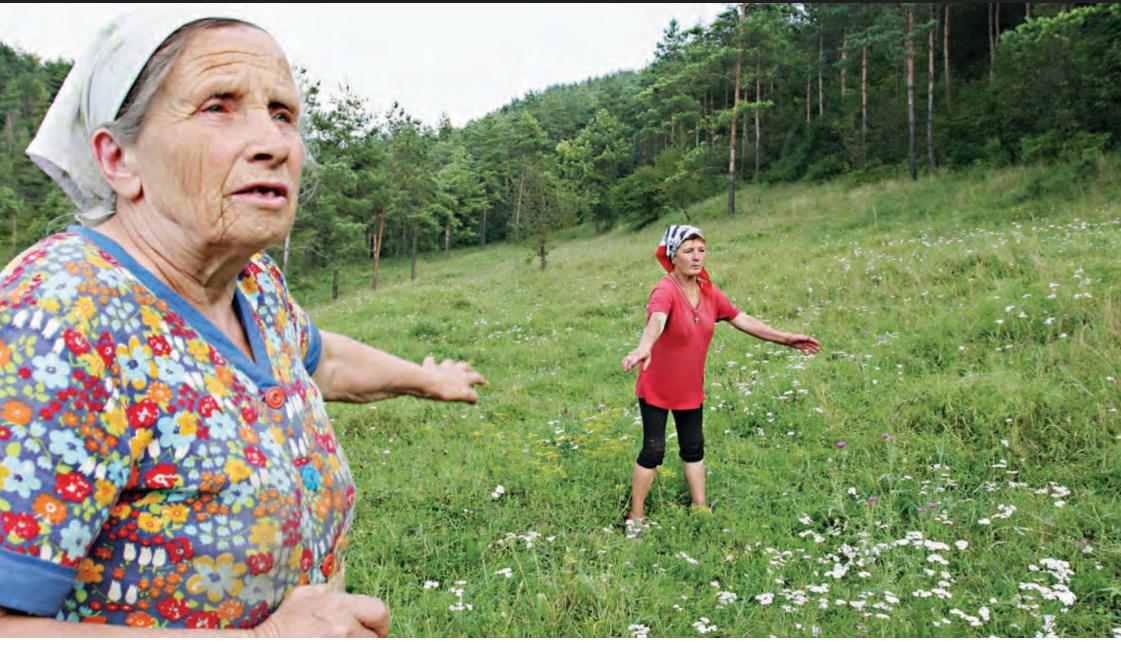
The Museum's team of archival researchers is engaged in a global search-and-rescue mission to continue building what is already the world's most comprehensive collection of Holocaust documentation. Now consisting of close to 200 million pages and images, the collection documents for all victim groups the actions of the persecutors, the persecuted, and those who stood by.

The process of discovering materials, understanding their significance, gaining access to them, and inventorying them differs widely across countries, communities, regimes, and archives. "We collect the whole record to put the Holocaust in historical context," explains Radu Ioanid, director of International Archival Programs. "To see how people were destroyed, we must see how they lived." Important acquisitions in the past year include records of postwar trials from Ukraine and a searchable database of 154,000 wartime Jewish refugees in Uzbekistan.

Some of the lost records of Vienna's Jewish community that were discovered in an apartment in 2000 and are being saved with the Museum's help.



A wall chart prepared in 1941 by Jewish community leaders in Vienna for Adolf Eichmann, detailing the global dispersion of 75 percent of Austrian Jewry, was among the lost records recovered in 2000. With the Museum's assistance, the records are now being preserved and cataloged, and this year the chart was mounted in the Museum's Permanent Exhibition. Before the Holocaust, Vienna was the largest German-speaking Jewish community in the world.



In Ukraine, residents show Father Desbois' team where Jews were killed.

The Urgent Search for

PERPETRATORS, COLLABORATORS, AND EYEWITNESSES

Who Will Talk

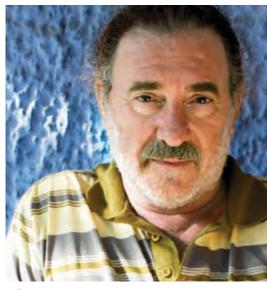
Archival documents—most created by the killers themselves—are crucial evidence, but alone they tell only part of the story, from one perspective. Across Europe there are still those who were there and remember. Some participated in the murder of Jews. Others were eyewitnesses or, in some cases, victims themselves.

Since 1996, the Museum has undertaken a project that no other institution has ever done—systematically collecting Holocaust testimonies

of perpetrators, collaborators, and witnesses. Most have been speaking on camera for the first time about what they saw or did during the Holocaust. Led by researcher Nathan Beyrak (see story, right), a Museum team has so far videotaped more than 1,000 testimonies in 16 countries. But as the window of opportunity rapidly closes, the Museum is accelerating efforts with plans to expand into several more countries.

In the past year, the Museum has gathered testimonies in Croatia, where actions of the Ustaša militia are still actively being denied; in Lithuania, where local White Stripers often assisted the Nazis; and in the area of Ukraine occupied by Romania during the war (called Transnistria), where little has been documented through oral histories about the murder of hundreds of thousands of Jews.

Also in Ukraine, the Museum continues important collaboration with French priest Father Patrick Desbois who is leading a historic undertaking to locate every mass grave where 1.5 million Jews were murdered by Nazi mobile killing units. The Museum's vast holdings including records the Museum was able to microfilm after the collapse of the Soviet Union—and our archival and research staffs are critical to Father Desbois' work. To date, more than 800 sites have been identified, and testimonies of hundreds of eyewitnesses have been videotaped. Father Desbois estimates that more than twice as many sites are yet to be identified in Ukraine alone. His book *The* Holocaust by Bullets was recently translated into English and published by Palgrave Macmillan in association with the Museum.



SAVING HISTORY FROM OBLIVION

Nathan Beyrak, a documentary filmmaker who began filming Israeli Holocaust survivors more than 25 years ago, now spends much of his time on the road for the Museum, collecting rare testimony from those who witnessed, perpetrated, or collaborated in the crimes of the Holocaust. "No other institution or individual is gathering evidence from as many sources and countries as we are," he says. "But every day, we lose people who still carry historically invaluable memories." The challenge is finding

them. Beyrak maintains a team of almost a hundred multilingual local researchers who can locate people with firsthand experience and conduct the interviews effectively. "Despite the subject matter being nearly unbearable, the attempt to understand and record the Holocaust has been an enriching experience," he says. "A world that is enabled to remember as much as possible is less poor than a world that would have been allowed to fulfill the exact intention of the murderers and forget."

0ur Relentless Search for Truth 15







UNLOCKING THE PAST

Delving into the Unseen Archives of the International Tracing Service

This summer the Museum convened an unprecedented gathering of Holocaust scholars in Bad Arolsen, Germany, to begin exploring areas of potential research in the newly opened International Tracing Service archive. Fifteen scholars from North America, Europe, Israel, and Australia participating in a two-week workshop finally gained access to the archive, which had been closed to the public for more than 60 years. They began to review the materials, which include millions of records relating to concentration camps, deportations, ghettos, arrests, and forced and slave labor, as well as a large postwar collection relating to displaced persons and refugee resettlement. Working together in a collaborative setting, these scholars laid the groundwork for future workshops, joint publications, and research projects. A second workshop is planned for 2009.

The Museum led the years-long effort to open the International Tracing Service archive in Bad Arolsen, Germany, which houses millions of Holocaustera documents. Copies are now available at the Museum.

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UNCOVERING AND MAKING HISTORY IN MOROCCO

Few people are aware that the Holocaust extended as far as Arab countries. Thanks to Robert Satloff, author of *Among the Righteous*: Lost Stories from the Holocaust's Long Reach into Arab Lands, and our partnership with him, this untold story is finally getting the attention it deserves. Through the first agreement of its kind between a Holocaust museum and a public institution in the Arab world, copies of thousands of pages of documentation primarily relating to the status of the Jewish population in French-occupied Morocco before, during, and after World War II have been transferred to the Museum's collection. This historic agreement between the National Library of the Kingdom of Morocco and the Museum, signed in March, was made possible by a collaborative effort with the American Moroccan Institute.

Prisoners gather at a barbedwire fence surrounding an internment camp in Morocco in 1941. Graduate student Diane Liu, holder of a Dorot Foundation Summer Graduate Research Assistant Fellowship, and Michael Bryant, Assistant Professor of History and Social Sciences at Bryant University, Smithfield, Rhode Island.

"The library and the people, especially the people, are the best thing about being here. It would have taken me three or four times as long to write my book otherwise, thanks to the environment and the dedicated time I have."

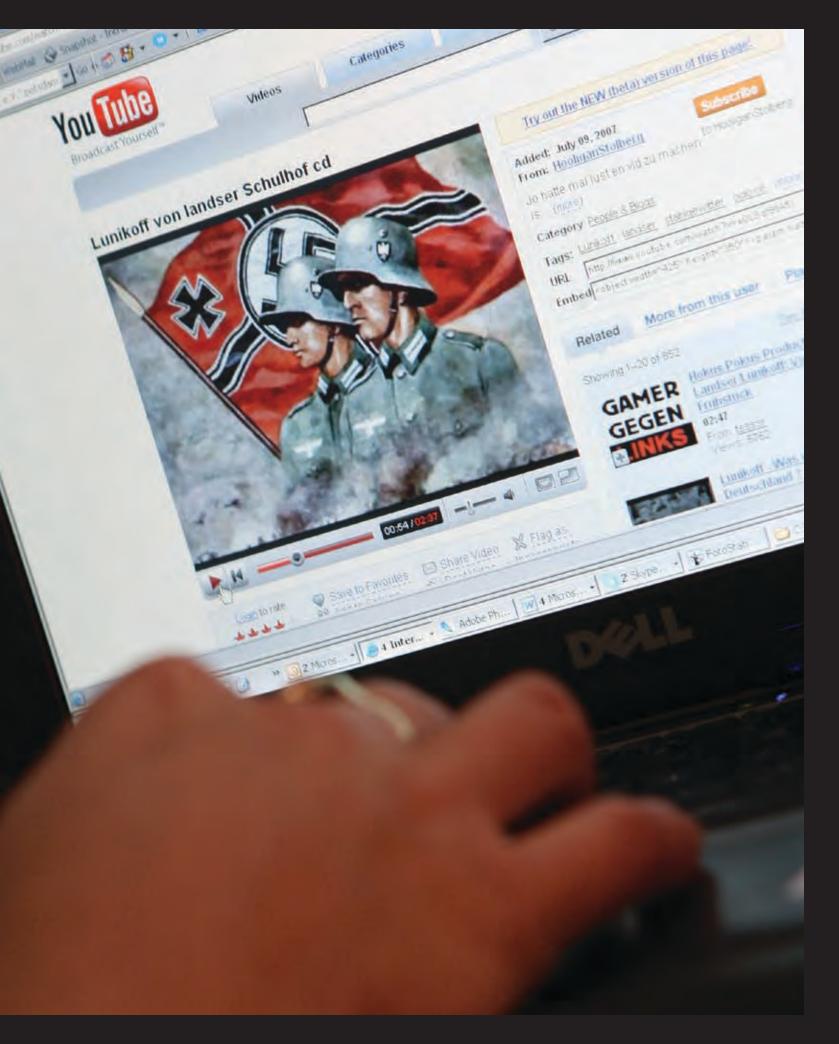


Donald Bloxham, Professor
 of Modern History at the
 University of Edinburgh,
 renowned scholar on
 genocide, and J. B. and
 Maurice C. Shapiro Senior
 Scholar-in-Residence

SCHOLARS CARRYING THE HISTORY FORWARD

The Museum plays a leading role in shaping the future—and future leaders—in the field of Holocaust scholarship. In addition to convening groundbreaking seminars and workshops, the Museum's Center for Advanced Holocaust Studies runs a unique fellowship program supporting the work of individual scholars. From a range of disciplines and at varying levels in their careers, they spend up to nine months at the Museum utilizing our extensive archival resources to advance their research. This past year the Museum hosted 40 visiting fellows from institutions as diverse as Harvard University and Greensboro College and countries such as Australia, Poland, Hungary, and Ukraine. Some 150 more scholars participated in workshops, seminars, and symposia. And as part of our campus outreach program, the Museum dispatched 78 scholars and fellows to 69 colleges and universities in 31 states, from Oregon to Maine, and including large and small institutions, many with limited Holocaust scholarship resources.

Our Relentless Search for Truth 19



THE POWER OF TRUTH TO CONFRONT HATE Nowhere is truth more at stake than in cybersnace

stake than in cyberspace.
That is why the Museum is there, reaching out to new audiences, confronting rising antisemitism in its many forms.

A neo-Nazi band video posted on YouTube. The Museum launched its own YouTube channel in 2007.

THE INTERNET IS OUR BIGGEST OPPORTUNITY AND OUR BIGGEST PROBLEM

Just as the Nazis were able to infiltrate the public consciousness through their mastery of the media, today's hate-mongers exploit technology to advance their incendiary messages of antisemitism, including denial and minimization of the Holocaust. This institution is pushing back in a big way, reaching important new audiences everywhere to help ensure that antisemitism is seen as a universal problem.

Already the world's leading online authority on the Holocaust, the Museum in 2001 began creating multilingual Web pages to serve the millions of people from other countries who were coming to our site. In 2007, there were more than 23 million visits to ushmm.org, and we project 25 million in 2008. But more significant is where this audience is coming from—almost 40 percent from outside the United States, with every country represented with the single exception of North Korea. After the launch in Arabic, visits from Saudi Arabia increased from 5,982 to 87,710 in one year. Iranian visitation grew from 5,871 to 72,443 when we offered Farsi. Our site is accessible in the languages of Pakistan, China, and Russia as well as to the entire French- and Spanishspeaking worlds. And as each translation comes online, our cyberspace visitors increasingly engage with us in their own languages. In other words, our global classroom has become an open door for dialogue.

But cyberspace is vast and so is our challenge. In a constantly evolving Web 2.0-world, it is no longer enough to put information on our Web site. Our Museum is reaching out, taking our message and content to other major sites where people go to socialize, to learn, to interact with one another. But what different ways of engagement might become more effective with our key audiences in a rapidly changing 21st-century landscape? How can emerging technologies strengthen our global impact in pushing back against hate and indifference? This history, this truth for humankind, for all time, demands that we constantly look forward poised to leverage new opportunities that lie ahead.

The Museum is reaching millions of young people every year—online and off-line-with the truth.



Our Global Classroom:

MAKING TRUTH ACCESSIBLE

We do not teach history for history's sake. We teach history for the sake of the future. We teach history because truth empowers people to confront hate and antisemitism—online and on the ground in their own communities. But how do we put that truth in their hands?

Through our multilingual global classroom, we continue to disseminate the stories, historical evidence, and other resources that are essential to teaching the Holocaust, unleashing the power of truth across cyberspace. Every person with a computer can connect with this history. Every teacher with a computer can engage a class in an interactive experience with this history.

Currently, our Web site has content available in more than a dozen languages. This year the Museum added Chinese, Russian, Turkish, and Urdu (spoken in Pakistan, India, and Afghanistan) to its offerings of Arabic, Farsi, French, and Spanish among others. Translations underway include Bahasa Indonesia, Korean, and Portuguese. Our multilingual global classroom allows us to reach ever-increasing numbers of people who otherwise have little or no access to accurate information.



"I was very shocked, especially by the personal stories that hurt my heart. I didn't realize that the Holocaust really happened. We [had] learned that this historical 'event' is a lie and that it never happened. . . . We want to know the full truth."

-An attorney in Yemen, commenting on the **Museum's Arabic content** (translated from Arabic)

THE MUSEUM'S **YOUTUBE CHANNEL**

YouTube, the most highly used Web site in the world on which people post, view, and discuss videos, now has a Museum presence. We have our own newly launched "YouTube channel" featuring 50 Museum videos, including new content on the Nazi Olympics: Berlin 1936 as well as the recently discovered photograph album of SS officers at Auschwitz. These two videos, along with ones on the Wannsee Conference, Auschwitz, and the Lodz ghetto, are the Museum's most popular, accounting for more than half of the 20,000 average downloads per month.



WHERE PEOPLE **INTERACT ONLINE**

Social networking sites such as Facebook have exploded as a primary means for communicating shared interests. The Museum is there, taking advantage of the technology to help expand our "community of conscience" by creating a Facebook group enabling visitors to the Museum's World Is Witness geoblog (see page 33) to share ideas about how to respond to genocide and related crimes against humanity. In the first few months, this new Museum Facebook group attracted hundreds of members.

In another online social environment known as Second Life, several young participants in the Museum's Bringing the Lessons Home program (see page 45) designed a virtual exhibition on Kristallnacht—the 1938 Nazi pogrom against Jews in the Third Reich. Partnering with the youth leadership organization Global Kids, they created an online exhibition space where visitors can learn about Kristallnacht while reflecting on their own responsibilities in the face of violence and injustice.



Above: A Holocaust Encyclopedia entry in

Left: A virtual Museum exhibition on Kristallnacht in Second Life

Right: A directory of Museum content on

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PREDOMINANTLY MUSLIM COUNTRIES WITH MOST WEB SITE VISITS IN 2008

- 1. Turkey
- 2. Iran
- 3. Saudi Arabia
- 4. Malavsia
- 5. Egypt
- 6. United Arab
- **Emirates**
- 7. Indonesia
- 8. Morocco
- 9. Pakistan

ON THE CAMPUS **OF ITUNES U**

As the leading online source of information on the Holocaust, this institution was one of the first museums to join Stanford, Yale, and other universities on Apple's iTunes University. Now when visitors to the iTunes Store download their favorite music, they can also access the Museum's Holocaust information in the educational section of the site. In its first six months, Museum online content—lesson plans, survivors' oral histories, historic film footage, videos, podcasts, and more—was downloaded more than 120,000 times.



Left: The Museum's Nazi Olympics: Berlin 1936 online exhibition in Chinese

Right: Museum video-Auschwitz through the Lens of the SS-on YouTube

The Power of Truth to Confront Hate 25 24 ANNUAL REPORT 2007-08

September 25, 2008



Rabbi Capers Funnye, Jr., Beth Shalom B'nai Zaken Ethiopian Hebrew Congregation

When he was 17 years old, Capers Funnye's minister encouraged him to become a preacher. Today, Funnye is a spiritual leader—the rabbi at Beth Shalom Ethiopian Hebrew Congregation in Chicago.

Subscribe | Download | Listen now | Forward | Comment

September 11, 2008



Bruce Pearl, Men's Head Basketball Coach, University of Tennessee ruce Pearl's efforts at team-building extend beyond the court, where he tries to bridge religious and cultural differences among his

Subscribe | Download | Listen now | Forward | Comment

June 19, 2008



Subscribe | Download | Listen now | Forward | Comment

June 5, 2008



Irwin Cotler, Member of Canadian Parliament, former Minister of Justice of Canada

Irwin Cotler attended the 2001 World Conference against Racism in Durban, South Africa, with great anticipation and hope. He left profoundly disappointed.

Subscribe | Download | Listen now | Forward | Comment

May 22, 2008



Kathrin Meyer, former Advisor on Antisemitism Issues, Organization for Security and Co-operation in Europe (OSCE)

As the OSCE's advisor on antisemitism, Kathrin Meyer worked to increase awareness by creating educational programs for students and by promoting Holocaust remembrance.

Subscribe | Download | Listen now | Forward | Comment

The Museum's Podcast Series

CONVERSATIONS THAT MATTER

More than two dozen distinguished figures have spoken out in the past year through Voices on Antisemitism, the Museum's free podcast series that illuminates antisemitism as a universal problem with implications beyond the Jewish community. Featuring a broad range of perspectives about hatred today, Voices attracts more than 20,000 listeners a month. It's available on the Museum's Web site and also featured on Apple's iTunes University.

STAYING AHEAD TRENDS



Increasing numbers of people in the United States, Africa, Asia, and the Middle East will access the Internet through their cell phones or other mobile devices rather than through computers. This year the Museum launched a more accessible version of our Web site http://ushmm.mobi—specially developed for the small screens and limited download capacity of those devices.



Scholar David Hirsch of the University of London speaks during the Museum's twoweek, international summer workshop, "Studying Antisemitism in the 21st Century Manifestations, Implications Consequences.'

UNDERSTANDING 21ST CENTURY ANTISEMITISM

At a time when antisemitism is manifesting itself as denial and minimization of the Holocaust as well as in other forms in the Middle East and Europe, on the Internet, and on American college campuses, new research is crucial to strengthen the understanding of contemporary antisemitism and its consequences. This past summer, the Museum convened a unique twoweek workshop that brought together leading scholars from around the world to explore emerging issues and chart important directions for research relevant to the challenges of 21stcentury antisemitism.

The Museum launched a more accessible version of its Web site for people using handheld devices, such as iPhones and BlackBerrys.

The Power of Truth to Confront Hate 27 26 ANNUAL REPORT 2007-08



THE POWER OF TRUTH TO PREVENT GENOCIDE Using our international stature and access to build partnerships that transcend borders and politics, our institution is addressing one of humanity's most vital issues.

A girl from Darfur, now living in Farchana Camp in eastern Chad, holds a drawing that depicts the attack on her village.

AFTER THE HOLOCAUST THE WORLD PLEDGED TO END GENOCIDE, yet we have failed over and over again. Even

yet we have failed over and over again. Even in the age of 24-hour televised news and the Internet, with information about atrocities instantly available to governments and citizens, why when the truth is known, is there still reluctance to respond?

The founders of this institution, this living memorial to the victims of the Holocaust, noted that of all the issues they addressed none was more perplexing or urgent than trying to prevent genocide. As Elie Wiesel put it, "a memorial unresponsive to the future would also violate the memory of the past." In other words, memory imposes an obligation to act.

We are working simultaneously on two critical fronts to utilize our unique stature, access, and ability to convene leaders and decision makers. The Museum has been instrumental in raising public awareness and catalyzing action against the genocide occurring today in Darfur, Sudan, and those areas where the probability for genocide is high. We have raised the bar in bearing witness with our mapping initiatives with Google Earth, accessible by 400 million users worldwide. Our global audience, materials, and expertise give countless human rights organizations and grassroots movements the increased capacity needed to be more effective in their work.

But the real challenge is getting ahead of events. We were among the first to issue a genocide emergency alert for the situation in Darfur—even before the U.S. State Department. So for us the question is: How can we overcome the absence of effective structures to make the next time different? Working not just with citizens, but also with leaders, policy makers, and our partners in government, the Museum is forging new partnership-based initiatives committed to keeping the issue of genocide prevention front and center in our national debate and to providing the concrete recommendations and tools to make a defining difference.

Aerial view of a home on fire during a governmentbacked Janjaweed attack on a village in Darfur, Sudan.





WORLD IS WITNESS

If the 1944 aerial photographs of Auschwitz and Birkenau now on display in the Museum had been widely available at the time, might history have been different? Could thousands of lives have been saved? Today, thanks to the Museum, satellite imagery through Google Earth allows millions of people to witness for themselves the evidence of genocide.

No longer can we say we did not act because we did not know. Using the latest technology, the Museum's Genocide Prevention Mapping Initiative is creating for the first time a comprehensive view of the effects of genocide and related atrocities. Google Earth's high-resolution imagery documents the destruction of villages, fields, and pastures, and the growth of refugee camps. But it is the authoritative data, photographs, and other evidence gathered by Museum staff members and linked with the satellite images that complete the true picture about what is occurring on the ground.

Crisis in Darfur, a partnership with Google Earth launched in 2007, tracks the path of destruction in Darfur. Visits to the "What Can I Do?" section of the Museum Web site doubled in the month after it was launched. The spring 2008 launch with Google of World Is Witness, a geoblog that combines on-the-ground eyewitness testimony, photographs, and videos with their geographic locations, creates a compelling audiovisual experience of the situations in Chad, the Democratic Republic of the Congo, and Rwanda.

World Is Witness posts the testimony of people such as Simon Dut of Difra. Sudan. Kidnapped, beaten, and nearly killed, he managed to escape his assailants. A few days later, when this photograph was taken showing his wounds, he still did not know the fate of his wife and two young children.



A 21ST CENTURY TRUTH SEEKER

Michael Graham was a Museum intern and recent college graduate in the summer of 2006 when he and a group of volunteers began exploring how Google Earth could be used to raise public awareness about genocide.

Within a year, that idea flourished into a remarkable partnership between Google and the Museum that now reaches hundreds of millions of people around the world. As coordinator of the new World Is Witness geoblog, Graham

recently made three "bearing witness" trips to Africa. He traveled with the equipment of a 21st-century truthseeker-camera, video and audio recorders, laptop computer, GPS, and satellite phonecapturing the truth of what was happening. Everywhere he went people said to him, "Tell our story."

Graham listened. recorded, and now shares what he learned. "I hear things that are very hard to hear," he said. "But that is why we need to listen."

Genocide Prevention Task Force

MAKING GENOCIDE PREVENTION A PRIORITY

Building on its extensive relationships throughout Washington, D.C., the Museum has joined with the American Academy of Diplomacy and the United States Institute of Peace to create the Genocide Prevention Task Force, co-chaired by former Secretary of State Madeleine K. Albright and former Secretary of Defense William S. Cohen. The task force, the first high-level initiative dedicated to improving the U.S. government's capacity to respond to emerging threats of genocide, was scheduled to present its findings at the end of 2008.

The report includes recommendations in the following areas: Leadership—The Indispensable Ingredient; Early Warning—Assessing Risks and Triggering Action; Early Prevention—Engaging before the Crisis; Preventive Diplomacy—Halting and Reversing Escalation; Employing Military Options; International Action—Strengthening Norms and Institutions. "We are convinced that the U.S. government can and must do better in preventing genocide— a crime that threatens not only our values but our national interests."

-William S. Cohen, Co-chair

"The world agrees that genocide is unacceptable, and yet genocide and mass killings continue.
Our challenge is to match words to deeds to stop allowing the unacceptable."

-Madeleine K. Albright, Co-chair



FROM MEMORY TO ACTION:

Standing Up to Genocide Today

Many of the Museum's approximately two million annual visitors feel transformed by their encounter with the history of the Holocaust. Beginning in April 2009, a new exhibition will remind them that knowing is simply not enough—that they can transform their thoughts and feelings into action in a world still plagued by genocide even after the Holocaust.

Using cutting-edge technology and compelling personal narratives, *From Memory to Action:*Standing Up to Genocide Today will invite visitors to join a growing community of conscience made up of people who care about preventing genocide.

The exhibition highlights three recent cases of genocide—in Bosnia-Herzegovina, Rwanda, and Darfur—and how the world responded. Videos will introduce victims, activists, aid

workers, rescuers, international prosecutors, and perpetrators, illustrating the role of individuals in making history.

Visitors will be challenged to make their own pledges to take action—of any size or scope—against genocide. In addition to a pledge card to take home, each visitor's personal pledge will be immediately projected on a digital wall alongside the pledges of others who have promised to act. The companion Web site will offer visitors a range of social networking tools to share what they have learned about genocide.

"The first step in changing how we respond to threats of genocide is to educate people to recognize the problem and to understand how they can take action," said exhibition curator Bridget Conley-Zilkic.

Coordinator Belinda Blomberg (top) and curator Bridget Conley-Zilkic review photographs for the new exhibition.

34 ANNUAL REPORT 2007—08



THE POWER OF TRUTH TO CHANGE THE WORLD

Confronting the truth of the Holocaust, people go into the world thinking in a new way about their role in society—empowered to make a difference, inspired to do the right thing.

Philadelphia police cadets tour the Permanent Exhibition as part of the Museum's leadership training program.

THIS IS A PIVOTAL MOMENT IN WORLD HISTORY

in which the crimes of the Holocaust—and what led up to them—feel all too relevant. What is the best response to the rising tide of hate? How do we balance security and freedom when confronting extremism? What are the consequences of indifference in our increasingly interconnected world?

We have demonstrated there is nothing like the power of Holocaust education. An encounter with this history, this memory, this truth can be transformative. Whether our audience is young people or adults, each person comes to realize that education alone is insufficient. What matters is what people do with it. History is not inevitable. Everyone shares the responsibility for creating it. It is a myth to think that under the Nazi regime professionals—or even the killers themselves—did not have discretion. They did. But as George Will has observed, "Under certain conditions people do things they would not normally do."

That is why we are reaching out to leaders who have responsibility for the public good to prepare them for defining moments. Whether making foreign policy, adjudicating the law, or protecting a civilian population, leaders can stand up against hate and injustice and choose to act when they witness an assault on human dignity.

But our outreach to the general public, those who ultimately hold their leaders accountable, is just as crucial. An engaged citizenry that embraces the power of the individual to make a difference is the frontline defense for strong, just societies. Every generation dreams of progress, but a responsible world also requires each of us to actively protect humane values. Our Museum—this global institution—challenges us all to recognize and seize those opportunities when we cannot afford to be silent.

A foreign military officer visits the Permanent Exhibition while training in the U.S. with the Army Foreign Liaison program.





EDUCATORS REACHING AMERICAN YOUTH

Conceivably, every year some 15 million American high school students could learn these lessons from the Holocaust—or not. At the heart of the Museum's effort to carry the power of truth into classrooms across America is our Regional Education Corps, a dedicated and growing team of 30 advanced Holocaust educators who provide other teachers around the country—last year 5,000 other teachers—with the tools to teach the Holocaust effectively.

"I have become very aware of the exponential impact of what we do," explains educator Sally

Levine of Georgia. "I first learned more about the Holocaust just so I could teach my students. Then I realized how many more people I could reach through teacher workshops—each [teacher] goes back to a class of 20 or 25 kids. This year I led a workshop for professors—each will reach 100 future teachers a year."

The Museum is committed to building this base across the country to reach increasing numbers of communities and young people. "Through my outreach, teachers establish a connection with the Museum," explains Lisa Bauman (see story, right), a literature teacher at Saint Thomas Aquinas High School in Overland Park, Kansas. "And now even those in rural areas can access the Museum's resources online."

Teacher Fellow Carol Hearon of Montana participates in a discussion at the Museum with other educators on the challenges of teaching about the Holocaust.



Close-up:

INSPIRING STUDENTS TO PUT WORDS INTO ACTION

When Lisa Bauman trains a group of fellow teachers, she knows firsthand the far-reaching impact of engaging with Holocaust history. "Once you know this history, you have a responsibility to change the world you live in," says this high school teacher in the Regional Education Corps.

Every year in her Holocaust course at a Catholic school in Kansas, students embrace their responsibility to act through an outreach project. One class produced a video designed to explore intolerance and the idea of "the other." "Our kids are very sheltered and many have never even met a Jewish person," Bauman explains. "The purpose of their project was to use this video to confront negative stereotypes within our own school . . . a video made for kids by kids."

First, the students interviewed a survivor of Auschwitz. "In the

video, here's the most beautiful, sweet woman showing this tattoo on her arm while she says, 'This shows what happens when people aren't nice to each other,' with her thick accent," said Bauman. The students then interviewed teachers and other students about intolerant comments they might have heard or responded to. The primary message of the video is that each person has the responsibility to speak out when remarks are hurtful or perpetuate negative stereotypes. As powerful as this

project was for the school. Bauman looks back from another vantage point. "One of the kids from that class went on to represent his college on the Museum's genocide prevention student board." Bauman said. "He wants to be a high school English teacher and I just think that someday, as a teacher, he's going to be carrying this message out to more kids."

40 ANNUAL REPORT 2007-08



SHAPING LEADERS IN CHALLENGING TIMES

It was not just the brutality of the Brownshirts and the SS. Each government worker who "went along" with Nazi policies played a part in what eventually resulted in the mass murder of millions. For every person persecuted during the Holocaust, legions of government workers and other professionals—as part of their everyday duties—enabled the Nazis to carry out hundreds of policies and directives targeting Jews and others.

In a series of unique programs, the Museum encourages professionals in key positions in government and the military to reexamine their own roles, responsibilities, and decision making in safeguarding our most basic freedoms. Federal employees from 36 different agencies have participated in the training, including the Social Security Administration, the Central Intelligence Agency, the Federal Bureau of Investigation, the White House, and the departments of Defense, Education, Homeland Security, and Labor, through partnerships with the Council for Excellence in Government and the Federal Executive Institute.

These workshops have tripled in the past year due to increased demand and are an important element of the Museum's growing leadership training programs for the military, law enforcement personnel, diplomats, journalists, and clergy. This year for the first time the Museum trained all 700 Arizona state judges—from magistrates to the state supreme court.

"There is an ethical and moral grounding to what we do as bureaucrats. [The training] was a sobering reminder that efficiency and effectiveness are not ends in and of themselves. We need to take responsibility for the real outcomes of our work."

-James Bell, U.S. Department of State



Close-up:

ETHICS TRAINING LIKE NONE OTHER

Sheila Sullivan Polk, the Yavapai County Attorney from Prescott, Arizona, remembers when three members of the local Jewish Community Foundation came to her office to invite her to visit the Museum as part of a pilot program for civic leaders. "My first reaction was, Why? Is there a problem in my office that I don't know about?" she said.

But she accepted the offer, and after the daylong program, which combined a Museum tour with a discussion about the relevance of the lessons of the Holocaust, she knew that she wanted others to have this opportunity. As she explains, "This framework reinforces in no better way that I know the power we in the legal community have over the lives of others."

Since then, Polk, an elected official who

supervises 30 prosecutors. has made it her mission to bring the training to others in the legal community. She has worked with Museum staff to tailor sessions in Arizona for 400 deputy prosecutors and for every state judge. Polk is now advocating that affiliated national training programs make this available to her peers throughout the country. "People in law enforcement deal with crimes every day that are heart-wrenching on an individual level," she said "This most horrific crime multiplies that emotional engagement 6 or 12 million times. It causes law enforcement officers, attorneys, and judges to think about what we need to know, so something like the Holocaust won't happen again. This is ethics training like none other we can get."

Fellows with the Council for Excellence in Government attend a Museum training workshop.

The Power of Truth to Change the World 43



"The program was a real eye-opener for me It got me out of my shell to do public speaking. It gave me a lot of confidence. And it taught me to accept people and their differences."

-Tiffany Tucker, Bringing the Lessons Home Ambassador

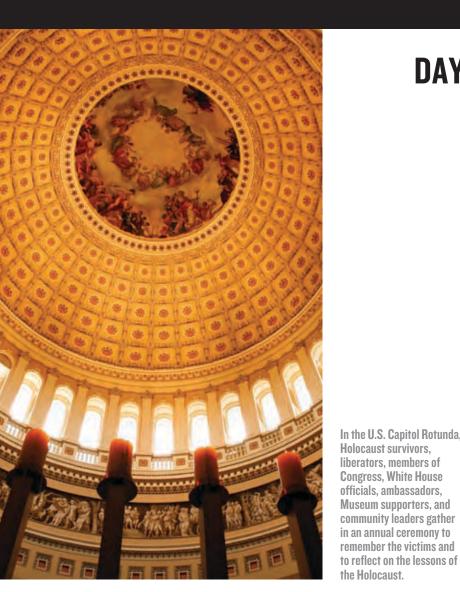
Bringing the Lessons Home

CATALYST FOR CIVIC ENGAGEMENT

Can the lessons of the Holocaust have relevance in the lives of today's young people? Can the power of this truth move beyond personal transformation and impact the wider community? In partnership with 30 Washington, D.C.-area middle and high schools, the Museum has proved it can.

Over the past decade, Bringing the Lessons Home has prepared hundreds of students to become ambassadors for the Museum through an intensive program of exploration and study of Holocaust history. As ambassadors, the role of these young people is to lead tours in the Museum—for other students, teachers, police officers, and thousands of visitors—and to literally bring the lessons of the Holocaust home to their families, schools, churches, and community organizations. An outside evaluation completed this year shows that the program has had a dramatic impact on the lives and choices of Bringing the Lessons Home ambassadors. These young people exceed national averages on a range of measures of civic engagement and demonstrate higher levels of involvement in their communities than those who have not participated.

Tiffany Tucker, now a first-year medical student, remembers the day eight years ago that she stepped off the elevator into the Permanent Exhibition. "By the time I got to the display on the Nazi euthanization of children with disabilities, I knew I had to get involved," she said.



DAYS OF REMEMBRANCE EVENTS 2008 APRIL 29-MAY 1

National Days of Remembrance—an important and solemn national occasion on which we honor the victims of the Holocaust and contemplate our obligation to uphold the values of freedom, justice, and democracy

Members of the Legacy of Light Society received certificates



of recognition at the annual Society Tea. Front row, from left: Dr. Diane S. Isaacs, Helene Stolker, Marilyn Wallach, and Barbara Mortkowitz. Back row: Museum Chief of Staff William S. Parsons, Karyl Charna Lynn, Harvey S. Bodker, Marie M. Gilbert, Ann Krouse, James A. Gilbert, June C. Bashkin, Kurt L. Wallach, Dr. Sidney Davidson, and Audrey Gerson.



Senator Wayne Allard, Holocaust survivor and Museum Pillar of Memory Chris Lerman, and Catholic priest Father Patrick Desbois participate in the memorial candlelighting ceremony in the Rotunda. The previous evening, Father Desbois was honored at the National Tribute Dinner for his pioneering work in Ukraine.



Giving the keynote address. White House Chief of Staff Joshua Bolten speaks movingly about this generation's moral responsibility to victims of the Holocaust.



Founders Society Co-Chairs Jay Stein and Howard L. Ganek attend a special breakfast for Society members.



presents honorees and inaugural Chairman's Circle members Eric F. and Lore Ross with a pewter model of the Museum inscribed, "With Profound Gratitude to Eric F. and Lore Ross-Visionary Leaders, Dedicated Partners, Cherished Friends." The Rosses have committed more than \$13 million to the Museum, making them the institution's largest contributors. This year they announced a remarkable third challenge grant to inspire other donors to make gifts.



Several leaders of the Wings of Memory Society attended the National Days of Remembrance Events. Front row, from left: Alice Abrams, Southeast Region—Boca Raton Co-Chair; Sally and Jeffrey Levine, Southeast Region—Atlanta Co-Chairs. Second row: Mindy Unger, Northeast Region— New York Co-Chair; Alice Abt, Midwest Region—Chicago Co-Chair; Robert Abrams, Southeast Region—Boca Raton Co-Chair. Top row: Marilyn Malkin, National Advisor, and Howard Unger, Northeast Region-New York Co-Chair.



At the National Tribute Dinner, Director Sara Bloomfield

Days of Remembrance Events 47 46 ANNUAL REPORT 2007-08



OUR PARTNERS

A few of the indispensable individuals and institutions who helped fulfill the Museum's urgent and timely mission

MUSEUM TRAVEL PROGRAM Wings of Memory Society members, below, traveled to Germany and Poland in late 2007 for a behind-the-scenes look at the Museum's work with partners in Europe, visiting Holocaust sites, synagogues, museums, and memorials. Behind them is the House of the Wannsee Conference Memorial in Berlin. The travel program is expanding to include destinations in Austria, the Czech Republic, France, and Romania. Council member Carol Cohen and her husband, Douglas, left, chaired the trip and announced a major commitment to become members of the Museum's Founders Society.



PHOENIX DINNER

Dr. Nathan and Judy Laufer and Bill and Susan Levine co-chaired the Museum's inaugural dinner in Phoenix, which featured Holocaust survivor, author, and former Council member Gerda Weissmann Klein. From left: Nathan Laufer, Pillar of Memory and Council member Bill Levine, Gerda Weissmann Klein, Susan Levine, and Judy Laufer.

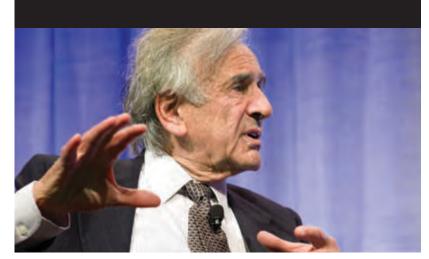






NEXT GENERATION EVENTS In Washington, D.C., the Mid-Atlantic Wings of Memory Society Next Generation Board, co-chaired by Council member Brad Wine and his wife, Melanie, engaged new donor families at the group's first family day in December 2007. Far left: Mr. Wine brought his daughter Rachel to the event, which featured special educational activities for children, parents, and grandparents.

In New York, the Museum joined with the New-York
Historical Society and Darfur/Darfur to project images from
the genocide in Sudan onto the exterior of the society's
building. Left: Elisa Mailman, who co-chairs the New York
Wings of Memory Society Next Generation Board, and
Society board member Julie Kopel attend the opening
program.



CHICAGO LUNCHEON Speaking before an audience of 3,000 Museum supporters attending the annual Risa K. Lambert Luncheon in Chicago, Founding Chairman and Nobel laureate Elie Wiesel reflected on the Museum's efforts to preserve Holocaust memory and the continuing threat of antisemitism worldwide. The Museum honored Wiesel with the creation of the Tziporah Wiesel Fund for the Study of Romanian and Hungarian Jewry, named after his younger sister who died at Auschwitz and whom he refers to throughout his writings as his "little angel." Longtime Museum supporters Bruce and Ann Bachmann co-chaired the luncheon, which raised more than \$3.1 million.



FLORIDA EVENTS Council member M. Ronald Krongold addresses guests at a parlor meeting in Miami Beach featuring Father Patrick Desbois, who briefed supporters on his efforts with the Museum to locate mass graves of Jews in Ukraine. Mr. Krongold and his wife, Glenda, along with former Florida Gov. Jeb Bush and his wife, Columba, cohosted the event. The Museum holds a series of events like this in Florida every winter in cities such as Boca Raton, Miami. and Sarasota.

48 ANNUAL REPORT 2007-08

HOLOCAUST STUDIES

Richard and Rosalee Davison (Ben and Zelda Cohen Fellowship), Mrs. Leon Milman (Leon Milman Memorial Fellowship), and The Revson Foundation, a Museum Founder, (Charles H. Revson Foundation Fellow) are helping the Museum shape the emerging field of Holocaust studies through fellowships that support significant research and writing about the Holocaust. Alessandro Visani, right, Pearl Resnick Postdoctoral Fellow, at work in the Museum's Library.







GENOCIDE PREVENTION
A new Museum exhibition,
From Memory to Action:
Standing Up to Genocide
Today, will open in the
spring of 2009, thanks
to the generous support
of Founders Howard and
Mindy Unger and the Price
family. Pictured from
left, Vice Chairman Joel
Geiderman, Mindy Unger,
and Howard Unger.

INITIATIVE ON ANTISEMITISM The Museum's Voices on Antisemitism podcast series reaches more than 20,000 listeners per month on the Museum's Web site as well as other sites such as iTunes and Public Radio Exchange. This successful outreach venture is made possible with the support of the Oliver and Elizabeth Stanton Foundation. Listeners can also access the podcasts at the Museum's exhibition A Dangerous Lie: The Protocols of the Elders of Zion, left.



PROPAGANDA INITIATIVE Opening in January, the groundbreaking State of Deception: The Power of Nazi Propaganda exhibition (above) will run for three years as part of a major Museum initiative made possible by The Marcus Foundation of Atlanta, Georgia, a Museum Pillar of Memory. The initiative will include a companion Web site, book, and traveling exhibition as well as educational programming for media and government officials and presentations for the public.



EYEWITNESS
TESTIMONIES With their recent commitment,
Jeff and Toby Herr have become the Museum's newest Benefactors. Their gift supports efforts to collect oral testimony from Holocaust eyewitnesses, collaborators, and perpetrators across Europe. Jeff Herr, left, is shown with Vice Chairman Joel Geiderman and Founders Society Co-Chair Jay Stein.





ENDOWMENT SUPPORT Gifts from the Ferenc Family Charitable Foundation of Brooklyn (above right), a Museum Founder, and Founders Murray and Ellen Koppelman (above) and Sandra Glicksman will go to the Museum's Permanent Endowment Fund to provide support for Museum programs in the future.

WEB TRANSLATION PROJECT With the generous support of Museum Pillars of Memory the Carl and Ruth Shapiro Family Foundation and Richard and Rhoda Goldman Foundation, the Museum is making information on the Holocaust and antisemitism available online in more than a dozen languages, including Arabic, Farsi, Turkish, and Urdu. The Museum's Web site is a "Global Classroom" reaching people worldwide who have little or no access to information about the Holocaust that is accurate and undistorted.



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Members of the Legacy of Light Founders Society have informed the Museum of planned giving and testamentary gift arrangements in which commitments of \$1 million or more have been made to the Museum. Following are individuals who have given consent to be included in this listing.

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52 ANNUAL REPORT 2007-08

^{*}Deceased

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STATEMENT OF ACTIVITIES

For the year ended September 30, 2007

Support and revenue	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
Federal appropriation revenue		\$ 42,585,022	\$ 42,585,022
Contributions	\$ 27,249,381	Ψ 42,303,022	27,249,381
Membership revenue	10,679,193		10,679,193
Museum Shop	2,211,881		2,211,881
Endowment payout	1,518,917		1,518,917
Contributed services	14,305		14,305
Imputed financing source	1/2-2	1,263,318	1,263,318
Other	41,774	7 - 3/3 -	41,774
Total support and revenue	\$ 41,715,451	\$ 43,848,340	\$ 85,563,791
Expenses			
Building operations	\$ 2,999,133	\$ 18,912,406	\$ 21,911,539
Center for Advanced Holocaust Studies	3,915,831	2,227,071	6,142,902
Membership	5,019,535		5,019,535
Museum and public programs	7,916,561	10,357,912	18,274,473
Information technology	1,650,689	3,775,049	5,425,738
Museum Shop	1,855,809		1,855,809
Management and general	5,542,268	7,284,114	12,826,382
Fundraising	6,523,008		6,523,008
Total expenses	\$ 35,422,834	\$ 42,556,552	\$ 77,979,386
Support and revenue over expenses Investment change, appreciation	\$ 6,292,617	\$ 1,291,788	\$ 7,584,405
adjusted for endowment payout	21,669,277		21,669,277
Change (decrease) in unexpended appropriation	, .,	(1,018,583)	(1,018,583)
Increase in net assets	27,961,894	273,205	28,235,099
Net assets (beginning of year)	\$ 292,414,314	\$ 20,936,325	\$ 313,350,639
Net assets (end of year)	\$ 320,376,208	\$ 21,209,530	\$ 341,585,738

STATEMENT OF FINANCIAL POSITION

As of September 30, 2007

	PRIVATE FUNDS	FEDERAL FUNDS	TOTAL
Assets			
Cash	\$ 3,616,734	\$ 12,326,043	\$15,942,777
Contributions receivable	19,480,851		19,480,851
Investments	201,555,193		201,555,193
Other assets	676,150	222,319	898,469
Museum facility, net	69,686,974	6,167,163	75,854,137
Permanent Exhibition and collections, net	30,582,694	6,155,141	36,737,835
Furniture and equipment, net	135,019	363,202	498,221
Total assets	\$ 325,733,615	\$ 25,233,868	\$ 350,967,483
Liabilities and net assets			
Accounts payable and accrued liabilities	\$ 5,357,407	\$ 4,024,338	\$ 9,381,745
Unrestricted net assets			
Federal equity		21,209,530	21,209,530
Designated for programs and operations	2,354,000		2,354,000
Funds functioning as endowment	51,176,765		51,176,765
Investment in facility	69,686,974		69,686,974
Investment in exhibitions	30,582,694		30,582,694
Restricted net assets			
Temporarily restricted for programs	20,820,434		20,820,434
Permanently restricted for endowment	145,755,341		145,755,341
Total liabilities and net assets	\$ 325,733,615	\$ 25,233,868	\$ 350,967,483

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We note with great sadness the passing this year of Miles Lerman.

United States Holocaust Memorial Council 69 **68** ANNUAL REPORT 2007-08

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Page 32: USHMM/Michael Graham

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