

# MEMORY & ACTION

SPECIAL 25th ANNIVERSARY EDITION 2018

# THE NEXT 25

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UNITED STATES  
HOLOCAUST  
MEMORIAL  
MUSEUM

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Special 25th Anniversary Edition 2018

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COVER IMAGE: *Timothy Hursley*  
All photographs  
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unless otherwise noted.

Look for this symbol to explore even more about these stories online. 

# FIRST WORD

Holocaust Survivors



**SINCE THE MUSEUM OPENED, SURVIVOR VOLUNTEERS** have been recounting their personal experiences to audiences within and outside our walls. By sharing their memories with more than 1.5 million people, Holocaust survivors demonstrate their commitment to teaching new generations that the future can be better than the past. These messages from survivors serve as a warning and an inspiration.

A survivor fears he or she may be the last to remember, the last to warn, the last to tell the tale that must be told in its totality, before it is too late. —ELIE WIESEL

## ON EDUCATION AND CIVIC ENGAGEMENT

Educate yourself. It's very important. I'm going to suffer all my life because they took that from me when I was 14 years old. You have the possibility. And I have hope in you.... —ANNA GROSZ

It's very important to teach people about what happened so that it won't happen again. And the reason why it happened was basically hatred. —ALBERT GARIH

Watch the news, read the newspapers, make sure that you know what is real and not real. Then you can organize and do something about it and not be silent. —LOUISE LAWRENCE-ISRAËLS

Learn about your country and the issues troubling it. If you want democracy to thrive, know your rights and use them judiciously. And more importantly, vote. —MICHEL MARGOSIS

## ON PERSONAL RESPONSIBILITY

It is possible, even when surrounded by things that are wrong and evil, it's still possible to do what is right. That is the most important message that I want to leave with you. —ALFRED MÜNZER

Be involved in your community so that you know what goes on and that you can be a leader in bringing people together. And make sure that you don't stand by when you see hatred or bigotry. —MARGIT MEISSNER

What we can do is help one person, two people. And if we all do things in a small way, it will improve the world in a big way. —ESTHER STAROBIN

Don't be a bystander. When someone's house is on fire, what do you do? You try to save everybody. You call the fire department. When something happens to somebody, don't just let it go and think, "It has nothing to do with me," which many people did [during the Holocaust]. It always has something to do with you. —MARTIN WEISS

I am often asked what I have learned from my experience. My answer is always the same: Don't do to others what you don't want done to yourself. And do it now. Pay that visit. Make that call. Write that letter. If you have a dream, go after it now. —FRITZ GLUCKSTEIN

## ON HATE

I feel that it's up to me to let people like yourselves know what inhumanity the human mind can produce and how easy it is to move from prejudice, discrimination against anybody to more and more oppressive levels of separation, leading up to genocide and the Holocaust. —STEVEN FENVES

I couldn't imagine why I was hated because I was Jewish. We lived a quiet life observing the rules of the country; we didn't do anybody any harm, and created so much hate against us. Almost 11 million people lost their lives. About 6 million of them were Jews. For no apparent reason, because hate was instilled against them. —RACHEL GOLDFARB

My hope is that with the benefit of history and memory, we will all be able to recognize and resist the forces of hatred, prejudice, and division that exist in our own time. By speaking about those painful times, I am doing my best to honor the memory of those who did not survive to tell their own story. And I also hope that I'm keeping a promise of Never Again. —IRENE WEISS

## ON SPEAKING OUT

Whenever you see any injustices done to any human being, speak out. If you can't do it yourself, get some help. Get your parents, school teacher, principal, rabbi, or priest to help you, but don't leave that person unattended. —HENRY GREENBAUM

Many people in many countries kept silent about what happened in the Holocaust. We need to speak out. It's our duty and our responsibility to humanity, for all of us, to speak out so atrocities like this will never happen again. —NAT SHAFFIR

When you see injustice, you see people inflicting pain on other people, you've got to say something. You can really make a big difference. That's why I'm here. People took a chance and they spoke out and they helped. —JOSIANE TRAUM

## ON DENIAL

There are people who claim that the Holocaust is a hoax, that it never happened.... I am a witness that it did happen. By listening to the stories of my childhood, you become witnesses also. —MARCEL DRIMER

As long as there are people who say that the Holocaust did not happen, in some ways Majdanek and Auschwitz are still with us. I am so grateful for this wonderful museum because it proves that history always remembers and we must listen if civilization is to progress. —ESTELLE LAUGHLIN

## ON HOPE FOR THE FUTURE

All the people who are survivors will be gone in a short time. So who's going to take over? Who's going to be the one who spreads my story, any survivor's story? It's you. We are totally, utterly dependent on you. —BOB BEHR

I'm alive today because of good people who stood up to evil. That is why I still have much hope in the human race. —FRED KAHN

Here we are gathered to remember those who lost their lives through prejudice and hatred and to honor those who—often at their own peril—sheltered others, and that gives me hope. It helps me to continue believing that understanding, tolerance, and compassion can and will prevail. —DORA KLAYMAN

I'm old, so I can only talk about the past, but the future belongs to the young people. And there's always time to repair the world. —HALINA PEABODY



25  
YEARS

25  
MILESTONES

LEFT: James Ingo Freed, architect of the Museum, made this sketch of the space that would become the Hall of Witness. A Holocaust survivor from Essen, Germany, Freed received an American Institute of Architects Honor Award for his design of the Museum. *Courtesy of Pei Cobb Freed & Partners*

More than a decade before the Museum opened, the United States Holocaust Memorial Council assumed its role leading the nation in paying tribute to Holocaust victims and survivors. The first **National Commemoration of the Days of Remembrance** was held in 1981, establishing an annual tradition that takes place in the US Capitol Building. **In April 1993, the Museum itself opened on the National Mall.**

In 2003, **7,000 Holocaust survivors, liberators, rescuers, and their loved ones** gathered for the Museum's 10th anniversary to, in the words of then-Council member Benjamin Meed, "remind future generations of the imperative of remembrance in building a safer, more humane world." For the 20th anniversary, the Museum **honored Holocaust survivors, World War II veterans, and liberators in four cities around the country** and in Washington, DC.

As we **commemorate the 25th anniversary** this year, Museum staff told us the other milestones they think were most crucial to building the foundation for global Holocaust education and remembrance. Read their submissions on the following pages, then join us in looking ahead at how the Museum plans to teach this history for generations to come.

# 25 / 25 YEARS / MILESTONES

## EXPANDING COLLECTIONS AND KNOWLEDGE

### PURSUING PERPETRATOR DOCUMENTATION

Decades of work led to the Museum finding the diary of Nazi ideologue Alfred Rosenberg and making the records of the United Nations War Crimes Commission available to scholars and the public. Through the one-of-a-kind Jeff and Toby Herr Testimony Initiative, teams abroad have filmed the testimony of perpetrators, collaborators, and witnesses in lands occupied by Nazi Germany.

### ESTABLISHING THE JACK, JOSEPH AND MORTON MANDEL CENTER FOR ADVANCED HOLOCAUST STUDIES

Aspiring to ensure the permanence and vitality of Holocaust studies worldwide, the Mandel Center has hosted hundreds of visiting scholars and faculty members, published important works to stimulate the field, and coordinated lectures and symposia on campuses in the United States and abroad.

**BELOW:** The new David and Fela Shapell Family Collections, Conservation and Research Center. **RIGHT:** Judy Munro came from Melbourne, Australia, to the Museum to meet American relatives more than 70 years after their family had been torn apart. The family was reunited thanks to documents found in Museum archives.

### BUILDING THE DAVID AND FELA SHAPELL FAMILY COLLECTIONS, CONSERVATION AND RESEARCH CENTER

This state-of-the-art facility will safeguard the Museum's growing collection of Holocaust evidence while providing scholars greater access to documents, photographs, films, testimonies, and artifacts.



### OPENING THE ARCHIVES OF THE INTERNATIONAL TRACING SERVICE

Museum advocacy led to the opening of the International Tracing Service, the largest closed Holocaust archive in the world, in 2007. The Museum is the United States' repository for the archive—more than 200 million digital files—and has received almost 30,000 requests for research from survivors and their families as well as others in 78 countries.

### TELLING AMERICA'S STORY

A multiyear collecting initiative made possible the Museum's latest special exhibition **AMERICANS AND THE HOLOCAUST**, bringing to light stories of Americans who acted and helping us answer the question of how much they knew about the Holocaust as it was happening.

▼ [ushmm.org/americans](http://ushmm.org/americans)

### RESCUING JEWISH PERSPECTIVES

Through the **JEWISH RESPONSES TO PERSECUTION** book series and accompanying Experiencing History website, almost 800 Jewish documents were published and digitized. The online tool gives college students access to primary sources that provide insight into how Jews responded to the Nazi onslaught.

▼ [experiencinghistory.com](http://experiencinghistory.com)

### DOCUMENTING THE FULL SCOPE OF THE HOLOCAUST

Since 1999, researchers at the Museum and across Europe have been working on the **ENCYCLOPEDIA OF CAMPS AND GHETTOS, 1933–1945**, uncovering more than 44,000 sites of persecution. This groundbreaking project will impact future understanding of how the Holocaust happened and what made it possible. Volumes one and two are now fully accessible online; volume three is available in print. Four more volumes are under way.

### SIGNING AN AGREEMENT WITH MOROCCO

The archival agreement was the first of its kind between a Holocaust museum and an Arab country. Since this 2008 breakthrough, the Museum has built ties with Morocco and Tunisia, with plans for further cooperation in process.

25  
YEARS / 25  
MILESTONES

# EDUCATING ABOUT THE HOLOCAUST

BELOW: The traveling exhibition *State of Deception: The Power of Nazi Propaganda* showed at the Paris, France, City Hall in 2017. *Elise Darjo* RIGHT: A Bringing the Lessons Home student ambassador guides a tour of the Permanent Exhibition.

## CREATING THOUGHT-PROVOKING EXHIBITIONS

Special and traveling exhibitions—such as **SOME WERE NEIGHBORS: COLLABORATION AND COMPLICITY IN THE HOLOCAUST** and **DEADLY MEDICINE: CREATING THE MASTER RACE**—have probed fundamental questions about human nature and personal responsibility. **STATE OF DECEPTION: THE POWER OF NAZI PROPAGANDA** was on display at the United Nations, UNESCO, the European Parliament, the National Library in Tunis, and elsewhere. **AMERICANS AND THE HOLOCAUST**, our newest exhibition, asks what Americans knew about the persecution of Jews and how they responded.



## BRINGING THE LESSONS HOME

Although international in its reach, the Museum has always felt an important responsibility to the youth in our nation's capital. In 1994, the Museum began a program with inner city youth that trains interested students to become "Museum ambassadors" to their families, friends, and other community members. Today, more than 800 ambassadors live and work across the United States, and many of them stay connected with the Museum long after their training.

## ESTABLISHING THE WILLIAM LEVINE FAMILY INSTITUTE FOR HOLOCAUST EDUCATION

The Museum has become the global leader in Holocaust education. Ensuring the relevance of Holocaust history to new generations, promoting global awareness, training leaders who strengthen our democracy, and confronting antisemitism and denial are part of the Levine Institute's work.

## REACHING GLOBAL AUDIENCES

In 2002, the first two foreign language editions of the Museum's online Holocaust Encyclopedia became available—in Arabic and Persian. The Encyclopedia is now published in 16 languages and is the most popular part of the website, which had 20 million visitors in 2017. The Museum now has a robust social media presence on Facebook, Twitter, YouTube, and Instagram.

## TRAINING AMERICAN LEADERS

A collaboration with then-DC police chief Charles Ramsey and the Anti-Defamation League in 1999 has resulted in a national training program for law enforcement officers, including major city police chiefs and all new FBI agents. Studying the evolution of their profession from the Weimar Republic to Nazi Germany helps them better understand their crucial role in our democracy. That first training has inspired similar Museum programs for members of the military, judges, and other national leaders.

## COUNTERING ANTISEMITISM AND HOLOCAUST DENIAL

The rise in state-sponsored antisemitism and Holocaust denial in Europe and the Middle East led the Museum to establish a special new initiative in 2012 to work on counteracting these dangerous trends.

25  
YEARS

25  
MILESTONES

# STRIVING TO PREVENT GENOCIDE TODAY

## ESTABLISHING THE SIMON-SKJODT CENTER FOR THE PREVENTION OF GENOCIDE

The 1979 President's Commission on the Holocaust mandated that genocide prevention be part of the Museum's mission. This work began with the formation of the Committee on Conscience in 1995. Today the Simon-Skjodt Center is a leader in the emerging field of genocide prevention, by promoting public awareness, conducting research, and serving as a resource to policy makers.

**BELOW:** Cameron Hudson, then-director of the Simon-Skjodt Center for the Prevention of Genocide, speaks with members of the Rohingya minority group in Burma in 2015. *Paula Bronstein/Getty Images Reportage for the US Holocaust Memorial Museum.*

**RIGHT:** An Iraqi boy waits for food at a camp for internally displaced persons near Erbil, Iraq, in September 2015. *MacKenzie Knowles-Coursin for the US Holocaust Memorial Museum.*

## ELEVATING GENOCIDE PREVENTION AS A NATIONAL PRIORITY

The Museum convened a nonpartisan Genocide Prevention Task Force and in 2008 published **PREVENTING GENOCIDE: A BLUEPRINT FOR US POLICYMAKERS**, which it presented to the incoming Obama Administration. Implementing one of the Task Force's recommendations, Obama later announced at the Museum the creation of an interagency Atrocity Prevention Board. The Museum regularly works with members of Congress to bring public attention to atrocities and has hosted sitting presidents and high-level administration officials.



## DECLARING GENOCIDE EMERGENCIES

In 2004, the Museum was among the first institutions to declare that the atrocities in Darfur, Sudan, constituted a genocide. After a 2015 fact-finding trip to northern Iraq, the Museum determined that ISIS had perpetrated genocide against Yazidis and crimes against humanity against other minorities. This work was later cited by the US government. In 2015, the Museum warned that Burma's Rohingya were at risk of mass violence. In 2017, Simon-Skjodt Center staff issued a report of the Rohingyas' persecution based on witness accounts and testified on Capitol Hill about the "mounting evidence of genocide."

## BEARING WITNESS TO ATROCITIES

The Simon-Skjodt Center has conducted numerous fact-finding trips to document atrocities and meet with civilians fleeing atrocity crimes in Central African Republic, Democratic Republic of the Congo, Iraq, Sudan, and South Sudan, among others.



## LEADERSHIP ON EARLY WARNING

The 2014 launch of the Early Warning Project has led to a series of reports on early warning signs in at-risk countries. The unparalleled project combines big data, input from experts and observers, and analyses of economic, social, and political conditions to generate a list of countries and populations at future risk of mass atrocities and genocide.

[earlywarningproject.org](http://earlywarningproject.org)

## RAISING PUBLIC AWARENESS

The Museum speaks out about the targeting of civilians and works to educate our visitors and the general public about genocide, current threats, and the value of their engagement. The exhibition **FROM MEMORY TO ACTION** examined the genocides in Bosnia-Herzegovina, Rwanda, and Sudan. An exhibition on Cambodia explored

the atrocities committed in 1975–79 by the Khmer Rouge and the role of justice for victims and survivors. Most recently, the exhibition **SYRIA: PLEASE DON'T FORGET US** has told how innocent Syrians are being imprisoned, tortured, and killed by their own government through the story of one man who survived and saved evidence of the atrocities.





## QUICK TAKE

**THE INSTALLATION** *Lest We Forget* placed portraits of 80 Holocaust survivors around the Lincoln Memorial reflecting pool—one of Washington, DC’s most-visited spots. The large-scale images created by German-Italian photographer Luigi Toscano included the faces of 23 Museum volunteers, many of whom attended the opening ceremony. Toscano addressed them in his remarks: “Today I want to make a promise: I will invest all my love, all my energy, to make sure your stories will not be forgotten.” After being deeply affected by a visit to Auschwitz when he was 19, Toscano began to travel and meet with Holocaust survivors in Germany, the United States, Ukraine, Israel, and Russia to take their pictures and hear their stories. His portraits are meant to provide voice and visibility to these survivors. The April 2018 installation was hosted by the Embassy of Germany with Museum cooperation. ■

# PREVENTING MISTAKES TO THE FUTURE

The world has changed momentarily in the 25 years since the Museum opened its doors. Globalization and the digital revolution are constantly transforming our lives. On the following pages, we explore the Museum's bold vision for ensuring the permanent relevance of Holocaust history, reaching global audiences, and creating more agents of change.

## WHY HISTORY MATTERS MORE THAN EVER

by Sara J. Bloomfield, Museum Director

**AS WE KNOW FROM HISTORY, A RAPIDLY CHANGING WORLD OFTEN CAUSES SOCIAL FRAGMENTATION**, so perhaps it's not all that surprising that we're witnessing an alarming rise in hate, antisemitism, and extremism, as well as increasing distrust of institutions. And yet just when we need history to help us better understand and navigate the moment, our country is experiencing a steady diminishment in historical knowledge.

A 2017 NPR/PBS NewsHour/Marist poll indicated that 30 percent of Americans did not know the year the United States declared its independence. In 2016, a survey by the Annenberg Public Policy Center revealed that only a quarter of Americans could name the three branches of government—a decline from 38 percent in 2011. In 2014 the American Council of Trustees and Alumni found that 39 percent of Americans did not know Franklin D. Roosevelt was president during World War II. History is about much more than facts, but they are necessary in order to understand the causes and consequences of events.

If we believe that the purpose of education is to help shape our nation's future, then this troubling trend must be reversed. A paraphrased quote often attributed to Thomas Jefferson said it clearly: "An educated citizenry is a vital requisite for our survival as a free people." At the Museum, we view this imperative with particular urgency. We believe having basic knowledge of what led to the Holocaust—what made it possible in the heart of "Western civilization"—is critical to being a responsible, engaged citizen. The Holocaust reveals our potential for evil and good; it also reveals the motivations behind and implications of human decisions at every level of society.

As a museum, we are particularly well positioned to teach this history to an increasingly polarized society. Surveys show that Americans trust museums to a degree they do not trust the government, the media, or other educational institutions. Museums are perceived as providing accurate information and not having a political agenda. It is our responsibility to maintain that trust and to stimulate conversations few other institutions can—conversations that bridge divides and promote social solidarity.

Well-taught history teaches us about human nature and pushes against common human tendencies. It prevents us from settling on simple answers to complex questions. It can also be a powerful vehicle for stepping out of the pressures and speed

of the present in order to have a different set of conversations about what makes societies strong or weak and the role of individuals in shaping society. That's why a significant aspect of our work brings Holocaust history not only to high schools and colleges but also to important institutions responsible for preserving American democracy, such as law enforcement, the military, and the judiciary.

It's also why our work is designed to stimulate critical thinking. Holocaust education—all good education—should promote this kind of self-reflection, a recognition of our tendency to rationalize our behavior, and the adoption of a mindset that demands more from us, that continually provokes new questions about our world and ourselves.

**Well-taught history . . . prevents us from settling on simple answers to complex questions.**

At the Museum's dedication, our Founding Chairman Elie Wiesel said, "The Museum is not an answer. It's a question." To commemorate the Museum's 25th year, we launched a social media effort—**NEVER STOP ASKING WHY**—to challenge people from around the world to ask questions about the Holocaust, such as why did people turn on co-workers and classmates, friends and neighbors? Why were so many susceptible to Nazi ideology? Why did some take great risks to help a fellow human being? Why do some deny the Holocaust now? Visit [ushmm.org/askwhy](http://ushmm.org/askwhy) to join this conversation.

Most important, we should never stop reflecting on the lessons of Holocaust history and the questions it poses. As documentary filmmaker Ken Burns said, "The past often offers an illuminating and clear-headed perspective from which to observe and reconcile the passions of the present. . . . The history we know, the stories we tell ourselves. . . allow us to live beyond our fleeting lifespans and permit us to value and love and distinguish what is important. And the practice of history, both personal and professional, becomes a kind of conscience for us." ■

# Ensuring Relevance for 21st-CENTURY AUDIENCES

Our senior class came to DC expecting to have fun  
and maybe learn about government and politics.

I don't think any of us expected to learn about humanity.

—MANDY, AN IOWA CITY HIGH SCHOOL STUDENT

OVER THE COURSE OF 25 YEARS, the Museum has attracted 43 million  
people—many urged to come because of personal recommendations. The Museum,  
visitors say, is a uniquely meaningful experience. But in a constantly changing  
world, how do we ensure that the Museum's exhibitions connect with all the  
Mandys of the world—now and for the next quarter century?

To better understand our visitors and how they engage with the Museum and the Holocaust, the Museum has embarked on an ambitious audience research effort as an early step in a seven-year process to revitalize the Permanent Exhibition (*generously funded by the Hillside Foundation—Allan and Shelley Holt*). Partnering with IDEO, a Palo Alto-based firm that specializes in “human-centered design” (see sidebar, page 23), the research project is led by a core team of Museum education, exhibition, and evaluation experts. “As the Holocaust recedes in time, what connections are people no longer making to the history, and what additional context do we need to provide?” asked Sarah Ogilvie, Museum deputy director and chief program officer. “In order to revitalize an exhibition that has had tremendous staying power and relevance, we first need to better understand what audiences today know about the Holocaust.”

### Asking the Right Questions

Recognizing that the current exhibition is still so powerful with visitors, the team has established for itself a mandate to “do no harm.” This guiding principle led the Museum to engage IDEO for an 18-month project that encompasses survey design; staff training in research methods, data collection, and analysis; in-depth sessions with specific groups; and prototyping new exhibition techniques. All of these methods taken together will provide the most complete picture of how visitors experience and interpret the Permanent Exhibition.

Most of the work is taking place from March through August of this year and includes:

- surveying 1,800 randomly selected adult visitors
- observing visitors as they walk through the exhibition and interviewing them about their experience
- surveying visitors several weeks after they have left the Museum to understand the impact of the exhibition
- conducting in-depth research activities with priority audiences—young adults, school groups, and leaders—including in-person conversations before, during, and after they tour the exhibition to understand how their values, attitudes, knowledge, and behaviors intersect with their experience at the Museum.

The project will demand a large investment of staff time, which is by design, said Sarah Lumbard, director of Museum experience and digital media. “Not only



Researchers will observe visitors and groups as they tour the exhibition, noting which artifacts and displays capture their attention. The visitor to the left takes a close look at an artifact—cannisters for Zyklon B, an insecticide used in lethal doses in gas chambers.

do we want to get a much better understanding of our visitors, we're looking to learn from IDEO and model their approach going forward, so we can continue to do this kind of work on our own. It's very much a partnership and that's why we selected them."

Key to the process has been development of a set of guiding principles to ensure the research will generate actionable findings for the revitalization—not reams of data that would sit on a shelf gathering dust, according to Rebekah Sobel, manager of planning and evaluation. For example, past research has shown that visitors talk about emotional and experiential moments from the exhibition, such as the room displaying victims' shoes or the three-story tower displaying prewar photographs from one Jewish community (*the Yaffa Eliach Shtetl Collection*). The research team is collecting responses from visitors that could aid in creating more such experiences that have lasting impact. "Further, all the data we collect will provide a baseline for us to measure change in our audiences over time," Sobel said.

### Prioritizing Key Audiences

The team had to prioritize which visitors to study. Which audiences were the most important to engage and impact with knowledge of this history? This research project will hone in on three audiences: young adults, school groups, and leaders. Researchers will follow members of those groups from the start to the finish of their Museum experience.

"Groups come to the Museum for insight into the power of the individual, the responsibilities of citizenship, and to probe what it means to be a member of a global community," Lumbard said. "Understanding our audiences is key to being part of a conversation with new generations of leaders, who might arrive at the Museum with different knowledge and expectations than those who have come before." The results of the audience research project will help staff evaluate how any changes to the exhibition may affect the Museum's appeal for the priority audiences.

The exhibition was designed to establish the Holocaust as an important and relevant topic in American society, and it has exceeded that goal far beyond the Museum founders' vision and expectations. As the Holocaust recedes in time, Museum staff are dedicated to ensuring that visitors from new generations continue to find lessons for their own lives in this history. ■



Above, a West Point cadet takes a close look at photographs of prewar Jewish life—a display that visitors remember, according to past surveys. Left, visitors pause to point out victims' names etched in the glass walls of a bridge that connects parts of the exhibition.

## A CONVERSATION WITH PETER JACKSON, IDEO PORTFOLIO DIRECTOR

### WHAT'S DISTINCTIVE ABOUT IDEO'S RESEARCH METHODOLOGY?

IDEO's human-centered design methodology is grounded in the belief that gaining a deep understanding of our audiences' needs and mindsets will lead to new forms of engagement. This approach works well for museums because they are so relentlessly focused on the visitor experience.

### HOW DO YOU BEGIN AN ASSIGNMENT LIKE THIS?

As designers, we always start by connecting with a diverse set of visitors to gain empathy for their experience. What do visitors to the Museum carry with them? What beliefs do they take away? How might we make the experience feel more relevant to today's visitors and ensure that future generations never stop asking "why?" A team of us from IDEO is asking these questions and many more as we partner with the Museum to better understand what visitors' expectations are when they arrive, and what questions and ideas about their visit still resonate four weeks after they leave.

We're working with a fantastic team at the Museum to connect with visitors, including for an entire day with a few key audiences, both inside and outside the Museum. Our research will provide Museum staff with principles, data, and support that can help inform the next iteration of the exhibition.

### WHAT'S IT LIKE WORKING ON A PROJECT SUCH AS THIS ONE, WHICH HAS THE POTENTIAL TO CONTRIBUTE TO A LESS VIOLENT WORLD?

The Museum has made a personal impression on the IDEO design team. Most of us first visited the Museum many years ago as students and were deeply moved by the artifacts and testimonies. We know the power of this place to honor, to teach, and most important, to cause us to question the world around us. We believe that we have an awesome responsibility as we work alongside the Museum staff.

We're teaching the Museum staff human-centered research methods to ensure they have the tools to build out their vision over time. It's invigorating to see Museum staff embrace this approach and connect more deeply with the people they serve.

**We need these relationships  
to achieve our global goals.**

—SARAH OGILVIE, Deputy Museum Director

# PARTNERING For Global Reach and Impact

To fulfill OUR VISION OF THE PERMANENCE OF HOLOCAUST MEMORY, understanding, and relevance, the Museum has cultivated partnerships with organizations that integrate Holocaust history in their work and promote its lessons about pluralism, human dignity, and individual responsibility.

**DURING ITS FIRST QUARTER CENTURY,**  
the Museum has become a trusted partner of  
institutions and governments at home and abroad:

**500+** ARCHIVES ON SIX CONTINENTS

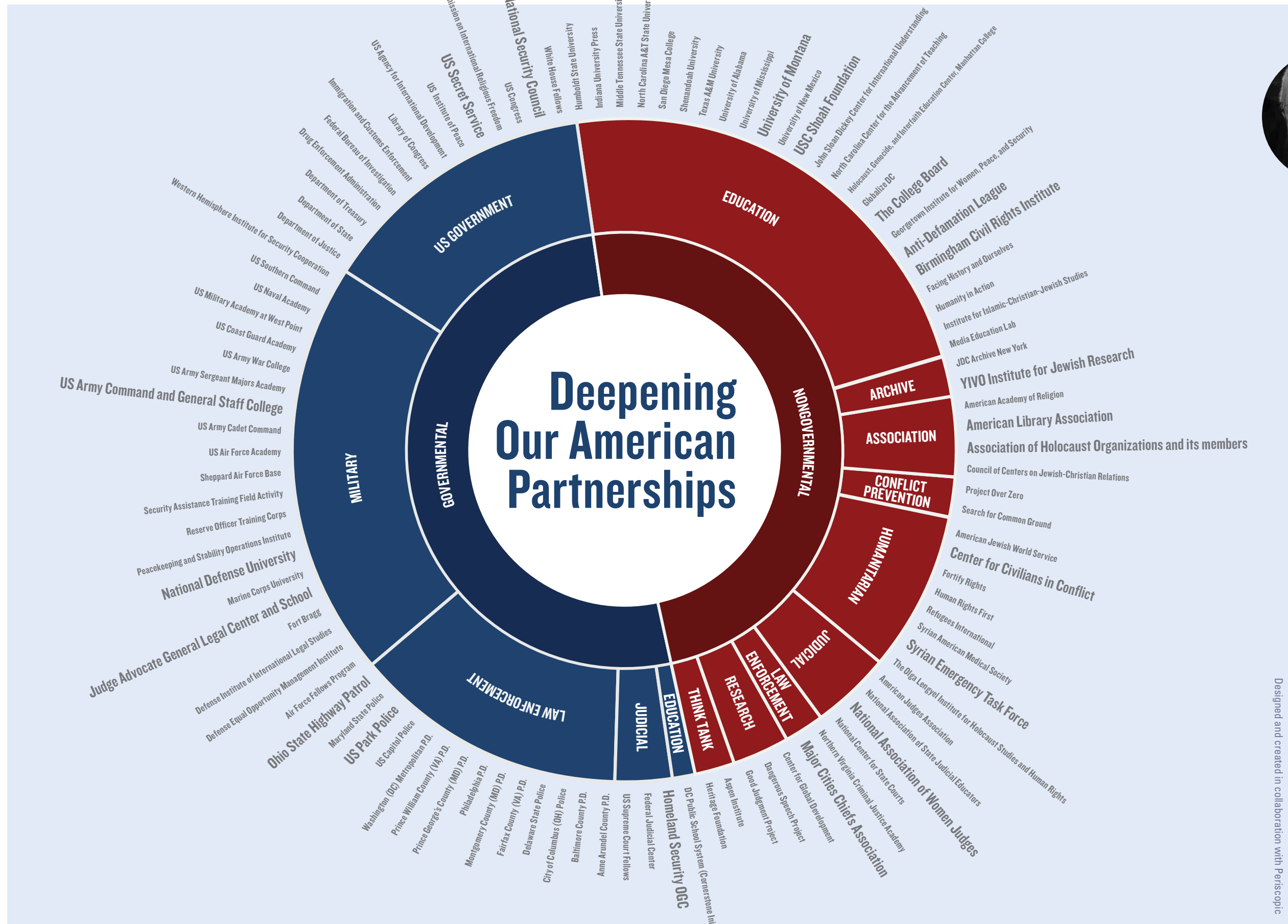
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**DR. DAVID FREY**  
 Professor of History, United States Military Academy at West Point  
 “Without the Museum there wouldn’t be a Center for Holocaust and Genocide Studies at West Point. The opportunity to have impact is substantial because cadets become officers who become more senior officers who think about genocide prevention.”

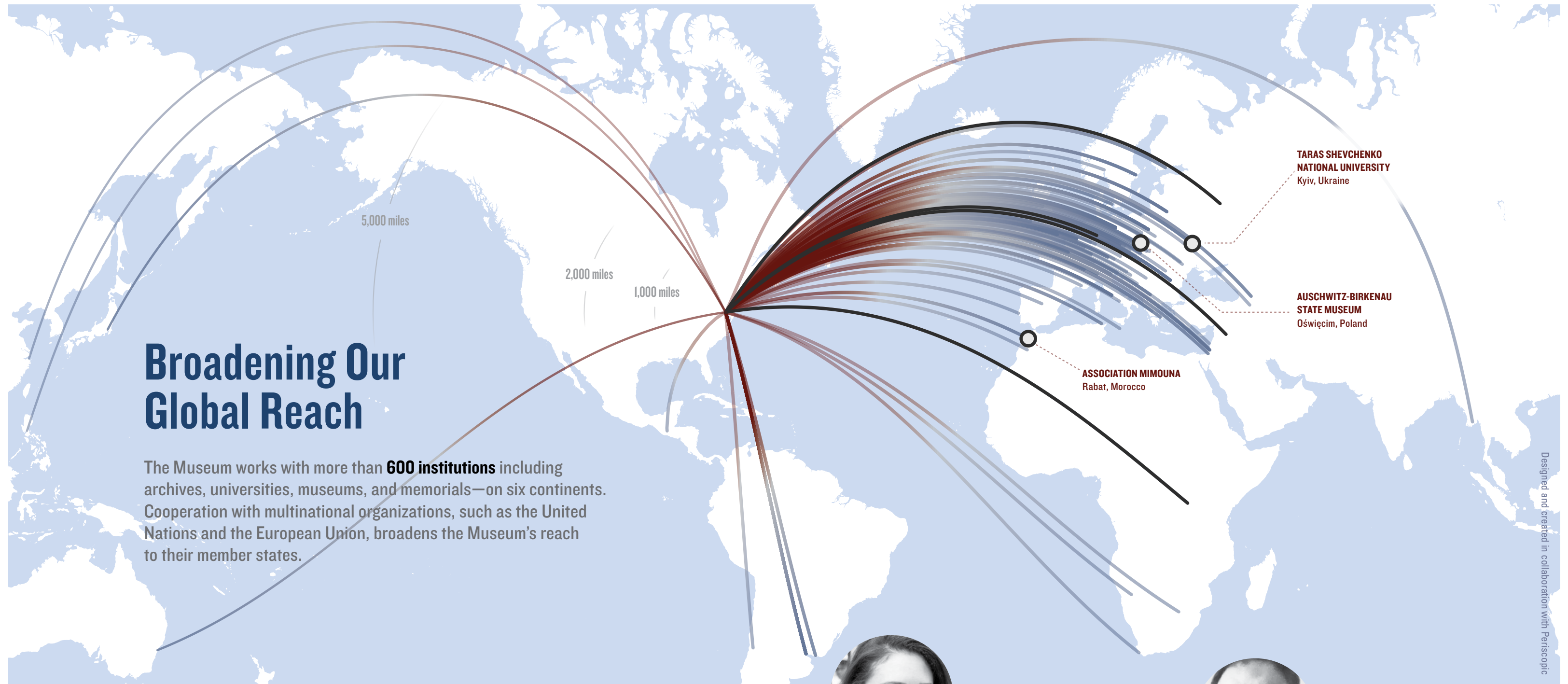


**DR. MEHNAZ AFRIDI**  
 Director, Holocaust, Genocide & Interfaith Education Center, Manhattan College  
 “My work with the Museum’s academic committees keeps me current. I’m constantly learning about what people are doing around the country in the field of Holocaust and genocide studies. I also have consulted with the Museum on outreach to Muslim communities and have seen its commitment to teaching Muslims about the Holocaust.”



**DR. RENEE HOBBS**  
 Founding Director, Media Education Lab, University of Rhode Island  
 “Our partnership with the Museum turned out to be the opportunity of a lifetime on a topic of fundamental relevance to our mission. By engaging with the Museum’s experts and participating in the robust learning experiences they created, we have been able to deepen our capacity to support teachers and learners around the country and around the world.”

Designed and created in collaboration with Periscope



# Broadening Our Global Reach

The Museum works with more than **600 institutions** including archives, universities, museums, and memorials—on six continents. Cooperation with multinational organizations, such as the United Nations and the European Union, broadens the Museum’s reach to their member states.

Designed and created in collaboration with Periscopic



**AUSCHWITZ-BIRKENAU STATE MUSEUM**  
OŚWIĘCIM, POLAND  
**Dr. Piotr M.A. Cywiński, Director**

“While we cooperate on exhibitions and exchange knowledge, the most valuable aspect of our relationship is a shared commitment to educate new generations about this history.”



**ASSOCIATION MIMOUNA**  
RABAT, MOROCCO  
**Laziza Dalil, Co-Founder and Vice President**

“Partnerships remain crucial to Association Mimouna’s success. Developing an effective working relationship with the Museum significantly contributes to our efforts toward creating a Holocaust curriculum in Arabic for Moroccan youth.”



**TARAS SHEVCHENKO NATIONAL UNIVERSITY**  
KYIV, UKRAINE  
**Dr. Andrii Rukkas, Department of History**

“Thanks to the support of our Museum colleagues, we have been able to introduce a Holocaust course, as well as annual Holocaust summer schools for young Ukrainian scholars—the only such events conducted by public higher education institutions in Ukraine.”



# MAKING IT POSSIBLE



**THE MUSEUM'S 25TH ANNIVERSARY EVENT** began with an announcement by Museum Chairman Howard M. Lorber: The Museum's campaign would be extended to \$1 billion by 2023 to support a bold vision to ensure the permanent relevance of Holocaust history for new generations everywhere. The \$540 million campaign, launched five years earlier by then-honorary chair Elie Wiesel, had exceeded all expectations. "Our success was made possible by dreaming big and being bold. Like

our predecessors, we too must be big and bold. Complacency is never an option," Lorber said. **"Twenty-five years is only a beginning, and we are building an institution for the ages to keep Holocaust memory alive and at work in the world.** Not only can we do this; we must do this. We owe the survivors and victims no less."

Museum Chairman Howard M. Lorber thanked the countless individuals who were instrumental in creating the Museum.

On April 9, 2018, in Washington, DC, 1,700 supporters from around the country gathered to mark the Museum's 25th anniversary and pledged to survivors to keep Holocaust memory alive.

## GOING GLOBAL

Extending the campaign to \$1 billion will secure the resources to ensure that the Museum can remain relevant and responsive in a constantly changing world. "Twenty-five years ago we aspired to reach every part of America," explained Allan M. Holt, Museum vice chairman. "Today, with the rising tide of denial, antisemitism, and extremism and continued threats of genocide, our message can and must span the globe."

**DURING THIS FINAL PHASE, FUNDS RAISED WILL ENABLE THE INSTITUTION TO:**

- **CREATE** greater Holocaust awareness globally
- **BUILD** the fully accessible collection of record
- **SECURE** the permanence and vitality of Holocaust studies
- **REIMAGINE** Holocaust education for emerging adults and leaders
- **BUILD** a global architecture aimed at confronting Holocaust denial and state-sponsored antisemitism and preventing and responding to genocide and other mass atrocities

## CAMPAIGN BY THE NUMBERS

As of May 10, 2018

**\$726 million**

Total campaign gifts raised to date. Meeting its original \$540 million goal 18 months ahead of schedule, Museum leaders have extended the goal to **\$1 BILLION** by the Museum's 30th anniversary in 2023.

**100% Increase**

The campaign doubled the size of the Museum's endowment to help secure the future.

**358,874**

Number of campaign supporters nationwide, who made gifts ranging from a few dollars to \$30 million.

# ENABLING A DIGITAL TRANSFORMATION

## The Crown Goodman Family

**THE VISION TO SEE A FUTURE OF POSSIBILITIES** and the tenacity to make it happen are characteristics that have defined the Crown Goodman Family across four generations. So it was not surprising that in the 1980s,

when the idea to put a Holocaust memorial on the National Mall began to gain traction, the Crown Goodman Family of Chicago stepped forward as founding investors. They understood the timeless lessons of the Holocaust—the fragility of freedom, the dangers of hate, the consequences of inaction—and the importance of passing them along to future generations.

To understand this family's relentless drive to create positive social change—for their community, country, and world—it helps to understand its humble beginnings. Like so many who immigrated to America at the end of the 19th century, Arie and Ida Crown came from eastern Europe with very little beyond the hope of providing a better life and opportunities for their children. While struggle and challenge filled their early years here, their Jewish values guided their children not only to do well but also to do good.

After the family settled in Chicago, three of Arie and Ida's sons, Sol, Henry, and Irving, founded Material Service Corporation in 1919, a construction supplies company that made the family a renowned American success story—not only in business but also in philanthropy.

### ONLINE

Watch a video about the augmented reality test at [ushmm.org/magazine/augmented-reality](http://ushmm.org/magazine/augmented-reality)

High school students test a prototype for an augmented reality application in the main exhibition to access the stories behind photographs for a more personal experience of the history. Technology enables the Museum to reach more young people and engage them more deeply.

*Photographs from the Yaffa Eliach Shtetl Collection*



While not directly impacted by the Holocaust (although Arie lost siblings and extended family members), the Crowns recognized the harsh contrast between their own experience and that of Europe's Jews.

"My late great-grandfather, Irving Crown, and all his brothers sponsored as many Jewish refugees as possible during the 1930s," said Jordan Goodman.

Reflecting on the family's ongoing major support to the Museum, family patriarch Lester Crown adds, "Like many who have been involved from the beginning, I'm thrilled at how the Museum has assumed such an important role in American society and has grown to exert its influence globally. But our job is still not done."

**IF THEIR FOUNDING GIFT HELPED BUILD THE MUSEUM, THE FAMILY'S LATEST GIFT IS HELPING TO WRITE ITS NEXT CHAPTER AS A GLOBAL EDUCATOR WITH POWERFUL DIGITAL OUTREACH.**

"You only have to look around the world today to understand the timeless relevance of this history," Lester said. "People are still susceptible to hate propaganda, whether it comes through speeches, the written word, or social media. Through the use of digital outreach, the Museum is creating global awareness."

The digital transformation of society is changing every aspect of our lives. Ensuring the permanent relevance of Holocaust history is our single biggest challenge—and opportunity. With partners like the Crown Goodman Family, the Museum is developing new digital resources that will strengthen future generations' understanding of the Holocaust.

"My involvement with the Museum has been in process my whole life," said Jordan. "As a fourth-generation member of the Crown Goodman Family, we are proud to deepen our commitment at this critical juncture."



## AN INTERGENERATIONAL COMMITMENT



### THE CROWN GOODMAN FAMILY

recently became members of the Chairman's Circle of the Founders Society, which recognizes cumulative giving at the level of \$10 million and above. In addition to their annual giving and this recent gift for digital education, they have funded the endowment and the new David and Fela Shapell Family Collections, Conservation and Research Center. Jordan Goodman (above left), with his cousin Lester Crown, helped launch **NEVER AGAIN: WHAT YOU DO MATTERS** at the 2013 Chicago Luncheon. Lester, a national campaign co-chair, currently serves on the Strategic Advancement Committee; Jordan, a founding member of the Chicago Next Generation Board, serves on the Museum's governing council.

FINAL  
WORD

# MAZIAR BAHARI

Journalist and filmmaker Maziar Bahari is an Iranian exile who in 2009 returned to his country on assignment for **NEWSWEEK**, only to be arrested and tortured. His story was featured in Jon Stewart's film **ROSEWATER**. After his release, determined to continue empowering reporters, in 2014 Bahari founded **IranWire.com**, which features the work of Iranian citizen journalists. Bahari remains undeterred as he builds a robust partnership with the Museum to bring the truth of the Holocaust to Iran and the Middle East. Following a successful film on Holocaust denial, our latest joint project is the film **82 NAMES**, which tells the story of Mansour Omari, a survivor of torture by the Assad regime in Syria, and his journey to understand the Holocaust.

**When did you become interested in Holocaust history and antisemitism?**

**BAHARI:** I was studying film in Canada, and during a course I took at McGill University our teacher taught us about discrimination that Jews had faced in Canada. What was really fascinating was that it wasn't only news to me as an Iranian who moved to Canada, but also, even my Jewish Canadian friends didn't know about this history. This made me want to dig deeper into learning about antisemitism. I decided to make a film about the fate of a group of Jewish refugees aboard the *St. Louis* ship in 1939, which was one of the most rewarding experiences of my life. As far as I know I'm also the only Muslim who's ever made a sympathetic film about the Holocaust.

**What did you learn from directing your first documentary that applies to your work today?**

**BAHARI:** Researching and filming *The Voyage of the St. Louis* taught me that you always have to humanize numbers. When you say six million Jews were killed during the Holocaust, it's a significant number, but when you look at the faces of even ten of those six million, when you look at their family pictures, when you hear their stories, it's overwhelming.

Making this film made me a better person in the sense that I cared more about people and it changed my attitude toward discrimination and toward the Holocaust. It's up to individuals like me to learn about the Holocaust and talk about its lessons but also make the history relevant to young people's lives, especially now.

**What lessons do you want to emphasize from Holocaust history?**

**BAHARI:** It is important for people and officials, particularly the officials in the United States, the world's only superpower, to come to the Museum and learn about what happened not so long ago. People and officials both should speak with Holocaust survivors and understand what happens when a society allows hatred to thrive and for hate speech to become normal.

When we are surrounded by different voices of hate as close to us as Charlottesville,

Virginia, 120 miles away, to different parts of Europe and the Middle East, it is our duty to act against those hateful voices.

**Why have you decided to highlight the story of Syrian activist Mansour Omari in your current work?**

**BAHARI:** When I came across the exhibition at the Museum about Mansour—a Syrian who was imprisoned and tortured by the Assad regime for 356 days—I knew I had to make a film about him.

No matter who we are and where we are from, we should care about the Holocaust and learn about it.

—MAZIAR BAHARI

One of Mansour's main achievements documented in our film is his ability to remain human despite what happened to him. He shows us that no matter who we are and where we are from, we should care about the Holocaust and learn about it. And his courage in saying so also means that we—all of us, as human beings—should care about the Syrian tragedy today and try to find a way to stop it.

**Why have you chosen to partner with the Museum?**

**BAHARI:** It's been my honor to fulfill my duty as an Iranian and as a human being by working with the Museum. It may be the most important museum in the world because it reminds the United States, and every country in the world, of what can happen when prejudice thrives with impunity. It is our duty to act against such hatred. Whether we are Muslims or atheists, we should not be silent when a Holocaust survivor is killed only because she is Jewish. And if we are Christians or Jews then we should condemn verbal and physical attacks against Muslims. We should remember the powerful words of Pastor Niemöller, "Then they came for me—and there was no one left to speak for me." ■

ONLINE

Visit [ushmm.org/82names](http://ushmm.org/82names) to watch clips from Bahari's film about Syrian activist Mansour Omari's journey learning about the Holocaust and memorialization and searching for justice for his fellow Syrians.

# Securing the Future

The Museum is grateful for our dedicated CORPORATE PARTNERS, who support our extensive national and international programs. Thank you for committing to our vision of a world where people confront hatred, prevent genocide, and promote human dignity.



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## WHAT DID AMERICANS KNOW?

## WHAT MORE COULD HAVE BEEN DONE?

# AMERICANS AND THE HOLOCAUST

OPEN DAILY ON THE MUSEUM'S LOWER LEVEL  
Online exhibition at [ushmm.org/americans](http://ushmm.org/americans)

This exhibition is a portrait of American society that shows how the Depression, isolationism, xenophobia, racism, and antisemitism shaped responses to Nazism and the Holocaust. It reveals how much information was available to Americans at the time and asks why rescuing Jews did not become a priority, except for a few individuals who took the risk to help.

This exhibition was made possible by the generous support of lead sponsor Jeannie & Jonathan Lavine. Additional major funding was provided by the Bildners—Joan & Allen z"l, Elisa Spungen & Rob, Nancy & Jim and by Jane and Daniel Och.

The Museum's exhibitions are also supported by the Lester Robbins and Sheila Johnson Robbins Traveling and Special Exhibitions Fund, established in 1990.

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HOLOCAUST  
MEMORIAL  
MUSEUM 2018 25

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# HATE IS THE ENEMY. BUT SO IS TIME.



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**IN FIVE YEARS**, less than 0.01% of World War II veterans will be alive and the youngest Holocaust survivor will be 78. Who do we want to tell their stories to the 1.9 billion young people across the globe who need to hear them?