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MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.

Series I: Wexner Heritage Foundation, 1947-2004.

Subseries 1: General Files, 1949-2004.

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United States Holocaust Memorial Council. 1986-1993.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.



UNITED STATES
HOLOCAUST MEMORIAL MUSEUM

March 30, 1993

Dear Rabbi:

I am writing on behalf of the United States Holocaust Memorial Museum to inform you of the opening of this important institution, and to ask your synagogue to join with synagogues around the nation in commemorating this historic event.

In 1980, Congress unanimously established the United States Holocaust Memorial Council and charged it with creating a living memorial to the victims of Nazi fanaticism who perished in the Holocaust. After more than a decade of planning and construction, the United States Holocaust Memorial Museum will be officially dedicated on April 22, 1993.

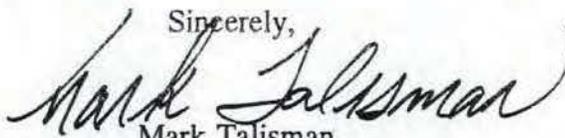
Built by private funds on Federal land, this museum will be America's only national memorial to the Holocaust and our nation's premier Holocaust education institution. It has been specifically designed to teach the universal implications of this watershed event to a diverse American public. The presence of this museum in Washington can make an immense contribution to the continuing need in American society to challenge racism and religious prejudice whenever and wherever it exists.

The opening of this museum represents a national commitment to bear witness so that current and future generations of Americans will remember and learn from this tragic chapter in human history. The Museum gives us all a powerful means of confronting the reality of the Holocaust, and allows us to convey the dignity and importance of human life in an age that has seen such broad and brutal annihilation.

It is our hope that synagogues all across the nation will acknowledge the Museum's opening as a part of their services on Saturday, April 17. This date is one day before Yom Hashoah, the International Day of Remembrance for the Holocaust, and begins the week during which the Museum will be dedicated.

You will know best how your congregation might acknowledge the opening of the Museum, perhaps through a special reading or acknowledgement during your service. Enclosed is a fact sheet about the Museum. If you have questions, please call Jan Hyland at (202) 457-6394. I hope you will join us in commemorating this most important event.

Sincerely,



Mark Talisman

Museum Development Committee



A Project of the United States Holocaust Memorial Council

100 Raoul Wallenberg Place, SW, Washington, DC 20024-2150, Telephone (202) 488-0400, Fax (202) 488-2690

OPENING
1993



UNITED STATES
HOLOCAUST MEMORIAL MUSEUM

B A C K G R O U N D

THE UNITED STATES HOLOCAUST MEMORIAL MUSEUM FACT SHEET

- The United States Holocaust Memorial Council was established in 1980 by a unanimous Act of Congress and mandated with the creation of a living memorial to the six million Jews and millions of other victims of Nazi fanaticism who perished in the Holocaust.
- The United States Holocaust Memorial Museum is currently under construction 400 yards from the Washington Monument adjacent to the National Mall in Washington, D.C., and will open in April, 1993. The \$168 million needed to build and equip the Museum is being raised from private donations through a national fundraising campaign.
- The Museum's 36,000-square-foot **Permanent Exhibition** will tell the story of the Jews targeted for annihilation in systematic, state-sponsored genocide, and will also describe the fate of other Nazi victims -- Gypsies, Poles, homosexuals, the handicapped, Jehovah's Witnesses, political and religious dissidents and Soviet POWs.
- The three-floor exhibition will use artifacts, oral histories, documentary film, and photographs to depict this story from the rise of Nazism and the early persecution of minorities through wartime ghettos and the "final solution" -- mobile killing units, concentration camps and death camps.
- The exhibition will also highlight stories of resistance and rescue. The fighters of the Warsaw Ghetto, well-known heroes like Raoul Wallenberg and the anonymous bravery of those who had the courage to care and help will teach young people about the power of personal choice, even in the face of tyranny.
- The **Learning Center**, an interactive computer-based environment, will give visitors an opportunity for self-directed learning. The Center will provide state-of-the-art touch-screen technology to allow users access to texts, maps, videotaped oral history testimony, and even music that cannot be displayed in the permanent exhibition.
- The solemn and inspiring six-sided **Hall of Remembrance** -- designed as a place for both individual contemplation and formal ceremonies -- will serve as the national memorial to the victims of the Holocaust.
- The **Holocaust Research Institute** will include a comprehensive library and archive. A film theater, an auditorium and an education center will extend the Museum's services through educational programs, cultural events, film screenings and outreach. Two special exhibition galleries will offer changing displays on subjects complementary to the permanent exhibition, one of which will be targeted especially for children.
- A separate **Children's Wall** in the Museum's education center, featuring thousands of tiles handpainted by American schoolchildren, will commemorate the approximately 1.5 million children who died in the Holocaust.



file

1992 YEAR-END REPORT
TO MUSEUM SUPPORTERS

December 1992

Dear Museum Supporter,

Four months and counting.

As of today, there remain just 16 short weeks before this great shared endeavor of ours comes to fruition...before the United States Holocaust Memorial Museum is dedicated on April 22, 1993.

It is an exciting and emotional time for all of us here at the Museum, and it should be for you, too. Because without your support, we would not have come this far.

The past twelve months have seen enormous progress toward meeting our goal. Construction of the Museum building is now complete, save for the myriad finishing touches throughout the interior. Acquisition of major artifacts and other materials is also virtually complete, as is the design and fabrication of the permanent exhibit and related facilities.

But the most momentous task lies ahead:

The installation of the thousands of artifacts, photographs and audio-visual elements that will turn this structure of brick, mortar, steel and glass into a place of heart, mind, conscience and soul.

With your continued support, this most critical phase will also be completed on time. And it will set the stage for the Museum's permanent role as a catalyst of Holocaust thought and understanding, for the benefit of generations to come.

And now for a summary of the progress you helped make possible in 1992.

(over, please)

CONSTRUCTION

By the time this letter reaches you, construction of the building itself will be substantially complete. I am gratified to report that it has fully met its profound architectural mandate, which was to be...

"...a Museum of symbolic and artistic beauty, visually and emotionally moving in accordance with the solemn nature of the Holocaust."

The Hall of Remembrance, conceived to be our national memorial to the victims of the Holocaust, is complete. Its 60-foot-high, 6,000-square-foot hexagonal skylit chamber is meant to serve as a place for contemplation and public ceremony, and it will fill that role magnificently.

The Hall of Witness, an even larger room inside the main Museum building, has had all of its deliberately disquieting architectural elements installed:

A stairway askew in false perspective...crooked lines of glass, metal and brick...a twisted skylight...all invoking the industrial architecture of the concentration camps. "An architectural experience of considerable power," said *The New York Times*, and indeed it is.

Construction details of similar power abound throughout the Museum's 250,000 square feet of space. They create an environment eerily evocative of the time, place and events we seek to confront.

MUSEUM EXHIBITION

Throughout the three floors of exhibition space in the Museum, all major artifacts have been installed.

An actual barracks from Auschwitz-Birkenau, dismantled in Poland and shipped to Washington, has been reassembled inside the Museum and is now being incorporated into the permanent exhibition.

Museum visitors will be able to walk through the barracks in a section portraying concentration camp life. An array of items attesting to life in the camps -- including bunkbeds, bowls, cutlery, uniforms and shoes -- is being prepared for display within it.

We have installed 186 granite stones from the Nazi concentration camp quarry at Mauthausen, Austria, where tens of thousands of Jewish and other slave laborers were, literally, worked to their death.

(next page, please)

A plaster model of Birkenau Crematoria Number II, commissioned by the Museum and the work of noted Polish sculptor Mieczyslaw Stobierski, has been installed. Plaster castings of the famous Cracow cemetery wall, as well as one of the few remaining fragments of the Warsaw Ghetto wall, have also been positioned.

Among the other items acquired and readied for installation in 1992 are:

- Weapons used by the fighters of the Warsaw Ghetto resistance;
- Weapons used by partisans fighting within what are now Serbia and Croatia;
- Materials on Raoul Wallenberg, including his passport (on loan from his family), and portrait (on loan from the National Swedish Museum);
- 2,000 square feet of cobblestone from the Warsaw Ghetto;
- A speedboat used by ordinary Danish citizens to ferry hundreds of their Jewish neighbors to safety;
- Tree trunks from the Rudnicki Forest in Lithuania, site of significant Russian partisan activities.

While the above represent many of the larger and more unusual artifacts acquired by the Museum, I must emphasize that the overwhelming majority of our 30,000 items -- the largest collection of its kind in the world -- are much more intimate in nature.

They include the diaries, drawings, playthings, jewelry and other belongings of persons whose names we shall never know, as well as the written, printed and recorded handiwork of the Nazi bureaucrats who systematically implemented these monstrous crimes.

The Museum's extensive collection is the result of a worldwide outpouring of support from survivors, liberators, eyewitnesses and relatives, and the generous cooperation of private and public collectors and archives throughout the United States and Europe.

While I'm sure you share in the pain and anguish brought forward by the mere mention of these artifacts, I know you also share our conviction that they represent the best way, perhaps the only way, to educate others to the reality of the Holocaust. We are deeply grateful to all, including you, who made their collection possible.

(over, please)

MUSEUM RESOURCES

As part of the Museum's equally-important mandate to be a center of Holocaust learning, 1992 saw great progress toward the creation of Museum-sponsored publications, films and other programs.

The Wexner Learning Center continues its work on four extensive databases. The cataloging and scanning of our photo archive of over 40,000 prints is also well underway, and we are in the process of completing the production of 250 maps and numerous other support materials.

Our oral history archive now comprises over 1,200 eyewitness testimonies on videotape, and another 600 on audiotape. They tell the stories of virtually every category of citizen oppressed by the Nazis: Jews, gypsies, political dissidents, Polish Catholics, Jehovah's Witnesses, homosexuals, as well as Christian rescuers and American liberators.

Our Library now has approximately 17,000 books and periodicals. By April, the collection will climb to 25,000.

Four Museum books are being readied for publication in conjunction with the April opening:

- *The World Must Know: A History of the Holocaust as Presented in the United States Holocaust Memorial Museum;*
- A new version of *I Never Saw Another Butterfly*, containing previously unpublished drawings now in the Museum's collection;
- A book on the Warsaw Ghetto uprising, written by Israel Guttman, a world-reknowned Holocaust scholar who was a fighter of the Warsaw Ghetto resistance;
- An anthology of articles on Auschwitz by more than twenty outstanding scholars from Europe, Israel and the United States.

Nazi Ascent to Power, one of the three official Museum films, has been completed and screened. Two others are in rough-cut stage. Most of the numerous audio-visual displays, comprised of photographs and actual film footage of events ranging from pogroms to war crimes trials, are complete or in the final stages of production.

(next page, please)

Finally, the Benjamin and Vladka Meed National Register of Jewish Holocaust Survivors, the largest single source of information on survivors in the United States, has recorded the names of 75,000 individuals and will soon be accessible to researchers and the general public.

FIELD RESEARCH AND SITE VISITS

The remarkable political transformations in Europe and the former Soviet Union have created a wealth of opportunities for Museum researchers and archivists.

Throughout the year, Museum personnel visited newly-opened archives in Eastern Europe and the former Soviet Union. These facilities and their collections, previously inaccessible to Westerners, have been the secret repositories of millions of Nazi documents captured by the Red Army 50 years ago.

These documents have played an invaluable role in filling in factual, statistical and other information. The Museum archive is now the only facility in the Western Hemisphere with copies of these documents, underscoring another of the vital roles to be played by the Museum long after the April opening.

On May 19th, an official Museum delegation including 20 survivors departed on an expedition to collect soil from places of martyrdom throughout Eastern Europe.

On November 5th, a second Museum delegation traveled to Western Europe to gather soil from concentration camps liberated by U.S. forces. The camps included Mauthausen, Dachau, Buchenwald, Breendonck, Schouwborg Theater and Drancy. Soil was also gathered from U.S. military cemeteries in Margraten, Holland and Normandy, France.

The soil was returned to the Museum and will be placed in the Museum's Hall of Remembrance prior to opening.

NOW, TOWARD A BEGINNING, NOT AN END

1992 has indeed been a year of great progress and accomplishment for the Museum -- and your support has been an essential part of that success.

But so much more remains to be done.

- We must complete dozens of unfinished film, photographic, and audio-visual exhibit components, as well as a variety of printed visitor materials.

(over, please)

- We must catalog thousands of books and periodicals for the Museum's Library.
- We must complete as many additional oral history interviews as time (and available funds) make possible.
- We must continue to apply specialized conservation treatment to all textile and paper artifacts in order to guarantee their preservation.
- Finally, we must finish the overwhelming task of installing the exhibits, to ready the Museum for its full visitor experience.

While most of our attention is fixed on these and the many other logistical and financial challenges which must be met between now and opening day, we are also increasingly mindful of the tasks and obligations which the Museum must fulfill every single day thereafter.

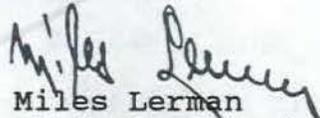
That is why I ask you to look ahead to the Museum's permanent role, too.

For once our dream of opening this unique institution is realized, the effect of that dream -- its lasting impact on the future -- will begin.

That is why your gift today is as important as the initial gift you made in support of the Museum.

In closing, allow me to thank you and bless you for your additional generosity to this extraordinary effort. I hope your heart is as full as mine.

Sincerely,



Miles Lerman
National Campaign Chairman

P.S. I'd like to remind you that your year-end contribution to the Museum is fully tax-deductible if you itemize. Please be as generous as you can. Thank you.

May 20, 1992

Mr. Michael Berenbaum
U. S. Holocaust Museum
2000 K Street N.W.
Washington, D.C. 20036

Dear Michael:

Following are the items we discussed by phone:

1. An article appeared in Midstream, April 1992, entitled "Must Jews Tell Their Story: A Dissident View" which needs a rebuttal. We want to reprint the article, accompanied by your rebuttal. This is intended for publication in our October issue, so your deadline is end of August.

The essence of the article was that the Jews tell the story of the Holocaust (and the long history of persecution) too much, too often, and bring it into every discussion to the extent that it turns everyone off, Jews and non-Jews alike. Leave it alone, it is a fact of the past, don't build your future on it. The author even gave the impression that the Jews sounded whiny, to their detriment.

The counter-balancing title of your article could be something like "Why Jews Must Tell Their Story."

2. Suggestions for members of the Council, who will build you the kind of majority you need (i.e. strong Jewish identity, non-neurotic, non-bending-over-backward, yet fully cognizant of their modern American identity as well):

Leslie Wexner
Herbert Friedman
*Brian Lurie

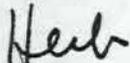
Albert Ratner
*Stewart Colton
Gordon Zacks

*Ask me about these fellows, or any of the others.

3. The matter of the Rosh Hashanah and Yom Kippur closing. I will take that up with the person in question, when there is a comfortable opportunity. You told me there is no specific date by when the conversation must take place.

4. A date for re-scheduling the videotape interview: how is Wednesday, June 10 with you?

All best wishes,


Herbert A. Friedman

HAF/jf



UNITED STATES
HOLOCAUST MEMORIAL MUSEUM

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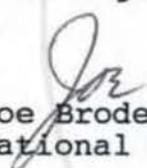
May 3, 1993

Rabbi Herbert Friedman, President
Wexner Heritage Foundation
551 Madison Avenue
New York, NY 10022

Dear Herb:

Just a note to thank you for all you've done to help
make this museum a reality -- and to commend you,
Nathan and the staff on a wonderful program.

Best regards,


Joe Brodecki
National Campaign Director

A CAMPAIGN TO REMEMBER
A PROJECT OF THE UNITED STATES
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The Wexner Heritage Foundation

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614 464 2772

October 21, 1992

Dr. Michael Berenbaum
U.S. Holocaust Memorial Museum
2000 L Street, N.W. #717
Washington, D.C. 20036

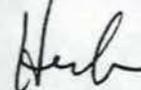
Dear Michael:

Now that the pressure of the Holy Day period is diminishing, normal every-day items are surfacing. I wish to bring three such to your attention:

1. The nomination of Leslie Wexner to the Council. He is a Republican and if Bush's ability to appoint new members to the Council is curtailed by the election, then we have only until January 20, 1993.
2. My nomination to the Council. I am not registered as either Democrat or Republican. But I would like to be appointed at the same time as Les, if possible. If not, then give him first place, and hold me for later. A bio of myself is attached, and I sent you Les' in July.
3. Would it be possible for me to be included in whatever group is assembled for the opening ceremony of the Museum next April? You are free to tell Bud Meyerhoff that I actually had the chutzpa to request this.

Thanks for your advice regarding the private evening tour on Sunday, May 2, for the Wexner "students". It worked out beautifully. Bud replied quickly, and we are now planning the program. I'll get back to you, once we have something on paper. We certainly want you to participate.

Best wishes,



Herbert A. Friedman

HAF/jf



LANSDOWNE

CONFERENCE RESORT

Conference Concierge
Fax # (703) 729-4111

Today's Date : 7/23/92 Time : _____ AM/PM

Transmitted To : DR. MICHAEL BERENBAUM

Company : HOLOCAUST MEMORIAL MUSEUM

Fax Number : 202 - 861-0520

Transmitted From : RABBI HERBERT FRIEDMAN

Company : WEXNER HERITAGE FOUNDATION

Comments : _____

We are sending you a total of 3 page(s) including this cover sheet. Please call (703) 729-4107 if all pages are not received.

Thank You !



LANSDOWNE
CONFERENCE RESORT

DATE: July 23, 1992
TO: Dr. Michael Berenbaum
FROM: Herbert Friedman

Dear Michael,

Attached is Leslie Wexners' bio, slimmed down version, as you requested.

May I remind you that we also spoke about your submitting my name. I will be back in the New York office on Monday and will fax you my bio then.

Best regards,

Herb



**LESLIE H. WEXNER
BIOGRAPHICAL SKETCH**

Leslie H. Wexner, founder and chairman of The Limited, Inc., is active in a variety of Jewish organizations across the country.

Mr. Wexner is actively involved in national organizations such as the United Jewish Appeal, Exodus Campaign and Freedom for Soviet Jewry, and he is National Treasurer of the United Jewish Appeal. In his hometown of Columbus, Ohio, he has supported the Wexner Heritage Village, Columbus Torah Academy, The B'nai B'rith Hillel Foundation at The Ohio State University, and the Columbus Jewish Center. He is also Vice Chairman of the Agudas Achim Synagogue and a Trustee of the Columbus Jewish Federation and the Columbus Jewish Foundation.

Mr. Wexner has sponsored programs that focus on training future Jewish leaders in both the United States and Israel. Grants from the Wexner Foundation provide fellowships to both institutions and individuals for professionals in the Rabbinate, Jewish Education and Jewish Communal Service in American Jewish communities. The Wexner Heritage Foundation gives similar fellowships to develop lay Jewish leadership in the United States. Mr. Wexner also sponsors a program enabling ten outstanding officials of the Israeli Government to study for a masters degree at the Harvard University John F. Kennedy School of Government each year.

Mr. Wexner holds a bachelors degree in Business Administration from The Ohio State University. He also holds honorary degrees from The Ohio State University, Hofstra University and Brandeis University. Mr. Wexner's business, The Limited, Inc., is the world's largest retailer of women's apparel, with more than 4,500 stores in the United States, 84,000 employees, and \$7.0 billion in annual sales.



UNITED STATES HOLOCAUST MEMORIAL MUSEUM
2000 L STREET, NW WASHINGTON, DC 20036

My dear friend,

I am writing you today not only as a survivor of the Holocaust -- but also as an American Jew -- to ask your help in meeting an extraordinary challenge.

That challenge is to remember and immortalize the 6,000,000 Jews who died in the Holocaust. People who in their darkest moments feared not so much their own deaths, but that they would be forgotten. It is also to educate Americans about the Holocaust so that its meaning and relevance will never be lost.

In just a moment I'll tell you how you can help meet this challenge as a Charter Supporter of the United States Holocaust Memorial Museum. But first, let me tell you why building this museum is b'sheert -- it is our destiny.

To begin, those who died in the Holocaust were not entirely unjustified in their fear that they would be forgotten. Many young people -- even Jewish youngsters -- know little or nothing about the Holocaust. Worse still, many anti-Semites and hate-mongers deny that the Holocaust ever happened!

And if that chills your heart, think of this. Ours is the last generation to live in the presence of survivors. Some 20 to 30 years from now when the last Holocaust survivors including myself, have died, there will be no single witness to tell how Adolph Hitler and his supporters systematically murdered our people -- our fathers and mothers ... sisters and brothers ... grandparents and cousins ... families and friends.

How will we counter the hate-mongers and revisionists then?

How will we teach our children and our children's children to understand the Holocaust for the massive betrayal that it was -- and that what happened to its victims happened in our world, to people just like us!

Three U.S. Presidents and the Congress felt so strongly about the relevance of the Holocaust to this country and to its values and ideals, that the government donated federally owned land near the Washington Monument -- mandating that the official United States Holocaust Memorial Museum be built under the great seal of the United States of America.

But, Congress has stipulated that all funds to build the Museum

come from private donations -- to provide all Americans with the opportunity to participate in this great national effort.

And that's where you come in.

This letter is your official invitation to take part in this once-in-a-lifetime effort by joining thousands of others as a Charter Supporter of the United States Holocaust Memorial Museum.

Your support is critical. For while the government has donated the land, it is up to you and me and other concerned citizens -- especially American Jews -- to build this Museum.

Together, we will create an extraordinary 250,000 square foot Museum which vividly personalizes the events of the Holocaust. By personalize, I mean that because it is almost impossible to comprehend the torture and death of six million people, we will attempt to describe the Holocaust through the lives of individual victims of Nazi savagery.

That is why we created the Identity Card Project.

When you enter the Museum you will receive a passport-sized ID card like the ones Jews and other "undesirables" were forced to carry in Nazi Germany. At first, your card will be almost blank. But when you enter your age and sex on the computer, your data will be matched to an actual person who experienced the Holocaust -- a companion who will accompany you throughout your visit.

That visit begins as you travel back 50 years in time to a world a continent away where the most unspeakable evil in history has just begun. Back to a time before the war when Jewish culture thrived in Europe. Back to family Shabbat dinners and joyous Passover celebrations where the lighting of the candles was done before unshuttered windows. Back to a time when Jews, despite ever-present undercurrents of anti-Semitism, openly participated in community life -- attending shul and sending their children to Hebrew schools.

And then -- through photographs, personal artifacts, and films -- you will watch, horrified, as lives are shattered by events that could not then be understood or explained. You will weep with entire families as they receive sudden orders to pack up only what they themselves can carry ... leave their homes and places of business ... and report to an appointed place. A place where they were given instructions that forever changed their lives.

As you proceed through the Museum's chronological exhibits from 1933 to 1945, your companion will tell you how the Holocaust has affected his or her life when you update your ID card at regular computer stations. And as you come to identify with your companion, particular exhibits will become especially meaningful to you. For example:

Perhaps your companion was deported by train from Warsaw to Treblinka. To better understand what such a journey was like, Museum visitors will walk through an actual railcar. This boxcar is but one of the rolling coffins into which up to 150 men, women, and children were packed like cattle for their final journey to Treblinka death camp.

Perhaps your companion died as a resister in the Warsaw Ghetto. This Museum vividly depicts those heroic days and nights when men, women, and children fought to the death rather than submit to the Nazis.

Perhaps your companion managed somehow to survive years of slave labor or was hidden by ordinary citizens, like those in Le Chambon, France, who could not turn innocent children over to the enemy to be killed. Through special exhibits, Museum visitors will learn more about such inspiring stories, and they will meet the survivor face-to-face on a video screen and hear how he or she triumphed over the evil of the Holocaust.

Perhaps you will discover that your new friend was rescued from a death camp by American liberators. Then you will surely want to revisit the part of our Museum depicting those dramatic days at the end of World War II.

But whatever the fate of your friend and companion -- whether alive and living in Brooklyn or buried in a mass grave ... whether a grandfather on an Israeli kibbutz or buried in a cemetery in Los Angeles -- regardless of how his or her life ended or is being lived, neither you nor any other visitor, including our non-Jewish friends, will leave this Museum unchanged.

In fact, one of our biggest challenges is to define the Holocaust for the thousands who will come to the Museum each year as "accidental tourists." Americans who know little or nothing about Jews, Jewish history, or the horrifying facts of the Holocaust but who, we hope, will come to a new understanding of the Holocaust through this Museum.

In one of the most moving exhibits in the Museum, visitors will see the most private possessions of victims. The suitcases they packed for their hurried exodus as well as the contents -- hair brushes, razors, photographs, diaries, children's dolls and toys, shoes, and other articles of clothing -- all taken away from their owners by the Nazis.

They will also learn that while this is overwhelmingly a story about the extermination of the Jewish people, it is also about the persecution of all people regarded as different or vulnerable -- priests and patriots, Polish intellectuals and Soviet prisoners of war, the handicapped and the dissident, homosexuals, Gypsies and trade unionists, and even innocent children.

Then, finally, when breaking hearts can bear it no longer, visitors will emerge into the light -- into a celebration of resistance, rebirth, and renewal for the Jewish people. And having witnessed the nightmare of evil, the great American monuments to democracy that surround each departing visitor will take on new meaning, as will the ideals for which they stand.

Now don't get me wrong. Just because this is an American museum in the nation's capital, we will not shrink from showing the failure of American leaders and those of other nations to act -- as they were repeatedly begged to act -- to save millions of innocent lives.

No. It is our intent to show the truth -- that as the Holocaust consumed its victims, the nations of the world remained largely silent.

But with your help, there will be no more silence! Children in Dubuque, families in Tucson, and school teachers in Atlanta will learn the history and the lessons of Auschwitz as thoroughly as they learn the history of their own communities.

But it will not happen unless you and I make it happen. That's why I am counting on you to respond to my invitation today. You see, although we have already raised two-thirds of our goal from generous donors who share our vision, we have a long way to go before we can open our doors in 1993.

Now, I recognize that, like me, you may be supporting a Holocaust museum in your own community. I urge you to continue that support, and God bless you for it. But this particular Holocaust Museum -- this national Museum -- also deserves your support. Because it is this Museum that has the possibility of forever changing the way people think.

Not since the rededication of the Statue of Liberty and the opening of the Ellis Island Museum has our nation built such a meaningful testament to its values and ideals. It is doubtful you've ever had before, or will ever have again, an opportunity to help create such a profound and important national memorial.

Please join with us today as a Charter Supporter. As a special thank-you, we will inscribe your name, or a loved one's name if you prefer, on our Roll of Remembrance which will remain on permanent display in the Museum.

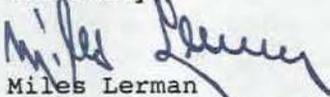
And if God has been especially good to you -- if you can make a generous gift of \$100 or more -- we will send you our "Certificate of Gratitude" documenting your early participation as a Charter Supporter.

Earlier in my letter I said that as American Jews, you and I are challenged to remember and immortalize the six million Jews and millions of other innocent victims who died in the Holocaust.

Let us now join together to remember them for all time through this extraordinary Museum. And in so doing, let us also remember and renew our own faith in life ... in civilization ... in humanity ... and in each other.

But whatever the size of your gift, please become a Charter Supporter of the United States Holocaust Memorial Museum today. Thank you.

Sincerely,



Miles Lerman
National Campaign Chairman

P.S. I wish that I could take you on a personal tour of the Museum before it opens in 1993. Since we must wait, I have enclosed photos of the architectural model and some of our planned exhibitions. With your help this Museum will be an important presence in our Nation's Capital. But please don't wait to become a Charter Supporter. Send your tax-deductible contribution today.



UNITED STATES HOLOCAUST MEMORIAL MUSEUM
2000 L STREET, NW WASHINGTON, DC 20036

Dear Friend,

If I may, I'd like to take just one more moment to share with you a personal experience I have had with this Museum.

In 1989 I led a delegation to Poland which received, from the Polish government, an important collection of authentic artifacts for the permanent exhibition of the United States Holocaust Memorial Museum. During the transfer ceremony I was asked to pose for a photograph with one of these items -- a child's shoe. Let me tell you, when this little shoe was handed to me, I froze.

Bear in mind that I am a former partisan. I was hardened in battle and I deal with this Holocaust story almost on a daily basis. But when I held in my hand that shoe -- the shoe of a little girl who could have been my own granddaughter -- it just devastated me. Then and there I swore to myself not to rest until we achieve our task.

When you, your children, and your children's children visit the United States Holocaust Memorial Museum, you will see the same little pairs of shoes I saw that day. And you too may weep. But you will also have the satisfaction of knowing that you have helped ensure that the Holocaust and the suffering of these innocent and precious children will not be forgotten.

Please become a Charter Supporter of the United States Holocaust Memorial Museum.

Sincerely,

Miles Lerman
National Campaign Chairman

DRAFT

July 25, 1990

via Fax

Mr. Leslie Wexner
The Limited, Inc.
Two Limited Parkway
P.O. Box 16000
Columbus, Ohio 43216

Dear Les:

Your mother has been a participant in many of your charitable endeavors, and you have told me that you would like her to be a part of your family's Holocaust Museum contribution. That is a fitting thought, for many reasons.

The Holocaust tore mothers from children.

It interrupted family life and forced the world to consider how one man used history to sow the seeds of discontent and so changed all our history, even that of your family.

Last fall, at Synagogue services in Palm Beach, your mother met Miles Lerman, a Holocaust survivor who is Chairman of the Museum's International Relations Committee. Subsequently, she has asked him to track down an aunt and uncle of hers who lived in the Village of Borisov in the USSR. Miles promised his best effort and the archival research department is working diligently on finding them.

In view of your mother's personal and general concern with the Holocaust, I feel it would be appropriate if she and you were to present your family gift to President and Mrs. Bush who are strongly supportive of the Museum concept.

If you give me one or two dates, I'll clear them

~~If you agree, I'll clear dates~~ with the White House. Les, your family gift will make a key contribution in our Campaign and it'll take us over the \$100,000 million dollar mark.

Warmest regards,

Harvey M. Meyerhoff

HMM:gol

TELECOPY (FAX) TRANSMITTAL
FOR IMMEDIATE DELIVERY

DATE/TIME: 7/25/90

Message to: Herb Friedman

Firm: Wexner Heritage Foundation

Telecopier Number: 212-751-3739

Confirmation Number: 212-355-6115

Message from: Harvey M. Meyerhoff

Sender's Telecopier #: 301-625-1075

Sender's Telephone #: 301-727-3200

Number of Pages: 2 (with cover)

If any difficulty is experienced with this transmission, please call the sender at 301-727-3200.

Special Instructions: Herb,

Try this one. I'll be in the office today after 2 PM.

HMM

Many, many Thanks

Bob

The Wexner Heritage Foundation

551 Madison Avenue
New York, New York 10022

Huntington Center Suite 3710
41 South High Street
Columbus, Ohio 43215

212 355 6115 New York
614 464 2772 Ohio

July 24, 1990

Mr. Leslie Wexner
The Limited Inc.
Two Limited Parkway
P. O. Box 16000
Columbus, Ohio 43216

Dear Les:

Your mother has been a participant in many of your charitable endeavors, and you have told me that you would like her to be a part of your family's Holocaust Museum contribution. That is a fitting thought, for many reasons.

The Holocaust tore mothers from children.

It interrupted family life and forced the world to consider how one man used history to sow the seeds of discontent and so changed all our history.

Your mother is interested in what happened to her family in Europe. Last fall, at Rosh Hashanah services in Palm Beach, she met Mr. Miles Lerman, himself a Holocaust survivor, who is chairman of the Museum's International Division (Bud - put in his correct title). Recently, she asked him to track down an aunt and uncle of hers, named Itkind or Etkind, from the village of Borisov. He promised his best effort, and the archival research department of the Museum is now working on it.

It would be most appropriate if your mother, accompanied, of course, by you, would present your family gift to President and Mrs. Bush. They are strongly supportive of the Museum concept.

If you are agreeable to this, I will clear dates with the White Houses and let you know. Your family gift will make a key contribution in our Campaign for it will take us over the \$100 million dollar mark.

Warmest regards,

Harvey M. Meyerhoff



551 Madison Avenue
New York City 10022

telephone: 212/355-6115
fax: 212/751-3739

FAX TRANSMITTAL

Date: 7/24/90

Name of Person receiving this fax: Bud Meyerhoff

Company: _____

Number of pages, including this cover sheet: 2

Sent by: Herb Friedman

Additional message (if any): Bud - This letter is my one-page tinkering of all your drafts. How does it seem? I've called Gordie - he will return my call tomorrow.





United States Holocaust Memorial Council

Chairman

July 20, 1990

Via Federal Express

Rabbi Herbert A. Friedman
Wexner Heritage Foundation
551 Madison Avenue
New York, New York 10022

Dear Herb:

As we discussed last evening, enclosed are copies of (1) the letter I sent to Les on July 11th, (2) the draft of a letter I was going to send on the 19th, and (3) a revision of that letter incorporating Lois' suggestions. Additionally, you'll recall we started changing things around and started to do another letter (4) that combined your thoughts and Lois'.

After you've had a chance to think about it, please get back to me and in the meantime I'll have tried to call you to suggest a way to set up the White House date.

Regards,

Harvey M. Meyerhoff

HMM:gol
enclosures

Corrected # 4



(1)

United States Holocaust Memorial C

Chairman

July 11, 1990

VIA FAX

Mr. Leslie H. Wexner
The Limited
2 Limited Parkway
P.O. Box 16000
Columbus, Ohio 43216

Dear Les:

First of all, congratulations on the marvelous conference which your Foundation just concluded in Utah. My son Joe, whom you met, considered it a really meaningful and exciting experience and is looking forward to the continuation of the program and his participation in it.

The importance of my telephone call yesterday relates to the Museum Campaign and its current status. We've just passed \$94 million and expect to reach \$95 million in the next several weeks. The \$100 million mark in this Campaign is of tremendous importance to us -- psychologically and fiscally. It's a milestone event and a natural for the media and participation by the White House. Your \$5 million dollar gift would put us at the \$100 million level and give us the opportunity to focus on it. I'd love to have your mother present this gift at the White House, both from a personal point of view and from the obvious perspective as Chairman of the United States Holocaust Memorial Council. How about it ?? Give me the okay to proceed, to also finalize your gift and utilize it to "kick off" the final one-third of our Campaign and to bring it to a successful conclusion. Les, it's something that should no longer be delayed -- it can do so much good.

Please get back to me promptly and again my congratulations on a marvelous conference. As I have repeatedly told you, that program will impact generations of American Jewry -- it's extraordinary.

Best regards,

Harvey M. Meyerhoff

HMM:gol

PS: I'm being married tomorrow but will be back in the office early next week. I'd like you to meet Lois since we'll be living in New York as well as Baltimore.

Dictated but not read by Mr. Meyerhoff

DRAFT

(2)

July 19, 1990

Dear Les:

Over the last few days, I've had the opportunity to reflect upon the educational goals of the Holocaust Museum, its role in imparting moral values to the generations of children who will visit the Museum and relating that teaching to families such as yours. Your mother has and continues to occupy a special and unique place in your life. Making it possible for her to initiate and present the family gift to the President would give eloquent testimony to her concern for the educational and moral values which have characterized her life. She's quite a woman and this would be a very appropriate forum from which to express and promulgate those virtues and beliefs. It's a special and extraordinary opportunity to honor your mother and also be part of something unique in both American history and Jewish history and heritage.

Les, you know we'd be delighted to show your mother the construction site and some really striking and impressive large scale models of the main exhibit and other major features of the Museum. The models are powerful and moving and convey the mood and the story of the Holocaust and the buildings in a way that mere words cannot depict nor describe.

I had also written that I'd like you to meet my wife Lois. I understand that you'll be in New York City on _____ and that's also a time when Lois and I will be there. I'm keeping _____ and _____ evenings open and would hope to see you for dinner on either of those evenings. If you'll call (or ask Audrey to call) my office indicating your preference as to which evening and time, I'll make the arrangements.

Do let me hear from you as to both the plans for your mother and dinner (or lunch if you'd prefer).

Warm regards,

(Wexner.719)





3

United States Holocaust Memorial Co

July 19, 1990

Chairman

via Fax

Don't want

Dear Les:

Your mother has occupied such a unique role in your life -- not only has she been a loving mother, but she's also been a supporter of your business and charitable goals -- and this is an idea to recognize her (and in some way, all supportive mothers) by an event that would include White House participation and Barbara Bush in particular.

The Holocaust tore mothers from children.

It interrupted family life and forced the world to consider how one man used history to sow the seeds of discontent and so changed all our history.

It seems to me that mothers should be a focal point of our Campaign.

To recognize that we'd like to have your mother present your family gift to the President and Mrs. Bush as testimony for women's concern with the educational and moral values that must pervade our lives if that black history is never to be repeated.

I'd like to take your mother (and you if you're available) to lunch early in August in Washington, show you both the progress of the Museum and present the scale models of the permanent exhibit which are striking.

Your family will make a key contribution in our Campaign because you'll take us over the \$100 million dollar mark. More importantly, your mother will symbolize the commitment of women -- and we're anxious to have the participation of more women -- in the Holocaust Museum and its need in our world.

Warmest regards,

Harvey M. Meyerhoff

HMM:gol

July 20, 1990

4

via Fax

Dear Les:

Your mother has been a participant in many of your charitable endeavors, -- not only has she been a loving mother, but she's also been a supporter of your business and charitable goals -- and this is an idea to recognize her (and in some way, all supportive mothers) by an event that would include White House participation and Barbara Bush in particular.

as well as many of her own. ~~you want her to be part of your Holocaust Museum contribution.~~

The Holocaust tore mothers from children.

It interrupted family life and forced the world to consider how one man used history to sow the seeds of discontent and so changed all our history.

It seems to me that mothers should be a focal point of our Campaign.

To recognize that we'd like to have your mother present your family gift to the President and Mrs. Bush as testimony ~~for~~ women's concern with the educational and moral values that must pervade our lives if ~~that~~ black history, is never to be repeated.

If you're agreeable to this, I will clear dates with the White House and let you know. Your family gift will make a key contribution in our Campaign ~~because you'll~~ take us over the \$100 million dollar mark. More importantly, your mother will symbolize the commitment of women -- ~~and we're anxious to have the participation of more women~~ -- in the Holocaust Museum and its need in our world.

Warmest regards,

Harvey M. Meyerhoff

HMM:gol

Quote 1

Quote 2

Memorandum to Herb-----

Thought I'd try **this approach.** Whattya think?



From - Harvey M. Meyerhoff



United States Holocaust Memorial Council

June 8, 1990

Chairman

Mr. Leslie Wexner
The Limited
2 Limited Parkway
P.O. Box 16000
Columbus, Ohio 43216

Dear Les:

Wanted to tell you personally, but no such luck; hence this brief note. I'm in the process of communicating to the President on matters relating to the Museum and Campaign. I propose to inform him that prominent among our major supporters are several individuals he knows well; specifically (in alphabetical order), Walter Annenberg, Eli Jacobs and you. I assume you're talking with your Mother and I understand formal acknowledgement of your gift is pending that. I'd love to wrap that up soon -- please keep me posted. I am, of course, available to meet with her if you think it advisable.

Aside from all this, as a stockholder of the Limited, delighted to see everything going so strongly.

Be well,

Best regards,

Bud


HMM:gol

*phoned him
to say ok 6/13/90*



United States Holocaust Memorial Council

March 5, 1990

Dear Rabbi:

This is to inform you and your congregation that the Days of Remembrance will be observed this year from Sunday, April 22 (Yom Hashoah), through Sunday, April 29. The national civic commemoration ceremony will be held on Tuesday, April 24 in the Capitol Rotunda in Washington, D.C.

I know you share our commitment to Remembrance. It remains a moral imperative to teach the lessons of the Holocaust and to remind all people of the terrible price of hatred, bigotry and indifference to evil.

Thus I hope you will join with the Members of the United States Holocaust Memorial Council and with the leaders of our great nation in observing the Days of Remembrance in your synagogue, in your communities and in your homes.

I am deeply grateful for your pledge to Remember Always.

Sincerely,

Benjamin Meed
Chairman
Days of Remembrance Committee

Enclosure:
Congressional Record



Congressional Record

PROCEEDINGS AND DEBATES OF THE 96th CONGRESS, FIRST SESSION

Vol. 125

WASHINGTON, FRIDAY, JULY 20, 1979

No. 99

Senate

BY MR. DANFORTH (FOR HIMSELF, MR. JACKSON, MR. PELL, MR. BOSCHWITZ, AND MR. STONE):

S.J. Res. 97. A joint resolution designating April 13 through April 19 as "Days of Remembrance of Victims of the Holocaust"; to the Committee on the Judiciary

• Mr. DANFORTH. Mr. President, together with Senators BOSCHWITZ, JACKSON, PELL, and STONE, I am introducing a joint resolution designating April 13 to April 19 of 1980 as "Days of Remembrance of Victims of the Holocaust." The resolution authorizes and requests the President to issue a proclamation calling upon the American people to honor the memory of the victims of the Holocaust and to reflect on the pernicious nature of bigotry and the dangers of tyranny and oppression.

The days of April 13 to April 19 were recommended by the President's Commission on the Holocaust. Those days were chosen to coincide with Yom Hoshoh, the internationally recognized day of remembrance, which in 1980 will occur on April 13. A memorandum prepared by Mr. Benjamin Meed, chairman of the advisory committee of the President's Commission on the Holocaust, explains the Commission's choice of April 13 to April 19 as the "Days of Remembrance" for 1980. I ask unanimous consent that the memorandum be printed in the RECORD following my statement.

I believe it is imperative that at least once a year, we set aside days to reflect upon the horror of the Holocaust and to recommit ourselves to stand up for the rights of the oppressed.

We must not forget the millions of people who were murdered as a part of a planned program of extermination. However, it is not enough to feel horror at a massacre which occurred more than 30 years ago.

If the "Days of Remembrance" are to be truly meaningful, we must see them not just as a commemoration of an abhorrent historical event, but as a living memorial—a time to reflect specifically on injustices we see in our own lives and in our own times. We must use it as a time to dedicate ourselves to action.

In this regard, I think it is important to think about the "boat people" of Southeast Asia. At this time, millions of men, women, and children are abandoned by the nations of the world—unable to find a home. It has been estimated that 1,000 refugees die each day. The photographs—the sad faces, the boats being pushed away—are hauntingly similar to famous pictures of 30 years ago.

I applaud President Carter for doubling the number of refugees that our country will accept each month. I believe each American should reflect upon what he or she can do—whether it is making a monetary contribution, sponsoring a family, accepting a refugee openly into one's community—to ease the plight of these people.

I believe the "Days of Remembrance" should not be just another commemoration, another event. Rather, the "Days of Remembrance" should be a time to reflect upon our humanity and our respect and love for others. I hope that the joint resolution, which I ask unanimous consent to be printed in the RECORD, is speedily adopted.

S.J. RES. 97

Whereas, less than forty years ago, six million Jews as well as millions of others were murdered

in Nazi concentration camps as part of a planned program of extermination;

Whereas the people of the United States of America should always remember the terrible atrocities committed by the Nazis so that they are never repeated;

Whereas the people of the United States should continually rededicate themselves to the principle of equality;

Whereas the people of the United States should remain eternally vigilant against all tyranny, recognizing that tyranny provides a breeding ground for bigotry to flourish;

Whereas April 13 has been designated internationally as a day of remembrance of victims of the Nazi Holocaust, known as Yom Hoshoh; and

Whereas it is appropriate for the American people to join in the international commemoration: Now, therefore, be it

Resolved by the Senate and House of Representatives of the United States of America in Congress assembled, That, in memory of all victims of the Holocaust and in the hope that Americans will strive always to overcome cruelty and prejudice through vigilance and resistance, the days of April 13 through April 19, 1980, are hereby designated as the "Days of Remembrance of Victims of the Holocaust." The President is requested to issue a proclamation calling upon the people of the United States to remember the atrocities committed by the Nazis and to commemorate such days with appropriate ceremonies and activities.

MEMORANDUM

To the Subcommittee on Days of Remembrance, President's Commission on the Holocaust, From Benjamin Meed. Subject: Fixing the date of Days of Remembrance.

The purpose of this memo is to discuss a proposal for the fixing of a permanent dating system for the Days of Remembrance of the Holocaust.

It is respectfully proposed that each year one week corresponding to the Hebrew calendar date of the 27th day of the month of Nissan (usually the middle or the second part of the month of April) be designated as the Days of Remembrance of the Holocaust. In 1980, the above date corresponds to Sunday, April 13.

The background of the selection of the above Hebrew calendar date is the following.

Soon after the end of World War II, the Jewish survivors established that nearly every day of the year represented an anniversary of the destruction of some Jewish community during the Holocaust. Furthermore, as information was gathered about Jewish uprisings against the Nazis in concentration camps and other places, additional anniversaries of such events were listed.

The most prominent anniversary came to be the first day of the Warsaw Ghetto Uprising, on April 19, 1943, which was then the eve of the Pesach (Passover) festival. This particular anniversary became the symbol of commemoration of Jewish armed resistance in World War II.

Obviously it became impossible to observe all the different anniversaries of the tragic events of the Holocaust. The question arose, which one to select as representative of the Holocaust, so as to adhere at the same time to established Jewish tradition concerning observances of days

of mourning. According to this tradition, Jews may not mourn on the Sabbath and on holidays.

It was found that the date of 27 Nissan, which is close to that date in 1943 when the Warsaw Ghetto Uprising began, never falls on the Sabbath or on a Jewish holiday. The Israel Parliament (Knesset) passed a law fixing the observance of the Holocaust anniversary on that day of the Hebrew calendar. Furthermore, the Israel Minister of Justice (who is in charge of legislative matters) in 1975 issued an opinion that, outside Israel, Jewish communities are free to commemorate the anniversary on any date close to 27 Nissan, "according to prevailing circumstances." This means that if, for example, it is easier to commemorate on a Sunday instead of a weekday, so as to assure better participation, this is acceptable.

Over the past several years, although there are some exceptions, the overwhelming majority of Jewish communities in the United States and around the world has accepted the date of 27 Nissan (which each year corresponds to a day approximately in the middle or second part of April) as the appropriate date of commemoration. By extension, if more than one day is set for such observance, the entire week in the proximity of, or including, the 27th day of Nissan is selected.

The exact date each April corresponding to 27 Nissan can be easily computed for an indefinite number of years ahead.

It is proposed, therefore, to adhere to the above Jewish custom as a matter of unifying the observance of the Holocaust anniversary throughout the United States and elsewhere in the world. A major commemoration, such as the one held each year in New York under the leadership of the Warsaw Ghetto Resistance Organization, should be held on a Sunday so as to enable participants to travel longer distances and to assure the largest possible participation.

Additionally it is proposed that the President's Commission on the Holocaust recommend that each year, on the date corresponding to 27 Nissan, memorial candles be lighted in each home desiring to commemorate the Holocaust. The Warsaw Ghetto Resistance Organization will undertake the task of designing such candles if this proposal is accepted.

Furthermore, we in WAGRO, having had the experience during the past 17 years in organizing an annual Commemoration with the participation of from ten to twenty thousand people, request that a full week of Holocaust observances be set aside in accordance with the above enumerated principles.

The reason for requesting a full week of observances is that we feel it is important, for educational purposes, to allow ample time for different commemorative activities in schools, community centers, churches, and synagogues.

In conclusion, it is requested that the President's Commission on the Holocaust recommend to the President and Congress of the United States that A Week of Holocaust Observances be designated each year to coincide with 27 Nissan.

It is also requested that the Commission recommend the distribution each year of educational kits on the Holocaust to school children around the country, explaining the significance and the background of observing the anniversary of the Warsaw Ghetto Uprising and honoring the Six Million Jewish victims, the martyrs and the heroes of the Holocaust.

THE UNITED STATES HOLOCAUST MEMORIAL MUSEUM

MUSEUM
DEVELOPMENT
COMMITTEE

1050 Connecticut
Avenue, N.W.
Suite 1150
Washington, D.C.
20036
Telephone:
(202) 861-0407

27 January 1988

Dear Herb.

A belated "thank you" for
your note. Much has
happened since I saw you
in New York.

I hope I can see you
when I'm next in N.Y.
for some of your wise
advice.

With best wishes for the
New Year.

Sincerely,

Arthur,

ARTHUR
ROSENBLATT



1980
United States
Holocaust Memorial Council

A Project of
The United States
Holocaust
Memorial Council

THE
WEXNER
HERITAGE
FOUNDATION

Herbert A. Friedman
President

Leslie H. Wexner
Chairman of the Board

December 3, 1987

Mr. Robert Duke
1750 Pennsylvania Avenue, N.W.
Suite 303
Washington, D. C. 10006-4502

Dear Bob:

Thanks for your letter of appreciation. I think if we stay on top of this project, it might develop into something very good.

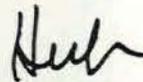
I am happy to have received the letter for another reason. It gives me an opportunity to comment on the letterhead. I know you will not be offended in any way, because I know you had nothing to do with designing it. The letterhead should be reprinted immediately, to include the names of Leonard Strelitz and yourself. It is completely impersonal as it now stands.

Secondly, the type-face is also wrong, in terms of emphasis. I have drawn a second sketch for you to mull around with.

Lastly, I am writing a letter to Arthur Rosenblatt, copy of which is enclosed, dealing with the same subject. The Campaign Chairman requires visibility.

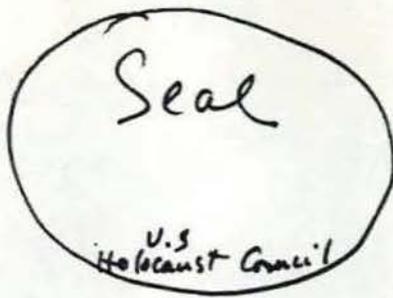
With all best regards.

Sincerely,



Herbert A. Friedman

HAF/jf
Enc.



← THE UNITED STATES HOLOCAUST MEMORIAL CAMPAIGN
(center this, large type)

CHAIRMAN, U.S. Holocaust Memorial Council

HARVEY MEYER HOFF

CHAIRMAN, U.S. Holocaust
MEMORIAL CAMPAIGN

LEONARD STRELITZ

HONORARY CHAIRMAN

Ronald Reagan

HONORARY COMMITTEE

Annenberg
etc.

& names



address _____

THE WEXNER HERITAGE FOUNDATION

Herbert A. Friedman
President

December 3, 1987

Leslie H. Wexner
Chairman of the Board

Mr. Arthur Rosenblatt
1750 Pennsylvania Avenue, N.W.
Suite 303
Washington, D. C. 10006-4502

Dear Arthur:

The other evening you handed me a copy of the Museum's newsletter, which I have read carefully. It is a well designed and impressive piece. I have no idea as to the quality and quantity of your mailing list but anyone who receives this is certainly impressed by it.

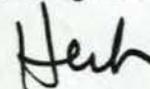
The issue you gave me was dated July 1987 and the masthead says that this newsletter is published monthly. The comment I wish to make is probably out-of-date but just in case it isn't, I think you should take steps to rectify an oversight.

If there has not been a photograph of and an article by Leonard Strelitz, those two things should be done. Further, in the masthead, which I see on page 7, there is no indication of Strelitz as the Campaign Chairman. That also should be rectified. He should be listed right under Meyerhoff on the masthead.

Fund raising is a very tough game and the lay leaders who are willing to undertake it usually do better when they feel that their efforts are being appreciated.

I would really enjoy seeing you again and hope that when you are in New York you will take the initiative of calling me so we can set a date to meet.

Best regards,



Herbert A. Friedman

HAF/jf

cc: Robert Duke

May 23, 87

Panel Votes to Reconsider Holocaust Memorial Design

WASHINGTON, May 22 (AP) — The Federal Commission of Fine Arts voted today to reconsider the design that was submitted for the United States Holocaust Memorial Museum.

The vote came after a lengthy session in which commission members questioned the architect, James Ingo Freed, about the design.

"We wish to have a memorial with a distinctiveness that sets it apart from any other building in Washington," said State Senator Roy M. Goodman, Republican of Manhattan, whose relatives died in the Holocaust. "The actual design is a gun turret rather than a monument of distinction."

The design, created by Mr. Freed, of I. M. Pei and Partners, calls for a hexagonal memorial connected to a five-story museum structure.

The commission members voiced concern over whether the memorial would fit in with surrounding build-

ings, including the Bureau of Printing and Engraving.

The structure will be on Raoul Wallenberg Place — formerly 15th Street — near Independence Avenue in the southwest section of the capital. It will face the Washington Monument and the Jefferson Memorial.

Following the commission's decision, Mr. Freed said he was disappointed and confused. "I don't think the rules of urban design that apply to office buildings ... apply to monuments too," he said. "A monument that looks like an office building is not a monument."

Arther Rosenblatt, the director of the museum, said the Holocaust council, which had unanimously approved the design for the memorial last month, would return for another meeting with the commission, and promised to respond with "other arguments, other points of view."

July 17, 87

Call for halt to Holocaust memorial plans

By SHLOMO AVINERI

JERUSALEM (JPFS) — It may already be too late, but the plans for a U.S. national memorial to the Holocaust should be stopped. For American, as well as for Jewish reasons, there is no place for such a Holocaust memorial on the mall in Washington, D.C.

The initiative of those Jewish organizations and individuals promoting the idea of such a memorial is commendable, but misplaced, and involves serious flaws in judgment.

Since the Holocaust is an understandably delicate issue, many Jewish organizations in the United States and individuals who have serious doubts and misgivings about the project have remained silent. It is precisely because of its

To put it crudely, the Holocaust simply is not part of the American experience.

sensitivity, however, that this issue should not be decided by default.

I hope nobody will accuse me of being insensitive to the issue, for I am not insensitive to it. Despite the fact that my parents and I emigrated to Israel before World War II — and thus did not have immediate experience of the Holocaust — our whole family perished in Poland during the war. This included my two grandfathers, my grandmother, my mother's seven sisters and brothers — as well as their spouses and children.

To put it crudely, however, the Holocaust simply is not part of the American experience. A memorial to it does not belong next to national shrines commemorating Washington, Jefferson, Lincoln — and the Vietnam War.

Regarding the argument of the universal significance of a national Holocaust memorial as a symbol of man's inhumanity towards man, the following observation must be made: In a nation that still does not have a national monu-

ment to the enslavement of blacks, or the fate of the American Indians, a national memorial to the destruction of European Jewry is not the way to remind oneself of the furies that reside within each of us.

Unfortunately, those U.S. Jewish activists who would like to integrate the Holocaust — as a warning to us all — into the symbolic language of the American civil religion may not have thought through such implications.

The very existence of such a memorial in the area considered the pantheon of the American historical experience may backfire. Indeed, there is something wrong with the whole idea — and it will be perceived as such by many non-Jewish Americans. They may not express their misgivings now, when plans are still on the drawing-board. When, however, the memorial becomes a physical reality, next to the Smithsonian, some unexpected — but not totally unpredictable — reactions may be evoked.

And what about the role of President Franklin D. Roosevelt and his administration? How will it be handled, especially in light of the latest revelations included in David Wyman's book or in earlier works?

Should all the tact due to an American president be used — and hence historical falsification perpetuated — or should Roosevelt's inhumanity and cold-blooded insensitivity be cast in marble on the mall of the capital of the United States?

The Holocaust was a terrible historical fate that befell Jews in Europe. It should be remembered in every European city from which Jewish were expelled. It should be recalled in Auschwitz, Maidanek, Treblinka — and in Jerusalem.

It should not, however, be remembered in a national memorial in Washington.

The wish of many American Jews to remember the Holocaust and integrate it into their collective experience should, of course, be honored and encouraged (although the Holocaust should never become the exclusive, or even dominant, element in the Jewish experience; the Jews have also made contributions to the world).

Therefore, a Jewish museum of the Holocaust, preferably in one of the major Jewish centers in the United States, should be established by the American Jewish community. To attempt to force it into the collective American experience is a grave historical and psychological error.

There is a national memorial to the Holocaust in the land of the Jews — Yad Vashem. Leave the mall in Washington, D.C. to the American Experience.

Professor Avineri teaches political science at the Hebrew University of Jerusalem and is a former director-general of Israel's Foreign Ministry.

Fitting reminder of human vulnerability

PROF. SHLOMO AVINERI has raised serious – but misinformed – objections to the erection of a Holocaust Memorial Museum adjacent to the National Mall.

The building, designed by James Ingo Freed of I.M. Pei and Partners of New York, is an impressive structure, which will house a Museum on the Holocaust, a memorial Hall of Remembrance, an archive, a library and an educational centre. It represents the fruits of years of planning, initiated by President Carter and endorsed by a unanimous act of Congress in 1980. The Holocaust memorial enjoys the full support of the Reagan administration; the President himself serves as Honorary Chairman of the Campaign to Remember. Last month, the design for the memorial was unanimously approved by the Federal Commission on Fine Arts. After eight years and some uncertain starts, the project is proceeding rapidly.

So in one narrow sense, we agree with Professor Avineri. It is too late for the project to be stopped. Furthermore, his objections to the project – on American and on Jewish grounds – were considered and dismissed by the President's Commission on the Holocaust and the United States Holocaust Memorial Council, public bodies chaired by Elie Wiesel and composed of leading Jewish and non-Jewish civic and religious leaders.

The location of the Holocaust Memorial Museum represents a statement of values and will in turn shape the very content of the museum.

By tradition, the National Mall is the centre piece of American democracy, bordered by the National Museums, the Capitol and the White House, linked directly to memorials to Washington, Lincoln, Jefferson and the fallen of Vietnam.

Why then, Professor Avineri asks, does a museum devoted to the Holocaust – an event which took place on European soil and primarily on the body of the Jewish people – take

William J. Lowenberg

its place on the American National Mall?

The Holocaust – the event the memorial commemorates – provides the best answer. The Holocaust represents a loss of innocence for civilization. It is a manifestation of the dark side of human civilization, the civilization whose accomplishments are celebrated in the nearby Smithsonian Institution. "Dedicated to the diffusion of knowledge among men," the various divisions of the Smithsonian celebrate human history and creativity: the evolution of the human species (the National Museum of Natural History and the National Museum of American History), the esthetic genius of the human imagination (the National Museum of American Art and the Hirshhorn Museum and Sculpture Garden) and the extension of the boundaries of human civilization to the skies and outer space (the National Air and Space Museum).

If the Smithsonian represents the accomplishments of civilization, the United States Holocaust Memorial Museum will illuminate an aberrant dimension of human experience. The Holocaust raises fundamental questions about the capacity of humanity, of society to use technology for evil purposes.

The Holocaust reminds us that we can choose to liberate or imprison, to include or exclude, to dignify or dehumanize others. By stark examples, it dramatizes human vulnerability.

THE VICTIMS come from the ancestral homelands of many Americans: Poland and Russia, France and Holland, Germany and Hungary among others. Jews and Gentiles, gypsies and Jehovah's Witnesses, political and religious opponents, old, gay and handicapped, heroic and ordinary men, women and

children were murdered by the Nazis in systems designed to implement the "Final Solution to the Jewish Problem." They will all be commemorated in the Museum in a manner consistent with the historical record and without distorting or de-emphasizing the uniqueness of the Jewish experience.

Many survivors have rebuilt their lives in freedom as citizens of the United States. Their story will also be told.

Among the perpetrators of the genocidal evil were philosophers and poets, historians and scientists – men and women of extraordinary achievement who used their impressive talents to serve the processes of destruction. Acting from an ideology of anti-Semitism and racism, they staffed the Einsatzgruppen that slaughtered millions in the East. They conducted "scientific" experiments in the concentration camps and published their results in "learned" journals. Their story must be understood by all Americans – especially in our increasingly professionalized society. The U.S. Holocaust Memorial Museum will speak to this moral dimension of history, to the need to fuse human talent and ethical responsibility.

The Holocaust is the extreme example of what can happen when the fundamental values that are essential to the American people are abrogated. Nazi Germany represented the antithesis of American values of civility, tolerance, pluralism and democracy. It violated such basic American concepts as equality before the law and the inherent rights of each individual.

Because the Holocaust Memorial, located in the heart of the U.S. Capital, is an American National Memorial, the specifically American dimension of the Holocaust will be consistently represented in the Museum. That is fitting. American soldiers brought an end to the Third

Reich, defeating Nazism. American soldiers – black American and white, Japanese-American and Native American – liberated the camps. And, when the survivors and their liberators embraced, American soldiers led by General Eisenhower became an eye witness committed to telling the story of the inferno.

And yes, America did not do enough. A record of failure and indifference marked national policy until 1944, when three young Treasury Department officials, Josiah Dubois, John Pehle and Randolph Paul, convinced Secretary of the Treasury Henry Morgenthau, Jr. of the errors of our policy in the devastating memo on the U.S. acquiescence in the murder of the Jews. Morgenthau, in turn, presented a personal memorandum to the President detailing a dismal record of cover-up and complicity. The Museum will tell that story as well.

What a powerful symbol for all public servants to see each day as they travel to work and make choices between playing it safe or doing what is right. What a critical reminder of international visitors to Washington – including our friends in Israel – of the capacity of government to admit its errors and to change failed policies, to respond to human needs, to defend human rights.

The study of the Holocaust has already entered the curricula of high schools, the course offerings of colleges and universities and the mainstream of American culture. Its diffusion in American culture imposes an important responsibility on survivors and the American Jewish community to ensure that it is not cheapened or commercialized, vulgarized or dehumanized. We are equal to the task.

If the Museum is successful, then it will make an enormous contribution to raising the moral issues that are at the core of the national experience of the world's greatest democracy.

The writer, a survivor of Auschwitz, is vice-chairman of the United States Holocaust Memorial Council and a member of the board of governors of the Jewish Agency.



THE SNOWMASS CLUB

Call Meyerhoff

301-727-3200

report



1964

FEBRUARY

Talked to 35 people

The project is dead, or
disputed. It's on nobody's
agenda.

Strong political help is needed
Bud doesn't understand fund-raising
or what is required to lift this up.

The only way to do this is with major help
from White House and Key Congress & Senators.
This will take creative planning.

If we average 150,000 from the first 20 prospects,
it would be great.

★ Drama, shall treatment from White House
is only way to lift this up.

Haskell Bennett - no fund-raiser

Dan Weinstein - I like him ^{very much} - he's a hustler -
he's emotional - not afraid to ask for money.

Arnyet Mester - is pretty USA - how to use him.
for 20-30 specially selected prospects

Allie Adelman - might be willing to get
activated

Loeb
Lipoff
Weldman
Strauss
Grass

Loeb
Lipoff
Grass

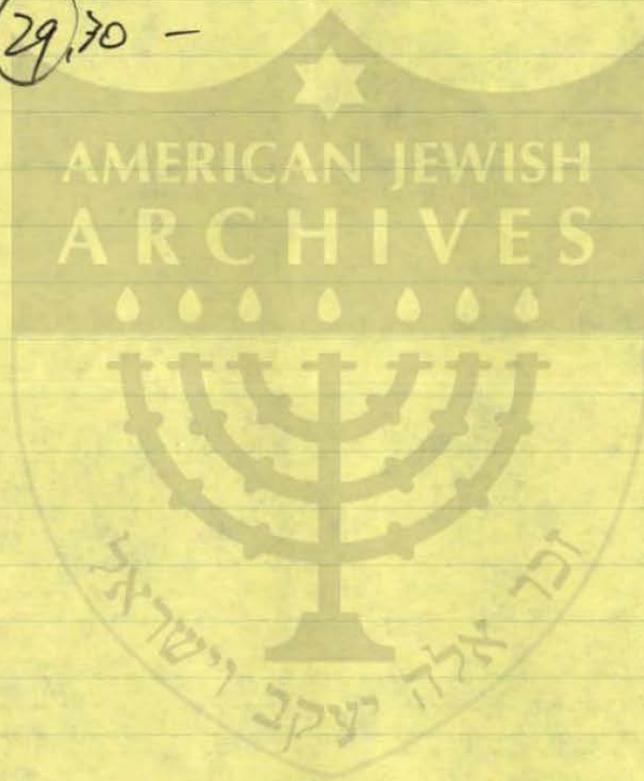


Where do we get six committed guys
who can work on this?

Lunch at White House - 20 guys

July

28, 29, 30 - 47.00



Billy Hakam
Lane Kirkbride

Biamatti
Annenberg
Kirkpatrick



P.O. DRAWER G - 2, SNOWMASS VILLAGE, COLORADO 81615 • 303/923-5600

NEW YORK LIST

Arthur Belfer

Ivan Boesky

Edgar Bronfman

Fisher Bros (Zachery & Larry)

Irwin Chanin

Leonard Davis

Michel Fribourg

Alan (Ace) Greenberg

Joseph Gruss

Carl Icahn

Ludwig Jesselson

Klingenstein Family (John & Fred)

Milton Petrie

Raphael Recanati

Fred Rose (or Dan)

William Rosenwald

Irving Schneider

Leonard Stern

Lawrence Tisch

Jack Weiler

NATIONAL LIST

Harvey (Bud) Meyerhoff	Baltimore
Blaustein Family Foundation (?)	Baltimore
Jay Pritzker	Chicago
Lester Crown	Chicago
Albert Ratner	Cleveland
Morton Mandel	Cleveland
Irving Stone	Cleveland
Marvin Davis	Denver
Max Fisher	Detroit
Al Taubman	Detroit
Henry Taub	Englewood, NJ
Alex Grass	Harrisburg
Mel Simon	Indianapolis
Max Palevsky	Los Angeles
Lew Wasserman	Los Angeles
Mark Taper	Los Angeles
Meshulam Riklis	Los Angeles
Sam Adler	Miami
Stephen Muss	Miami
Jay Phillips	Minneapolis
Manny Fingerhut	Minneapolis
Ray Zimmerman	Nashville
Heinz Eppler	Palm Beach
Walter Annenberg	Philadelphia
Sidney Lewis	Richmond
Peter Haas	San Francisco
Mel Swig	San Francisco
Robert Smith	Washington

INTERNATIONAL LIST

CANADA

Reichman (Olympia & York)

Belzberg

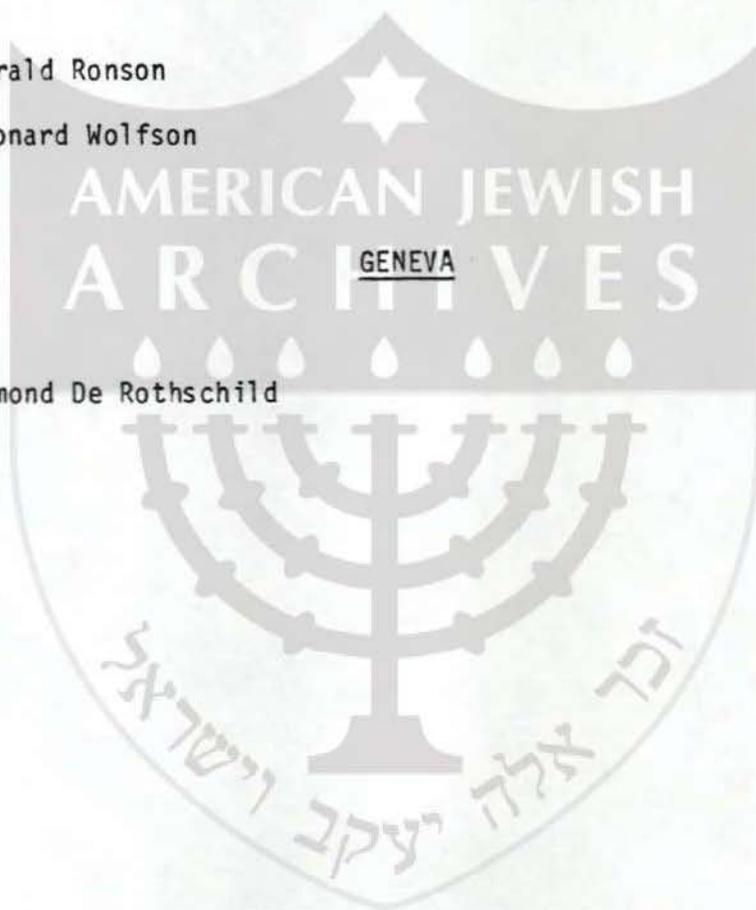
ENGLAND

Gerald Ronson

Leonard Wolfson

AMERICAN JEWISH
ARCHIVES
GENEVA

Edmond De Rothschild





File

June 10, 1994

United States Holocaust Memorial Council - Membership

Resolution of the United States Holocaust Memorial Council

Kurt Waldheim

Background:

According to recently released secret United Nations files, in 1948 the U.N. Crimes Commission said Kurt Waldheim should stand trial for "Murder" and "Putting Hostages to Death." The U.N. dossier on Waldheim states that "from April 1944-May 1945," Waldheim, as a German intelligence officer, was "responsible for the retaliation actions carried out by the Wehrmacht units in Yugoslavia." In this connection, he is charged with the above crimes of murder and putting hostages to death. In response, Kurt Waldheim claims that these charges were false, that he did not knowingly take part in any such actions. However, only recently has Kurt Waldheim even admitted that he served with the German Army in the Balkans from 1942 to 1945. In his memoirs, he wrote that he left military service in 1941 after being wounded. In fact, papers in the U.S. National Archives show that he served for three years on the staff of General Alexander Loehr, who presided over the massacre of Yugoslavian partisans, hostages and Jews and who supervised the deportation of 60,000 Jews from Salonika, Greece.

-- In view of the evidence presented, we are outraged that Kurt Waldheim has not been forthcoming in responding to these allegations.

-- As the former head of the United Nations, an institution created in the shadow of Auschwitz, Kurt Waldheim, can never be exonerated in the eyes of the world community until he fully accounts for his activities while serving in the German Army.

-- Moreover, as an international statesman, he has a moral obligation to provide a full and frank disclosure of pertinent facts regarding his service record.

-- The conscience of mankind demands that all alleged perpetrators of Nazi atrocities be called to account for their past.

-- Therefore, until a complete investigation can be made regarding the military service record of Kurt Waldheim, we believe that his name should be placed on a watch list, as has been done in all such previous recommended cases by the Office of Special Investigations at the Department of Justice, and barred from entering the United States. He should be declared persona non grata.

-- Finally, we strongly condemn the Soviet Union both in its defense of Waldheim and its accusations of "Zionist Conspiracies" in the Waldheim election. We are still outraged by the continuing campaign of anti-Semitism waged by the Soviet Union.

I, Marian S. Craig, do hereby certify that I am the duly appointed Secretary and keeper of the records of the United States Holocaust Memorial Council, a federal establishment existing under the laws of the United States, and that the above is a true and correct copy of a resolution duly adopted at a meeting of the United States Holocaust Memorial Council, convened and held in accordance with law and the Bylaws of the Council on June 10, 1986, and that such resolution is now in full force and effect.

IN WITNESS WHEREOF, I have affixed my name as Secretary this
10th day of June 19 86.

Marian S. Craig
Secretary

E



File

June 10, 1980

United States Holocaust Memorial Council - *Membership*

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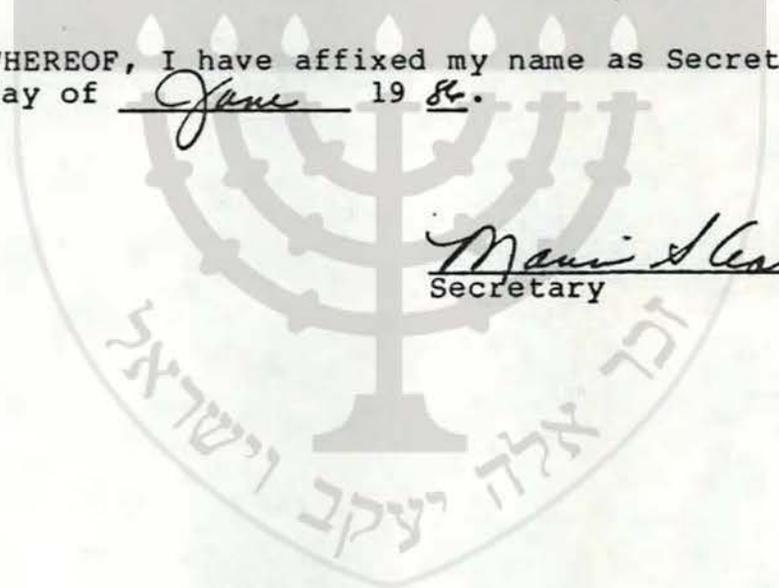
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10th day of June 19 86.


Marian S. Craig
Secretary

Bob Duke

9/21/87

1. Disengaging - June
3-4 days week till Nov.
2. Big Gpts emphasis - 15, 10, some
5's
3. Integrity
4. Time-span - 2 years
5. non-Jewish world - doesn't have
major contacts
- ~~6. campaign job~~
6. wants to do this for moral
reasons - his wife also -
Thinks he can do.

Our generation must tacitly agree
to remember certain things in certain ways
and refuse to be dissuaded from its chosen
version of the past. Otherwise the past won't
stay put. If we are not vigilant about
preserving our own history, someone will try to
come along and change our memories. And then -
how will we know who we were and who we are
now?

Be the messengers - tell your
children - your friends.

"Hot Flashes"
Barbara Rastin
p. 2

THE
WEXNER
HERITAGE
FOUNDATION

Herbert A. Friedman
President

Leslie H. Wexner
Chairman of the Board

18 March 87

Dear Bud -

Two short items:

1. Bartlett Giamatti - former president of Yale, now president of National League (baseball) - will be happy to sit in on any fund-raising ^{advisory} committee you might wish to form for the Holocaust Council. He started the Yale Holocaust Videotape Archives with a contribution of \$100,000 from his President's Discretionary Fund. He knows Steve Muller and would be happy to sit on any committee with him. By the first week of May, he is relatively free.
2. Since you are going to rotate people off the Council and add new ones, I would suggest the name of Stanley Sloane,

whom you know. He is a good
Republican, generous, knows lots of people
all over the country from his years as
a USA National Vice-Chairman. His
address is 322 E. 57 St. NY NY 10022.
He would be a strong addition to the Council.

Best regards to Lynn.

Heidi



HERB FRIEDMAN'S ADDRESS

AMERICAN JEWISH
ARCHIVES

Wexner Heritage Foundation

551 Madison Avenue

(at 55th)

New York City

Meeting on 9th Floor

Telephone: (212) 355-6115

זכר אלה יעקב וישראל

CONFIDENTIAL

SUGGESTED CAMPAIGN OUTLINE

I. Key Strategy

A. Concentration on the ~~33~~ Key Communities

1. One \$1 million gift in each
2. 2 million from rest of Jewish Community in the key community
3. 1 million from Non-Jewish Community and balance of State except NY, CA, PA, IL, FL, MI, OH, TX
4. Five year payout

B. Governor Involvement

C. Nationwide non-Jewish Campaign - Direct Mail

\$ in = \$ out, but could generate \$\$

D. Corporate Campaign - Chrysler as leader

E. Foundations

F. Forbes 400 and similar lists

G. Clearance w/UJA/Federation - One time campaign except usual membership drive after Museum opens.

H. CAPITAL/ENDOWMENT - 50/50 - SIZE OF CAMPAIGN

II. Leadership

A. Honorary Chairmen - Max Fisher, Walter Annenberg (Examples)

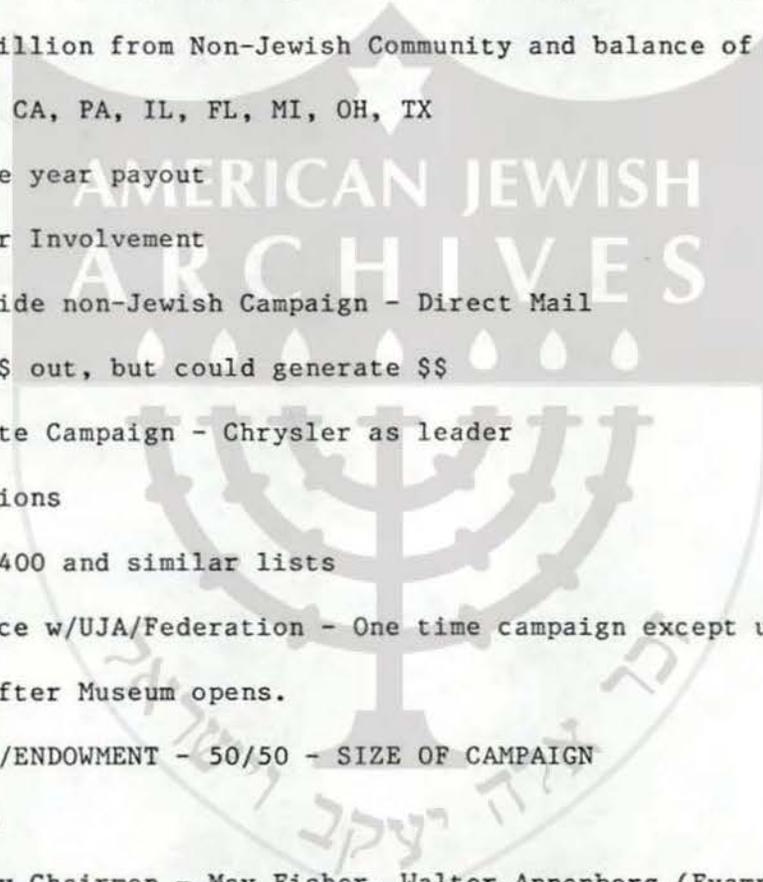
B. Four National Chairmen — ONE CHAIRMAN

1. Major Gifts - Above \$100,000 (perhaps 150 in number)
2. City and State Campaigns - (perhaps split when no cities)
3. Corporate - Jewish and Non-Jewish
4. Foundations

C. Local and State Chairmen - Obvious problems where more than one of the 33 cities is a state - (2 TX, 3 FL, 3 CA, 2 PA, 2 NY, etc.)

D. Non-Jewish Participation - Corporate Names, etc.

Legacies →



- E. Special solicitors
- F. Advisory Board, National Campaign Cabinet, etc.
- G. International Board?

OBVIOUS PROBLEM IS SOLICITORS

III. Staff

- A. Consultant Driven? (Major Issue)
- B. Regional Responsibility (3 or 4) - 10 cities/man or 12 states/man
- C. Home Office Support - Accounting, Legal
- D. Publicity - In-house or PR firm - Brochures - Speakers, (Volunteer, Staff)
- E. Special Solicitor back-up
- F. Foundations
- G. Corporate
- H. Direct Mail, Synagogue and Church Appeals, other Organization support

*Rushon Kest
Jim Fingeroff*

IV. Timing

- A. 2 year - Oct. 87-Oct. 89
- B. Planning - April-August 87
- C. Kick-off - Fall 87 - White House, etc.
- D. Target Dates - Key Events
 - Oct. 87 - Kick-off
 - March 88 - 1st report
 - Sept. 88 - Grass Roots Campaign
 - Corporate
 - State Campaigns
 - Nov. 88 - 2nd Report
 - April 89 - 3rd Report
 - Oct. 89 Closing Dinner

E. Target Dates - Key Campaigns

Oct. 87-March 88 - MAJOR GIFTS and planning for next steps

March 88-Sept. 88 - 2nd Tier - Cities/States

Planning for Governors Campaigns

Corporate Campaign Starts

Foundation Campaign Starts

Sept. 88-Sept. 89 - 3rd Tier (Grass Roots)

Direct Mail, Governor's Campaigns

V. Random Thoughts

- A. Identifying and recruiting effective Campaign Leadership is THE PROBLEM
- B. Introducing increased Campaign Goal is delicate but needed
- C. Quality of Staff for a non-permanent campaign almost dictates subcontractors
- D. WHO CARES and WHY
- E. WHO OPPOSES and WHY
- F. Will probably get caught in a recession - (discuss my 1975 United Way experience)
- G. Importance of Planning (JHU, BSO)
Importance of Recruiting (JHU, BSO)
- H. Resolicitation necessary - NYC, CHI, SAN FRAN, etc.
- I. Council Membership and Participation
- J. COST

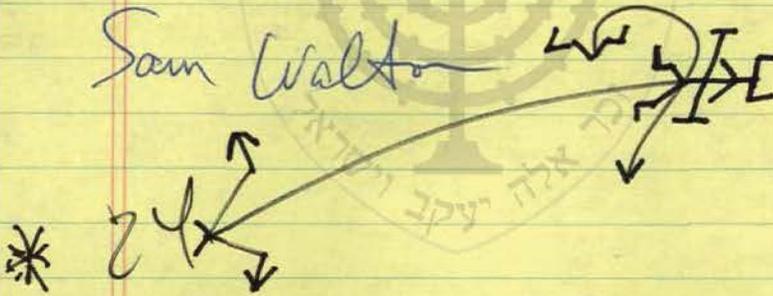
Lester Crown
Robert Belfer |
Sam Belzberg
Alfred Taubman
Mel Simon

Henry Ford
Bart Giamatti

Armand Hammer

Ross Perot

Sam Walton



Stanley Steane
wed - 27 may
could be
i.k. Balto - 10-11 am.
752-6275
Bud going to
Israel that day 4 pm

(Rabbi) Saul Besser
214-458-2466

6308 Wilderness Court
Dallas, Texas 75240

1. Send him memo + info on Commission
2. send names of people who could call Perot (Annenberg, etc.)
3. He will sound out if Perot is willing to take call.

He is interested in fund-raising.

4. He has access to Armand Hammer, who sold Citgo to Southland Corp. in Dallas.

BIOGRAPHICAL RESUME - HERBERT A. FRIEDMAN

Rabbi Herbert A. Friedman, the former executive chairman of the national United Jewish Appeal, is an eminent authority on Jewish overseas needs and Israel's birth, growth and development.

Herbert A. Friedman was born in New Haven, Connecticut, USA, on September 25, 1918. His parents migrated to the United States from Vilna, Lithuania, in the 1890's. He graduated from Yale University (B.A.) in 1938; attended Columbia University Graduate School of Business Administration; graduated from the Jewish Institute of Religion with the degree M.H.L. (Master of Hebrew Literature) and Rabbi, in January 1944. This rabbinical seminary was unique in that its founder, Rabbi Stephen Wise, attempted to create an environment where students from orthodox and liberal backgrounds could study together, enjoying mutual respect from one another, and the traditions of a united people. He was awarded the degree of D.D. (hon.) in 1964.

He served as chaplain with the Ninth Infantry Division in Germany during and after World War II, and spearheaded efforts to help Jewish survivors of the Nazi death camps. Later he served as assistant advisor on Jewish affairs to General Lucius Clay, commander of U.S. Occupation Forces in Germany. During that period, he was secretly recruited into the Haganah and worked in the illegal immigration operation called "Aliyah Bet". He was subsequently decorated by the State of Israel for that service.

He was an active supporter of statehood for Israel, and while serving congregations in Denver and Milwaukee, he became chairman of the U.J.A. speakers bureau and travelled widely throughout America as a volunteer, raising support for the new state and the immigrants flooding her shores. In 1955, he became the executive vice chairman of the U.J.A. national campaign and executive chairman in 1970.

Throughout three decades he was present at critical moments in the life of Jewish communities in many countries: pogroms in Morocco in 1955; flight of Hungarian refugees in 1956; exodus from Rumania in 1957; surveys of conditions in Iran, Poland and Tunisia. Just before the outbreak of the Six-Day War in 1967, he was in Israel for talks with Jewish Agency and government leaders which resulted in the historic Israel Emergency Fund.

After his long career with the U.J.A., Rabbi Friedman and his family made aliyah in 1971 and settled in Jerusalem.

He is known as an innovative thinker and doer. He created the Young Leadership Cabinet, bringing together young men and women from all over the country and instilling within them a philosophy of Judaism and a sense of commitment.

He established the Israel Education Fund, which built many schools and libraries throughout the country; developed the program of Missions to Israel; and initiated many of the methods and ideas now in general use in fund-raising throughout the world. He has travelled to many countries in Europe, as well as Australia, South Africa and Canada, to help them with their fund-raising.

Upon returning to the U.S., Rabbi Friedman assumed the position of President of the American Friends of Tel Aviv University, creating new directions and stimulus for this fund-raising arm of Tel Aviv University.

He is now serving as President of the Leslie Wexner Heritage Foundation, which is dedicated to the education of leadership groups in Jewish communities throughout the United States.

HARVEY M. MEYERHOFF

25 SOUTH CHARLES STREET
BALTIMORE, MARYLAND 21201

January 2, 1987

Dear Herb:

Thought I'd keep you posted with what's happening vis-a-vis Richard Kreiger and the Council's decisions of December 4th. As you can see, he has "gone public" with his personal views that the Council's actions were inappropriate, perhaps illegal, and that he disagrees basically with the Museum Development Committee's decisions on salaries to its staff, etc. In light of these public comments by him, I suggested in a telephone conversation last evening that he should resign if he was that unhappy but happy or not, he should implement the Council's decisions which were made properly and passed by an overwhelming majority.

After you have digested these, give me a call. In the meantime, a very happy and healthy New Year to you and Francine.

Warmest regards,



HMM/dmk
Enclosure

Rabbi Herbert A. Friedman
Wexner Heritage Foundation
551 Madison Avenue
New York, New York 10022

*P.S. Lynn continues to do well
we're slated to get away for 7 or 8 days -
(beginning Jan. 9th)*

Washington JEWISH WEEK

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CANDLELIGHTING 4:34, HAVDALAH 5:34

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30 KISLEV 5747 / JANUARY 17, 1987

HYMAN BOOKBINDER: CONVERSATION WITH AMBASSADOR MAX KAMPELMAN

Negotiator Sees Arms Talks Unaffected by Iran Mess

This is the third in an occasional series of interviews with prominent Washington political figures conducted by Hyman Bookbinder, who served as Washington representative of the American Jewish Committee for the past 19 years.

Hyman Bookbinder: Mr. Am-

bassador—I want to address you at least once this way—but if we are going to have a relaxed conversation, I think I'll have to call you Max. After all, we do go back too many years....As we approach the new year, I want to ask you about some basic public policy issues, but our readers, I know, would want

very much to know something about your views on the current Iran-contras-hostages situation. How seriously have these daily developments impacted on your ability to speak and act on behalf of a government which seems to be in such disarray on foreign policy matters? How do you explain the situa-

tion to your counterparts on the world scene?

Ambassador Max M. Kampelman (chief negotiator, Geneva Arms Talks): I don't recognize any such problem. The issue has not come up in my discussions with the Soviets. I don't have the feeling of any disarray in my field. What does concern me, Bookie, is that I wouldn't like the Soviet leaders in Moscow to assume that there is a weakened president, and that a weakened president will make concessions to them that he would not otherwise make. That would be a terrible misconception because that's not going to happen. There are many in this country who have talked to me in the last few days who have been concerned of the reverse, namely, that people advising the president would say to him, "Hold tight, even tighter than you ordinarily might on some issues, so as not to communicate weakness." Now I am not aware that such advice was indeed given to the president, but there are some people who do have that kind of concern. So we have to watch out about both, but mostly I'm worried about the Soviets miscalculating.

HB: But how can they avoid what you call miscalculating when the world's press, let alone the American press and some world figures, are constantly referring to such a weakened presidency? What has to be done to make such an assessment less likely?

Amb. K: I will tell the Soviets simply and realistically that they must not make such a mistake. Let me also say that we can't have government policy affected by whatever crises are reflected in the press or may take place. In a democracy, problems will arise and become evident; problems may arise in the Soviet Union and will not become evident. So we have to learn to live with these problems, not let them interfere with the proper functioning of government.

I've got a specific responsibility: It is to achieve, if I can, an arms reduction agreement that's in our interest. That's not been touched upon and is not affected by the Iran crisis, the contra aid problem, etc. So I've got my job to do, and I do it. We have our meetings. I can tell you that I am not conscious of any effect that the Iran situation has had on my work.

Let me add that I support aid to the contras—not aid which is in any way improperly, illegally advanced, should that be what hap-



Max Kampelman responds to questions by Hyman Bookbinder.

PHOTOS BY EIKU LEWIN

Holocaust Council Director: Resolution Illegal

BY LARRY COHLER

A crucial resolution passed recently by the U.S. Holocaust Memorial Council is illegal, the Council's executive director declared last week, in part because it delegates sweeping powers to a committee already exercising those powers inappropriately. But a key Council member dismissed that finding as "a lot of nonsense."

The resolution, approved 20-6 on Dec. 4, transferred broad control

over construction of a Holocaust museum on federal land in Washington to the Council's Museum Development Committee.

The move took place at the same meeting at which Elie Wiesel shocked the Council by announcing his resignation as chairman. The Holocaust survivor and recent Nobel Peace Prize winner cited time pressures and the need for leaders with expertise in putting up a museum to take his place.

Construction has not started on the museum, one of the Council's

major projects, even though the body was convened seven years ago under a presidential executive order that was later confirmed by a congressional mandate. The resolution would place broad powers in the hands of a committee with a number of experienced contractors whom most Council members believe would expedite the project.

But after consulting with the Council's staff attorney, the head of its Legal Advisory Committee and an outside attorney, Council exec-

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Krieger

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utive director Richard Krieger pronounced the resolution "improper in substance and in the way it was presented."

Sharon Freed, the Holocaust Council's general counsel, relayed her opinion on the resolution to him verbally last week, Krieger said, and is preparing a written opinion that will be ready next week. Julian Kulas, who heads the Council's Legal Advisory Committee, also viewed the resolution as improper, citing the rushed procedure by which it was passed.

Notices will go out this week informing Council members of his finding, said Krieger. They will also announce a special February meeting to resolve the numerous issues raised by the development.

That meeting promises to bring to a head numerous issues the 65-member Council has been facing in its long effort to build what one member called "the country's last great museum project," budgeted at about \$100 million for construction and an endowment for programming.

Control of Museum Content

Key among the contested issues is whether the Museum Development Committee should have any influence over the content of the museum. Krieger dismissed as "not true" public claims by Museum Development Committee members that they have no intention of influencing the museum's content and only want to get it built quickly.

"I had fights with them over content," Krieger said. "My position is that content is up to the Council, and Elie [Wiesel] supported me. They felt they wanted control of the content."

Some non-Jews on the Council have also voiced concern that the committee's broad powers would enable it to influence museum content in ways that might short-change their history as secondary victims of Nazi oppression.

But Professor Israel Gutman, a leading Holocaust scholar who heads a team of experts developing proposals for the museum's content, reported a different experience with one leading committee member. Speaking of Albert Abramson, a prominent Washington developer, Gutman said, "He took part in our meetings and was very interested in our plans. I had the feeling he was interested to learn and know about the period. He did not present his individual suggestions."

Gutman, who spoke by telephone from Israel, stressed that specialists in the field should retain primary responsibility for developing museum content proposals. He expressed his willingness to continue to work with the committee "if the vision is the same as before, and we have the chance to influence, plan and propose in accordance with our backgrounds."

Another question the Council will face at the February meeting is whether money the Council is raising privately to build the museum must be subject to the same regulations and restrictions that control funds the Council receives from Congress for other projects.

Krieger strongly believes that they should. He charged that the resolution would formally validate "improper" practices at the Council, which he said he has been working to correct since his arrival as director in May.

The Museum Development Com-

mittee and its staff in particular have a pattern of improper expenditures, sole-source contracting and excessive salaries that violate standard procedure for government projects, Krieger said. Yet the resolution gives this committee unchecked authority over letting contracts, personnel and expenditures.

Debate Use of Private Funds

Supporters of the resolution argue that under it, the Council maintains ultimate authority over these



Richard Krieger

activities despite language giving the committee the right to "make all decisions" on museum construction and development. But Krieger noted that a proposal to subject the committee's powers to final approval by the executive director and chief financial officer was defeated. He asserted he was legally responsible for the committee's funds since by law the executive director must give an annual accounting to Congress on his "stewardship" of donated money.

Congress has required that the museum's development and construction be privately funded and adds that those funds "are not subject to any requirements or restrictions applicable to appropriated funds." But Krieger said that in attempting to build a national Holocaust memorial, "We're working for a concept so sacred in its very nature that it should not be desecrated by bringing any question of inappropriateness."

"Because we don't have to hold to federal regulations by law doesn't mean we have the right to treat donated funds in a *laissez faire* way," he said.

Krieger hastened to add that the practices that concerned him spring from lack of knowledge and, occasionally, impatience with extensive government regulations—not corruption or any attempt at gain.

Last December, the General Accounting Office (GAO), Congress' consulting arm, wrote Rep. Sidney Yates (D-Ill.) that in its opinion Congress intended a "no strings" treatment of the Council's donated funds. This included full freedom from federal requirements in contracting. But the GAO added, "We do, however, believe the Council should use the body of federal procedures, laws and regulations as models" in developing its own spending policies. "The Council has previously indicated to us its inten-

tion to do so," the GAO letter stated.

This seems to imply some flexibility for the Council in its use of privately raised funds while it operates generally under regulations similar to the government's. But Krieger charged that non-competitive, sole source contracting, which is the rare exception in government practice, was "the rule" for the Museum Development Committee.

"I'm there to keep procedures proper and see that the job gets done without any compromise in integrity and propriety," said Krieger. "It's unfortunately true that these things weren't done before." At the Museum Development Committee, with its own separate staff, these practices continue because "when you fix a problem going back seven or eight years, people don't like it," he said.

Miles Lerman, a member of both the Council and the Museum Development Committee, said that the Council's policy on donated funds was specifically created so those funds "won't be subject to the strict regulation of government control. It is specifically designed to avoid \$700 hammers."

Lerman said that unless private funds raised to build the museum remained free of federal controls, "the museum will end up costing \$300 million with all the codes and regulations."

Legal Opinion Contested

He termed Krieger's finding that the resolution was illegal "a lot of nonsense. Such matters will be decided by the Council and not Mr. Krieger." Lerman said he welcomed a special meeting "as soon as possible" to air all differences openly and resolve them. "I am confident that while there may be different approaches, all members remain dedicated to building the museum," he said.

Mark Talisman, another member of the Museum Development Committee, though not a Council member, agreed that the ability to handle the privately raised money free of government controls offered "some special opportunities." He cited committee members in the construction business who are willing to donate crucial materials, such as flooring and windows.

"Under federal procedure we'd have to enter competitive bidding even for contracts on materials we can get donated," he said. "You'll get \$3 for each [federal] dollar through the committee."

But Krieger argued that federal regulations generally served to limit, not compound, expenditures. He noted that if donated funds were being handled under federal guidelines, salary expenditures would be much lower for the committee staff.

Arthur Rosenblatt, the committee's director, receives an annual wage of \$150,000, Krieger observed, and his assistant, Arthur Rosenfeld, gets \$85,000. But under the legislation establishing the commission, the top salary for those whose wages come from congressional appropriations is \$68,700—Krieger's own salary.

Rosenblatt, who oversees the physical development of the museum, was previously vice president for architecture and planning at the New York Metropolitan Museum of Art. Asked if he believed people of such background could be induced to work for the Holocaust museum project at the substantially lower federal salary, Krieger replied, "Yes! Rosenblatt is making more than the

vice president." Prestigious federal service has always involved some degree of financial sacrifice for those who are successful in the private sector, he said.

Rosenfeld, speaking for himself and Rosenblatt, told the *Washington Jewish Week* that Holocaust Museum staff salaries "are based on the same principles and procedures in effect at other federal institutions in the District of Columbia" whose construction costs and salaries have come from private funds.

Krieger's critique also included the museum project's fund-raising campaign. That campaign, charged Krieger, a former federation executive director, violated standard fund-raising procedure by including unsigned pledges in its announced fund-raising totals.

Estimate Lowered

In fact, the campaign's fund-raising report for early December listed \$38 million in pledges for the museum. But after Krieger's complaints on this score, the latest report revised the fund-raising total downwards to \$33.8 million, reflecting actual signed pledges.

A campaign official, requesting anonymity, minimized the significance of the change, noting that the reports were not audited financial statements but merely for internal staff information. For that purpose, he said, it made sense to include all "secure" funds so that staffers can see the progress.

Krieger estimated that up to an additional \$2 million of the funds still listed as raised may be in the form of unsigned pledges. But Lerman retorted, "What's the difference whether it's counted or not? This makes the difference between propriety and impropriety? Yes, everyone needs to sign a card. But we have pledges... Assume 15 to 20 percent doesn't materialize. That's common in this kind of enterprise."

"We are not perfect," Lerman said. "And we are working as hard as we can short-handed. Are these the problems that need to be brought up?"

Krieger said that at the Holocaust Council staff, which he directly supervises, many of the shortcomings he saw elsewhere had been remedied. He said also that he had overseen retroactive remedies to many previous Council oversights—such as its neglecting to approve any minutes from its previous 15 meetings until the meeting he attended as executive director for the first time last June.

Krieger particularly objected to some Council members who spoke in an earlier article of "turmoil and paralysis" among the Council staff under his tenure.

Reviewing that staff's achievements to date, he cited its success in coordinating official Days of Remembrance observances in all 50 states for the first time this year. In the near future, he said, programs and seminars are scheduled on such topics as non-Jewish victims of the Holocaust; educating children about the Holocaust; and the Christian response to the Holocaust.

Despite the clear friction that has arisen between Krieger and some Council members over issues connected to the December resolution, all parties stressed they continue to regard the project itself as far more important than their disagreements.

"The museum is bigger than myself, than Mr. Meyerhoff, Mr. Abramson and certainly Mr. Krieger," said Lerman. "We should not permit our personal vanity to interfere."

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LE CHANUKAH

Happy Chanukah

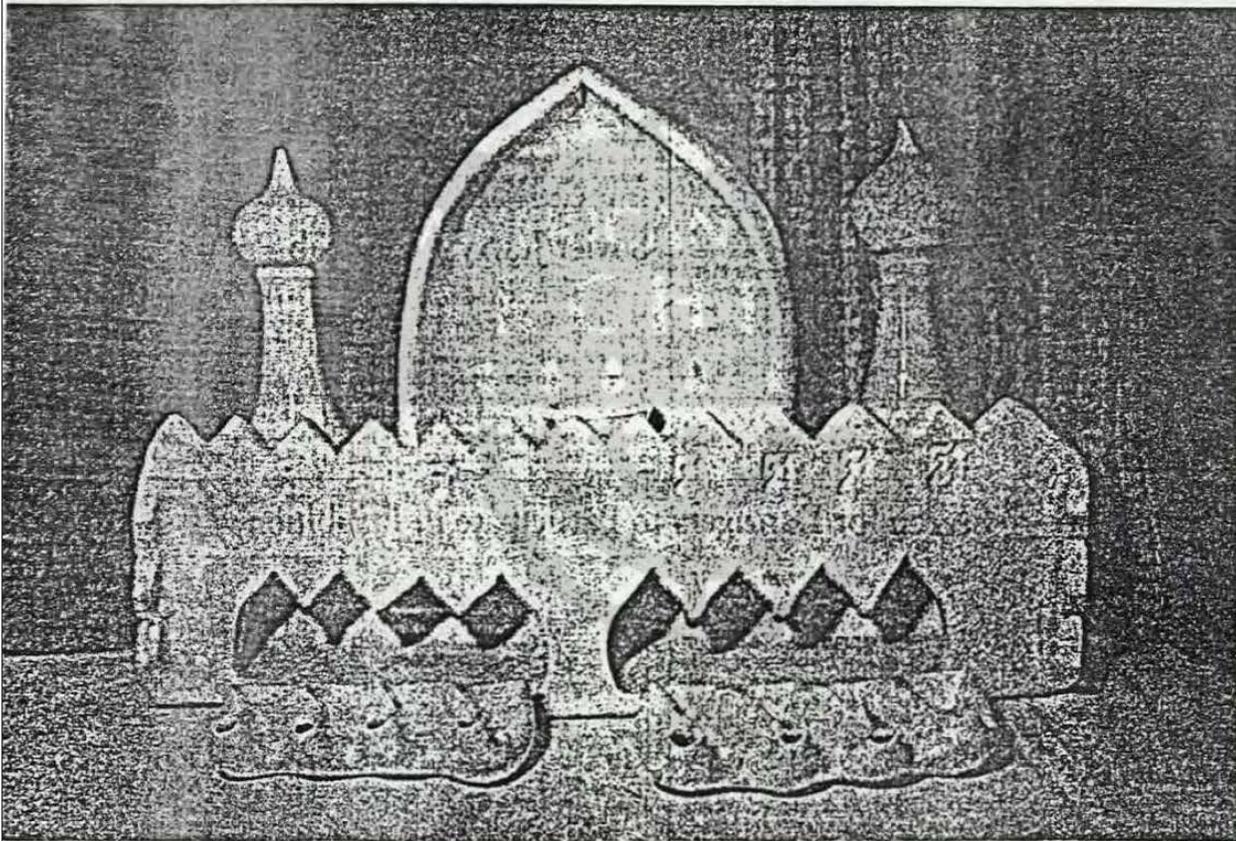


PHOTO BY RIKKI LEVIN

A white porcelain Chanukah lamp designed by local ceramic artist Pearl Saltzman is influenced by themes in Spanish and Moorish Architecture. It is in the Sephardic tradition.

Story and photos page 24.

Without Wiesel—Building the Vision With Mortar And Brick

BY LARRY COHLER

When Elie Wiesel resigned as chairman from the U.S. Holocaust Memorial Council earlier this month, he may have deprived it of its greatest unifying force while removing the single greatest impediment it faced in completing its job.

On the day Wiesel resigned, the Council passed a controversial resolution in closed session with his acquiescence. The resolution was crucial to removing that impediment, which had threatened the very viability of the U.S. Holocaust Museum whose construction is now the Council's greatest task.

The *Washington Jewish Week* has learned that this resolution effectively transfers all day-to-day authority for building the museum from the Council staff to the separate staff of the Council's Museum Development Committee. Among other powers, the resolution gives the committee the right to enter into contracts on its own and "to make all decisions" on construction and development of the museum, which has attracted the devotion and support of Holocaust survivors and others across the country.

While the shift may appear bureaucratic, it addresses serious personnel and logistical problems that have long been plaguing the project.

And according to some, at least for this stage of the project, it grants decisive immediate authority to contractors and technical specialists, who will now speed it to completion.

Holocaust survivors, who have taken prominent Council roles under Wiesel, stress that the Council and, beyond that, Congress still maintain ultimate authority over the project. But the resolution's sweeping nature has been challenged by a small group of Council members who question its legality, citing reported doubts of the Council's own staff attorney. They have urged the Council's executive director, Richard Krieger, to seek inde-

pendent legal counsel on the matter.

Some non-Jewish Council members among the opponents also fear the shift may lead to the museum's shortchanging the deaths of some 5 million non-Jewish victims of Nazism.

All emphasize, however, that they remain committed beyond all differences to what one called "this awesome and holy" project, which they intend to leave as a national legacy. But with the resignation of Wiesel as Council chairman—though he remains as a member—the commitment of the disparate groups on the Council will now be tested, according to many Council

CONTINUED ON PAGE 8

Museum

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sources. Above all, Wiesel played a mediating role through his presence, they said, a presence able to bridge wide differences on the 65-member Council.

It was, in fact, partly because of this role that Wiesel remained as chairman considerably beyond the stage that was within his expertise, these Council sources say.

Greek Tragedy

As in a Greek tragedy, Wiesel's unifying chairmanship also contained within it the seeds of crisis at the Council. It was a crisis that increasingly bedeviled the government agency as it struggled to erect a museum memorializing, as a national enterprise, the Jewish people's greatest tragedy.

As the project moved from the holy vision of Holocaust survivors such as Wiesel to the complex practical matters of brick and mortar, the leadership skills required were not those the writer possessed. Yet, according to numerous Council members and staffers, Wiesel was loath to delegate. He immersed himself in the minutiae of contracting, architectural design and bureaucratic planning of a project that obviously riveted his emotions and hopes.

"He was on the phone with people several hours a day, almost literally," said Micah Naftalin, a former Council executive director who now works with the body's fundraising campaign.

Wiesel was in Israel last week and could not be reached. But Martha Hauptman, his personal assistant and spokeswoman at Boston University, said the writer and recent Nobel Peace Prize winner "feels the museum is really on its way, and someone with different expertise is needed now—someone experienced in building museums." Before leaving for Oslo to accept the prize, Wiesel, who resigned as chairman shortly before his departure, also cited the new pressures and time constraints he will face as a Nobel laureate.

"We're getting to the stage of dealing with commercial matters, and these are not his strengths," agreed Miles Lerman, a Council member and Holocaust survivor close to Wiesel. "Frankly, he was frustrated with the time pressures. He was worn out."

Schedule Hangups

More crucially, for all his efforts, the job was not getting done with dispatch.

Sigmund Strochlitz, the vice chairman of the Museum Development Committee, spoke of a "crisis" at the committee's Nov. 12 meeting. While difficult years had been spent to bring the museum close to reality, he said according to minutes of that meeting, too much time was being spent "putting out brush fires, dealing with mounds of paperwork and handling bureaucratic questions of little importance."

Strochlitz, a Holocaust survivor and not one of those with construction expertise, declared himself ready to accept "drastic changes" in the Museum Development Committee to remedy the crisis—changes that the Dec. 4 resolution and Wiesel's departure promise to bring.

The Council was convened in 1979 through an executive order by President Jimmy Carter that mandated construction of the museum as one of its three primary tasks. Legislation passed by Congress in

1980 confirmed this mandate. But seven years later, the Council has yet to settle on an architectural design and begin construction, though Council members expect a final design to be submitted for approval this February. Almost all those contacted for this article expressed frustration with the pace of progress under Wiesel's chairmanship.

"Of course there's impatience," said William Lowenberg, who resigned as vice chairman of the Council recently. "It's seven years later and nothing's been started."

Lowenberg appeared to direct some of his impatience at Wiesel. But others pointed to factors beyond the control of this—or any—chairman.

Mark Talisman, a former Council vice chairman now serving on the museum committee, cited unexpected problems with site selection: After securing a piece of prime federal real estate close to the Washington Monument, the Council was told by architectural consultants that the building then standing there could be used. From the Council's viewpoint this was "wonderful," said Talisman, since the building's exterior design was "perfect" for the stark theme of the museum. But when engineers finally examined the interior structure, they found "there was just no way" it could be adapted, Talisman said.

"Three years were gone by then," he said. "And then we found that the land was part of the Tidal Basin and had water underneath."

Many other sources, mostly on a not-for-attribution basis, complained about turmoil and paralysis recently on the Council staff under executive director Krieger, who came to the Council last May. Under the controversial resolution the Council passed on Dec. 4, Krieger is likely to lose most of his decision-making authority over museum construction as that power shifts to the staff of the Council's Museum Development Committee. Father John Pawlikowski, a Council member from Chicago, related that he had "heard from a number of key people" that Krieger's performance was a factor in the resolution.

Krieger, however, said the resolution had "no link to me personally," though he acknowledged unsettled staff conditions.

"I found when I came in that people were acting in ways that would be questionable in the U.S. government," said Krieger, who was previously with the State Department, where he played a central role in the rescue of Ethiopian Jewry two years ago. "I instituted U.S. government procedures, and that caused some people some difficulties; they had to adjust to the fact that we're a government agency."

Private Money
But Krieger's zealotry in this respect may also have hastened the resolve of leading Council members to push for the sweeping shift in authority whose legality is now being questioned. One of the advantages many see in giving most of the power over museum construction to the Museum Development Committee and its staff is that the money it operates on is privately raised and can be allocated with little bureaucratic interference.

Though it acts formally under the aegis of the Council, the committee, unlike the federally funded Council staff, is thus not bound by cumbersome federal requirements, such as competitive bidding on contracts and civil service personnel procedures.

"There's some special opportunities here," explained Talisman. "For example, flooring industry people on the committee will donate flooring, and the same with windows. Under federal procedure, we'd have to enter competitive bidding even for contracts on materials we can get donated. You'll get \$3 for each [federal] dollar through the committee."

Talisman also stressed that in terms of fiscal accountability, "All money will be treated as public money."

In addition, both committee members and their staff are rich in something the Council staff largely lacks: specific expertise in construction and in the designing and building of a museum from scratch. The legislation that created the Council specifies that all activities related to the actual designing and construc-



tion must be funded privately. So last spring, as the prospect neared of finally beginning construction, the committee established its own separate staff with its own offices. This staff is headed by Arthur Rosenblatt, who was formerly a curator with the New York Metropolitan Museum of Art.

Many committee members are prominent developers, such as Albert Abramson and Theodore Lerner of Washington, and Harvey Meyerhoff of Baltimore. Meyerhoff is now in the process of donating \$6 million to the museum—its largest gift yet. And the Council designated Abramson as committee chairman at its last meeting to replace Wiesel, who had headed the committee but resigned that post at the same time he stepped down as Council leader.

So in a real sense, the sweeping powers granted the committee in the resolution mark the ascension of the contractors, developers and technical experts for this stage of the project—after years of leadership by scholars, historians and survivors under Wiesel's chairmanship.

Lerman, the Holocaust survivor, stressed that five members of the newly empowered committee were survivors and that the committee as a whole remained accountable to the Council. "At no juncture will this be a task for technocrats only," he said. "We will watch it and guard it carefully. It must reflect the agony, pain and tragedy of the people who had the experience."

But Talisman reported "lots of tension" between contractors and Holocaust survivors at the Museum Development Committee's meetings. "I'm an optimist and call it creative tension," he said. "But they like each other and have the same goal."

Given all the attractions for shifting power to a committee of experienced, wealthy specialists, it was likely to have eventually happened anyway. But among the minority who opposed the resolution in a vote they reportedly lost 20-6, there remains a deep disturbance about how the resolution was

passed and how it may affect the museum.

Legal Concerns

"The resolution was not given to the members until the meeting started," said Julian Kulas, who noted that the bylaws call for all proposals to be sent to members 45 days before being voted on.

Kulas, a Chicago attorney, is chairman of the Council's Legal Advisory Committee. He complained that even he was not informed about the resolution before the meeting.

Beyond that, Kulas sharply questioned the sweeping nature of the



Elie Wiesel resigned as Holocaust Council chairman as the Council took radical action to push its museum project forward.

powers he said the resolution gave the committee.

"From a pragmatic point of view, we must delegate some authority for day-to-day work," he conceded. "But we can't give someone carte blanche to do everything."

Kulas successfully offered an amendment that made it clear that the resolution "shall in no way minimize the powers of the Council as granted and invested by Congress."

"But I still feel concerned," he said. He also reported that Sharon Freed, the Council's staff attorney, "told me personally she thought it was absolutely inappropriate to do what they did under federal statutes—to transfer so much authority."

Attempts to reach Freed for confirmation were unsuccessful.

Kulas pointed out that all committees serve at the pleasure of the Council chairman, but with Wiesel's resignation, no one knows who that will be until the White House names a successor.

"If a new chairman comes in, he could change the committee membership and even the committee chairman," Kulas said. He questioned the wisdom of giving the museum committee so much power under those conditions.

Kulas also noted that the Council had elected Abramson head of the now vastly more powerful committee, though Abramson is not a Holocaust Council member. Council bylaws permit non-members to serve on committees, though the Council chairman is supposed to appoint all committee heads.

Attempts to reach Abramson for comment were unsuccessful. But other Council members in favor of the move stressed that in their view the Council retained final approval on all matters. Kulas, however, expressed concern about committee members entering into large, expen-

contracts that might be reversed later if the Council disapproved them.

Non-Jewish Victims

Father Pawlikowski also voted against the resolution. But while he shared Kulas's procedural concerns, he voiced another motivation, more related to substance of the deepest, most sensitive nature.

"There are resolutions the Council has passed which made it clear the Jews were the primary Holocaust victims and are to be memorialized that way—but that other victims were also to be appropriately honored," he said.

"We know there are [Council members] somewhat uneasy with



Sigmund Strochlitz: Too much time "putting out brushfires, dealing with mounds of paperwork and handling bureaucratic questions of little importance."

those resolutions. So I'd like to know who on the committee can at least represent or speak for the inclusion of non-Jewish victims in a secondary but integral way."

In fact, Set Momjian, an Armenian, is a Museum Development Committee member. But there are no non-Jews on the committee from among the Eastern European groups the Nazis conquered.

Pawlikowski was asked why this concerned him, since the committee

was given the powers in connection with the need to get on with the museum's construction, not its content. But he cited a section of the resolution that gives the committee power "to determine the external and internal components and features" of the museum.

"That could be referring to the engineering of the interior or the exhibits themselves," he said. "They claim it means engineering. But it seems that if later someone wanted to interpret it as involving content, they may have a strong leg to stand on."

Pawlikowski, who has long worked with Jewish organizations to promote interfaith relations, readily agreed that delegation of some kind was necessary to get the job done. He also stressed that "I come to this with a deep commitment that this museum must be primarily about the Jewish Holocaust and must show its unique dimensions regarding Jews."

He cited Wiesel's maxim that "all Jews were victims but not all victims were Jews" as embodying the proper balance. But the Catholic priest wondered if that would be carried on through this committee in the absence of Wiesel.

The conjunction of Wiesel's departure with the resolution worries some of its opponents. This is particularly true given the resolution's sweeping delegation—a delegation Wiesel himself avoided as chairman. As with many of the other cleavages in the 65-member Council, his presence exercised a reconciling influence on the most sensitive, emotional divisions, and he had the confidence of all the various factions.

"We had an understanding with Elie," said Kulas, who is also Polish, of the issue of commemorating non-Jews in the museum. But it was a comment typical of the other groups as well. The Holocaust survivors, especially, saw him as guardian, symbol and spokesman for the tragic experience he shared with them, which no contractor could understand. Some of them remain



Miles Lerman: "At no juncture will this be a task for technocrats only."

devastated by his departure and are still trying to get him to reconsider.

It is uncertain what role Wiesel will play as a regular member of the Council. But beyond the public reasons he gave when he resigned as chairman—which were real ones—Wiesel appeared to finally accept that the project he had devoted his soul to for seven years was running aground without the high-powered attention more technically expert leaders could give it. This, too, was a factor in his decision, and the primary impetus behind the far-reaching resolution, which he reportedly urged his supporters to painfully accept.

Now, the power of the project alone will apparently have to sustain those committed to it as they work out their varying but shared vision of its possibilities together. ▲

Hilton Hotels in Israel to Carry U.S. Wines

TEL AVIV—One of the world's largest hotel chains has signed an agreement for its Israeli locations to carry various products from the world's largest producer of kosher wines.

The Hilton hotels in Tel Aviv and in Jerusalem have agreed to carry the Kedem products from California and New York. This will be the first time that U.S. wines will be exported to Israel.

"This marks a breakthrough for Kedem Royal Wine and U.S. wines in general," said Joseph Zuker, vice president of international sales for Kedem.

Through Stock Israel, the importers and distributors of the Herzog label, both the Tel Aviv and Jerusalem Hilton hotels will carry three Kedem varietals: Sonoma County; Chardonnay, Sauvignon Blanc and New York State Johannisberg Riesling.

"These kosher varietals are a perfect example of the refined tastes Israelis require today," said Moshe Tikotsky, sales manager for Stock Israel. With the increasing desire for better tasting products, the palate of Israelis is changing. ▲

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• Annapolis

VOSS - Carl Hermann Voss, author, teacher, lecturer and clergyman, died on March 14 in Jacksonville, Florida. He was a native of Pittsburgh, PA, the son of the Rev. and Mrs. Carl August Voss. The cause of death was heart failure. He received the Bachelor of Arts and later the Doctor of Philosophy degree from Pitt., attended Chicago Theological Seminary, and in 1935 received the Master of Divinity degree from Union Theological Seminary in New York City. He also studied at the International People's College in Denmark, the University of Geneva, and did post doctoral work at Yale Divinity School. Ordained a Congregational Minister in 1935, he was also a member of the Unitarian Universalist Ministerial Fellowship. In addition to holding various pastorates, he served as a member of the faculties of the New School for Social Research in New York, Skidmore College in Saratoga Springs, NY, the Theological School of St. Lawrence University, Canton, NY, and Edwards Waters College in Jacksonville, FL. His major interest was world peace and international justice. He was one of the founders and the first executive director of the American Christian Palestine Committee which, in the early 1940s, gathered support for a Jewish national homeland in Palestine; and he was editor of its house organ, "Land Reborn". He visited and led study tours through Israel and the Arab lands on frequent occasions. For several years he was Ecumenical-Scholar-in-Residence on behalf of the National Conference of Christians and Jews, and carried on his research at the Ecumenical Institute at Tantur on the road to Bethlehem and at the Hebrew University; in the British Isles at the Centre for Postgraduate Hebrew Studies at Oxford University, and in Switzerland at the Ecumenical Institute of the World Council of Churches at Bossey, near Geneva. In 1978 he was presented with the National Brotherhood Award of the National Conference of Christians and Jews, and in 1979, at a special ceremony in Israel, he was made an Honorary Fellow of the Hebrew University of Jerusalem, and in 1981 he was awarded the degree of Doctor of Human Letters, "honoris causa", from Hebrew Union College-Jewish Institute of Religion. In Jacksonville he was active in the United Association of which he was president for several years, the National Conference of Christians and Jews, and many other community organizations and civic groups. As a lecturer and columnist, writer and preacher, he was active in his career of more than half a century. He was the author of nine books, and at the time of his death had been engaged for many years on a definitive history of the support and opposition of American Christian leaders to the founding of the State of Israel as a refuge for the victims of the Nazi Holocaust. Dr. Voss is survived by his wife, Dr. Pnyllis G. Voss, a psychologist and formerly associate professor and director of Counseling and Testing Services at the University of North Florida; a daughter, Carlyn Voss Iuzzolino, her husband Harold Iuzzolino and two grandchildren, Teresa and Mark, of Albuquerque, NM; his step-daughter Christina Gierlotka Wynings, her husband, Russell and one grandson, Russell III of Fort Lauderdale, FL; and a sister, Mrs. Robert Casselman Grissom of Fort Myers, FL and Boston, MA, and a number of nieces and nephews. Instead of flowers contributions in his memory may be made to the Holocaust Memorial, Yad Vashem, Jerusalem, Israel, or to any favorite charity. It was Dr. Voss's wish that, after cremation, his ashes be scattered on the Sea of Galilee. A memorial service will be held on Saturday, March 18, 1995 at 2:30 p.m. in the chapel of the **HARDAGE-GIDDENS FUNERAL HOME**, 4115 Hendricks Avenue, Jacksonville, 32207.

Sloune.

Giamatti

Grass

Straditz

Sung

Jan Rose

Rosovsky



Kemp

Kirkpatrick (over)

Read By-laws
re Exec. Dir.



THE
WEXNER
HERITAGE
FOUNDATION

Herbert A. Friedman
President

Leslie H. Wexner
Chairman of the Board

8 Dec 86

Road

Dear Dan -

Your commencement address at MIT is marvelous. Wit + sagacity = a captivated audience, including me.

How the devil do you do it?
What books do you use to find the amazingly apt quotations and examples?
Don't tell me you have all that stuff in your head?

Congratulations.

Hech

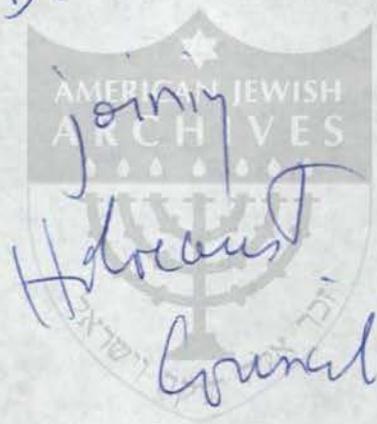
Dennis Thomas

Regans Chief of Staff



call
Dan Rose

re



Holocaust fund-raising
chairman and co -



Think of candidates
for Council

Think of political names
for support



HARVEY M. MEYERHOFF

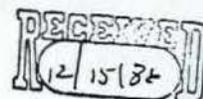
12/25/86

"A little background
music" — re our
discussion of a
few nights ago —

Bud



Department of Historical
and Doctrinal Studies



12 December 1986

TO: Friends at the U.S. Holocaust Memorial Council

FROM: John T. Pawlikowski, OSM, Council Member

RE: Some reflections on last week's Council meeting.

I would like to share with you some of the concerns which lead to my negative vote on the Museum Committee proposal. Whatever the outcome of this vote, some of these concerns will have to be addressed if our Museum/Memorial is not be born in the midst of such bitter national controversy that its whole educational and prophetic message for the larger American (and world) community is not be fatally subverted from the very outset. We must always keep before us that this is an American museum, not simply one under Jewish auspices. In saying this I merely wish to focus on its purpose and the political realities of its operations, not to imply in anyway that its principal focus is other than telling the unique story of the Nazi attack on the Jewish People. In order for this story to be told with integrity Jewish leaders, especially survivor groups, must have a central decision-making role. I also recognize that such an enterprise will never be acceptable to all--some will no doubt look at it as unAmerican and anti-Christian no matter what we do. We must be prepared to deal with this, because no museum would be worth building if it whitewashed the story regarding church and/or national involvements. I would strongly oppose this as a desecration of the memory of those who perished. But, on the other hand, we need to try to go about our business in a fashion that will try to make as many Americans as possible supportive and interested in the Museum. This is not what happened with the way in which the delegation of vast decision-making authority to the museum committee was handled last week. Hence my negative vote.

Let me explain further. I did have some legal concerns about the delegation issue and would have preferred to delay voting until we had a considered opinion from our legal staff. I also was uncomfortable with such delegation, and the granting of the right of committee appointment to the chairperson, when legally we lacked a chairperson at the time in view of Eli's resignation.

But my primary reason for voting "no" was total frustration with the process, and what appeared to be a steamroll process with no attempt even to listen to the concerns of the representatives of the non-Jewish organizations. For the past several years I have devoted considerable efforts to moderate certain of the attitudes of the non-Jewish representatives. I think progress was being made, but what happened last week has certainly set us back considerably. These representatives were being asked to vote for a broad delegation of decision-making powers, including what appeared from the text to be decision-making power about the actual internal exhibits, without any list of who these members might be. In addition, I had been informed the day before by a Council insider that there existed a veto over appointment of any of these ethnic leaders, or even myself, to this Museum Committee. Perhaps this is not the case, but these sort of issues cannot be glossed over without some opportunity for further questioning and discussion which was not possible with the format used last week. I must also confess that thus far I never felt that the analyses of the museum proposals on which I spent considerable time and which had the support of the ethnic leaders were even taken up for serious discussion. So, while I highly respect my long-time colleague Irving Greenberg, I cannot simply take his explanation of the proposal. We needed greater clarification and some re-wording of key points.

Another realistic concern was this. Several proponents of the proposal suggested a particular person as committee chairman. Even though this did not go anywhere in terms of an actual vote, the ethnic leaders had strong reason to believe this person might very well wind up the chairperson. If this is the case, there simply should have been time to hear from him. I have no doubt he has made an invaluable contribution to the work of the Council thus far and has skills and talents the Council badly requires if our work is to get done. But he is not a member of the Council (hence some principled hesitation about having him as chair of such a powerful committee). More importantly, none of us has really heard his position on key issues. In one of the first meetings he had with the Council Executive Committee he made some remarks about non-Jewish representation in the Museum which greatly disturbed Mr. Kulas and for which Mr. Wiesel apologized to him. So I believe there was great apprehension among the ethnic leaders that this resolution was in fact intended to give major decision-making to a man whose commitment to the stated goals of the museum was not entirely clear in light of this incident. So some way should have been found for the ethnic leaders to raise their key concerns in this regard before a vote was taken.

Let me repeat that I wish very much to see the-Museum/Memorial

come to fruition. The nation needs this. It can do for the country (and the world) what a Museum under private Jewish auspices can never do. I stand ready to do my full part in its promotion. But such promotion, including fundraising, will prove very difficult among church groups as well as political figures if the non-Jewish ethnic leaders continue to feel frustrated at being able to voice their legitimate concerns. Even the Council regular budget could be negatively impacted in Congress. We have a lot of pieces to pick up after our last meeting. Hopefully we can do it. I certainly am committed to trying and my negative vote on the museum committee proposal should not be interpreted otherwise. I also believe strongly that we need such a committee and need it soon. But, to work effectively, such a committee must have a high level of trust and confidence among the Council members. The process employed last week created the exact opposite result.

Let me thank you for considering these reflections. They are sent because of my continuing commitment to our common dream. My warmest personal wishes for the holiday season.



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HARVEY M. MEYERHOFF

25 SOUTH CHARLES STREET
BALTIMORE, MARYLAND 21201

December 8, 1986

RE: U.S. Holocaust Memorial Council

Dear Herb:

I have enclosed a copy of the By-laws, Legislation, Statement of Mission and Minutes of the June 9th and June 10th meeting which was the last before the meeting this past Thursday. Additionally, I've enclosed a statement concerning Holocaust education and an article on the selection of Jim Freed of the I.M. Pei office to be the architect for the Memorial.

I assume that you'll be sending me the information we discussed. Keep in touch -- I look forward to hearing from you.

Warmest,

HMM/dmk
Enclosures

Rabbi Herbert A. Friedman
Wexner Heritage Foundation
551 Madison Avenue
New York, New York 10022

Bob
P.S. Also included a membership list

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 X Mr. William J. Lowenberg, Vice Chairman
 Mr. Richard Krieger, Executive Director

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 X Prof. Gerson D. Cohen
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 X Ms. Kitty Dukakis
 Mr. Dalck Feith
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 X Mr. Sol Goldstein
 X Cantor Isaac Goodfriend
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 Mr. Leonard E. Greenberg
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 Ms. Dorothy Height
 The Reverend Theodore M. Hesburgh, C.S.C.
 Prof. Raul Hilberg

Mr. Milton Himmelfarb
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 Mr. Aloysius A. Mazewski
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 Rabbi Bernard S. Raskas
 Mr. Edward H. Rosen
 Dr. Hadassah Rosensaft
 Mr. Bayard Rustin
 Dr. Abram L. Sachar
 Edward Sanders, Esquire
 Mr. Julius Schatz
 Richard Schifter, Esquire
 Dr. Seymour Siegel
 Mr. Sigmund Strochlitz
 Mr. Kalman Sultanic

Mr. Laurence A. Tisch
 Mr. Glenn E. Watts
 Mr. Sigi B. Wilzig
 Mr. Eli Zborowski

 U.S. House of Representatives
 The Hon. Sidney R. Yates
 The Hon. William Lehman
 The Hon. Stephen J. Solarz
 The Hon. S. William Green
 The Hon. Robert Garcia

U.S. Senate
 The Hon. Claiborne Pell
 The Hon. Frank R. Lautenberg
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 Chairman, Second Generation Advisory Committee

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 Mr. Sigmund Strochlitz, Co-Chairman
 Mr. Arthur Rosenblatt, Director,
 U.S. Holocaust Memorial Museum

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Charles Ackerman	Bob Mendelsohn
Sam Bloch	Harvey Meyerhoff
Richard Krieger	Ruth Miller
Miles Lerman	Set Momjian
Theodore Lerner	Kalman Sultanic
William J. Lowenberg	Mark E. Talisman

Jan 1, 87

Jane Kemp

*37 Democrats
 18 Republicans*

Zacks -

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Dr. Hadassah Rosensaft
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על
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Devlin H. Rosenfeld

Jewish Studies Program
Indiana University

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United States Holocaust Memorial Council

Executive Director

December 8, 1986

Dear Council Members and Advisers:

At the meeting of the Council last Thursday, December 4, Elie Wiesel announced his resignation as Chairman of the Council. Professor Wiesel felt that the Council was "entering a phase when we need people who know a lot more about management and architecture than I do." A copy of his letter to President Reagan is enclosed. Though no longer Chairman, he will remain as a Council Member.

It is with grave sadness that we accepted his decision. His leadership has been an inspiration for us all and we will carry on in the spirit of remembrance which he has taught us so well.

At present, all committees established by the Council, including the Board of Advisers and Second Generation Advisory Committee will continue their work. However, special assignments made by the Chairman are no longer operable -- with the exception of the Technical Content Team which was contracted to work on a project that will not be completed until the end of February. At that time, the Museum Development Committee may continue or dissolve this Team.

I know that the White House is deeply concerned and will name a new Chairman and Vice Chairman (Bill Lowenberg resigned just prior to our meeting) within the next several months. In the meantime, our work must and will continue. I will keep you informed of any further developments.

With best wishes for the success of our endeavors.

Sincerely,

Richard Krieger
Executive Director

Enclosure



United States Holocaust Memorial Council

Office of the
Chairman

December 1, 1986

The Honorable Ronald Reagan
President of the United States
The White House
Washington, D. C. 20500

Dear Mr. President:

As the first year of my second term is nearing its end, it is with deep regret that I advise you that I must resign as Chairman, but not as Member of the United States Holocaust Memorial Council to which you so graciously reappointed me last year.

I have served first on the President's Commission on the Holocaust, then on the United States Holocaust Memorial Council since 1978. I have given it the best of my energies and much of my time.

Inspired by your commitment to Remembrance, the Council has already achieved much. It has established traditions of Remembrance, penetrated the various school systems, organized international conferences, hired architects and experts for the building of the United States Holocaust Museum. Through its many varied activities, it has heightened the awareness of the Holocaust and the lessons to be drawn from it for the future, among Americans from all ethnic backgrounds.

However, at this stage of its development, the Council needs a Chairman with expertise in management, administration, finance, and construction. As you know, all these fields are alien to me, hence my decision to step down and allow you to appoint a successor who will fill the needs of the hour. Of course, as a member, I shall continue to help this important project.

Dear Mr. President, I wish to thank you for the friendship and understanding you have always shown me since we first met in 1981. I shall never forget our meetings, nor shall I forget your moving and eloquent words at our Remembrance ceremonies.

Perhaps, one day, I shall be able to serve you in another capacity, if ever you so desire.

Respectfully yours,

Elie Wiesel

THE
WEXNER
HERITAGE
FOUNDATION

Herbert A. Friedman
President

Leslie H. Wexner
Chairman of the Board

February 19, 1987

Mr. Harvey Meyerhoff
25 South Charles Street
Baltimore, MD 21201

Dear Bud:

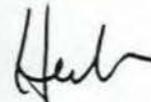
Yesterday I was in Indianapolis, and visited for a short time with Mel and Herb Simon.

I told them about the Holocaust Museum and they did not seem to have heard about it. I particularly emphasized your role as the Chairman and Mel, the older brother, recalled having met you at one of the big UJA meetings. He then went on to speak spontaneously about your Dad, in glowing terms.

I left with them the clippings from the Baltimore Sun about your appointment and I said that I thought they should get interested in this project. It was actually a door-opening conversation, through which you could walk.

I might suggest that you give them a ring, remind them of the conversation I had with them, and tell them you are sending some material about the Museum. I assume you have a brochure, or a set of floor plans. I don't know anything about their father, or how they felt about him, but since they spoke about your father, it seems to me that is a natural opening for you to tell them what you have done in his honor (one of the great halls for \$5 million) and suggest to them that they might want to do the same for their father. It certainly is worth a shot. Good hunting.

Regards,



HAF/jf

HARVEY M. MEYERHOFF
25 SOUTH CHARLES STREET
BALTIMORE, MARYLAND 21201

February 24, 1987

Dear Herb:

Thanks for your letter regarding the Simon brothers. Since the design of the Museum is significantly different from that which was used previously, all of our brochures are out-of-date and none will be reprinted until such time as the new design is approved by the Fine Arts Commission, etc., etc.

Additionally, we'll be doing something about reorganizing our fund raising activities (this item is confidential however and for your eyes only) and until that is accomplished, we probably won't be able to solicit major gifts. Not so incidentally, it is that activity about which I want to consult with you at some length before making any real changes. At the moment, I'm up to my eyeballs in housekeeping activities but that seems to be leveling off and I will begin to address the fund raising aspect of our efforts very soon.

Best to all.

Regards,

HMM/dmk

Rabbi Herbert A. Friedman
President
The Wexner Heritage Foundation
551 Madison Avenue
New York, New York 10022

** I do mean consult - that's not a
Euphemism for anything else - at least
not yet!!*

B



A CAMPAIGN TO REMEMBER

THE UNITED STATES HOLOCAUST MEMORIAL MUSEUM CAMPAIGN
HONORARY CHAIRMAN: PRESIDENT RONALD REAGAN

March 31, 1987

HOLOCAUST
MEMORIAL COUNCIL

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Wiesel

CHAIRMAN
Sam J. Lowenberg

NATIONAL CAMPAIGN
MEMBER
Lerman

EXECUTIVE DIRECTOR
Kriegler

NATIONAL CAMPAIGN
DIRECTOR
Weinstein

LEGISLATIONAL
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Roy R. Yates

SENATE
Hawkins
Kasten

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Manningly
Norme Poll

MEMBER
CAMPAIGN STEERING
COMMITTEES
(national)

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C. Scully

CONNECTICUT
John J. Doyle, Sr.

CONNECTICUT
Edward E. Greenberg

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Israel Jacobs

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Harold Meyerhoff

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Norm Noddle

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YORK CITY
Isidor & Mrs.

CONNECTICUT
Mildred S. Lauder
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Angston Kosberg

CONNECTICUT
WASHINGTON, D.C.
L. Kay

Harvey M. Meyerhoff, Chairman
United States Holocaust Memorial Council
25 South Charles Street
Baltimore, Maryland 21201

Dear Bud:

I have given a lot of thought to the frank dialogue we had at our meeting on March 19.

Our indepth discussion revealed substantial differences of opinion between you and me as to which is the best route to take in our efforts to complete our fund raising campaign for the Holocaust Memorial Museum.

I came away with a feeling that you had your plans and strategies all laid out beforehand and the purpose of this meeting was merely to inform me about them.

I have tried to propose different approaches which would have narrowed our differences -- much to my regret without any apparent success.

Here is where we differ:

1. PROJECTED GOAL

You believe that our projected goal should be increased at once from 100 to 150 million dollars for the purpose of assuring a solid endowment fund for the future maintenance of the museum. I pointed out to you that at the present moment it is against our best interests to go to the public and ask for a 50 million dollar increase. There are serious voices of criticism throughout the land that our present budget is too excessive -- leave alone any increases. Therefore, I propose that we stay with the present goal and we keep the endowment drive



A CAMPAIGN TO REMEMBER

THE UNITED STATES HOLOCAUST MEMORIAL MUSEUM CAMPAIGN
HONORARY CHAIRMAN: PRESIDENT RONALD REAGAN

HOLOCAUST
MEMORIAL COUNCIL

MAN
AGER

Harvey M. Meyerhoff

3-31-87

Page 2

CHAIRMAN

1 J. Lowenberg

NATIONAL CAMPAIGN

MAN
AGER

ASSISTANT DIRECTOR

1 Krieger

NATIONAL CAMPAIGN

COORDINATOR

Weinstein

PROFESSIONAL

OFFICERS

JOSE

REPRESENTATIVES

Garcia

Sam Green

1 Lehman

1 J. Solarz

R. Yates

NATE

Lawkins

1 Stein

1 Lautenberg

Attingly

1 De Pail

MEN

CAMPAIGN STEERING

COMMITTEES

(national)

1 N

1 Scully

1 GO

1 J. Doyle, Sr.

1 CUTICUT

1 d E. Greenberg

1 S

1 J. Jacobs

1 J. A

1 S. Ackerman

1 AND

1 Meyerhoff

1 URI

1 J. Fleischer

1 SKA

1 A. Conley

1 Noddie

1 YORK CITY

1 Sador & Mrs.

1 d S. Lauder

1 & Sheila Johnson

1 ins

1 DAKOTA

1 rshman

1 JELPHIA

1 W. Pole

1 SAN FRANCISCO

1 J. Lowenberg

1 gston Kosberg

1 NGTON, D.C.

1 L. Kay

separate. The rationale for it is, that once the institution is in place the necessary endowment funds will be a lot easier to obtain.

2. CAMPAIGN STRATEGY

You seem to believe that until we have secured a minimum of one \$1,000,000 donor in each of the 33 metropolitan centers, we should refrain from any type of campaigning in this given city. I disagree with this strategy most vehemently.

The Ketchum Corporation, one of the renowned professional fund raising companies of America, tried to lead us in this direction and the results were disastrous. They have wasted a full year of our time plus expenses of many tens of thousands of dollars without producing a single pledge.

When I assumed the National Campaign Chairmanship I took over a campaign organization which was in "shambles" with totally empty coffers.

We succeeded in raising 40 million dollars only because we were not too rigid in our strategy and we engaged in multi-level campaigning simultaneously.

Let me state right here that some of the gifts pledged should have been much, much larger; but considering the circumstances and the continuous handicaps we were working under, I believe that we have every reason to be proud of our achievements.

These are the reasons why I would like to urge you to reconsider your position of putting a freeze on all campaign efforts until the major gifts are in place.

No campaign is ever perfect; there is always place for improvements, and what we should do is design a campaign strategy that would address these needs.



A CAMPAIGN TO REMEMBER

THE UNITED STATES HOLOCAUST MEMORIAL MUSEUM CAMPAIGN

HONORARY CHAIRMAN: PRESIDENT RONALD REAGAN

HOLOCAUST
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AIRMAN
Wiesel

Harvey M. Meyerhoff

3-31-87

Page 3

CHAIRMAN

Liam J. Lowenberg

NATIONAL CAMPAIGN

AIRMAN

Les Lerman

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Edward Krieger

NATIONAL CAMPAIGN

EXECUTOR

David Weinstein

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Frank Lautenberg

Donnell Patsy

MEMBERS

CAMPAIGN STEERING

COMMITTEES

(Information)

TEXAS

John C. Scully

TEXAS

Richard J. Doyle, Sr.

CONNECTICUT

Richard E. Greenberg

MASSACHUSETTS

Israel Jacobs

MARYLAND

Les S. Ackerman

MICHIGAN

Harvey M. Meyerhoff

MINNESOTA

David J. Fleischer

NEBRASKA

Gene A. Conley

John Noddle

NEW YORK CITY

Richard S. Sussador & Mrs.

Richard S. Sussador

Richard S. Sussador & Sheila Johnson

MINNESOTA

Harvey M. Meyerhoff

For over a year David Weinstein and I have been advocating the need of creating a national board consisting of serious donors and proven dedicated workers. Out of this board we would "shell out" a carefully selected executive committee who will commit in advance their willingness to work and to supervise the campaign on an ongoing basis.

This - to my way of thinking - is the best way to broaden and strengthen our base.

It was my impression that on this issue we both had similar points of view. Where we did disagree is the structure of campaign leadership.

My proposal to you was to find a highly prestigious Honorary Chairman, such as, by way of example: Henry Kissinger, Max Fischer, Lee Iococca, etc. who would lend his prestige and a very limited amount of his time. I also proposed the appointment of three or four Regional Vice Chairmen, plus three major Gifts Chairmen who would be responsible for a carefully targeted group of donors regardless of geography. Such prospective candidates would be much more receptive to accepting the appointment if they would know that they would not be burdened with the responsibility of the total campaign.

You, however, did not seem to like this plan. Instead you are proposing to create four National Co-Chairmen who would be responsible for the entire campaign. Here is where we differ most. I have been involved in fund raising most of my adult life, and I do not know of any successful campaign chaired by many co-chairmen.

The "buck" must stop at ONE desk and not at FOUR.

I chose to write you this long letter because I felt that I must share with you my inner feelings and beliefs for the good of our task--which means so much to me--and I am certain to you! Having stated all that, I also realize that you are the Council Chairman and that you deserve the prerogative to implement changes and formulate policies which to your way of thinking stand a better chance to succeed.



A CAMPAIGN TO REMEMBER

THE UNITED STATES HOLOCAUST MEMORIAL MUSEUM CAMPAIGN

HONORARY CHAIRMAN: PRESIDENT RONALD REAGAN

HOLOCAUST
MEMORIAL COUNCIL

CHAIRMAN
William J. Lowenberg

NATIONAL CAMPAIGN
CHAIRMAN
Miles Lerman

EXECUTIVE DIRECTOR
Richard Krieger

NATIONAL CAMPAIGN
DIRECTOR
David Weinstein

CONGRESSIONAL
MEMBERS
HOUSE
REPRESENTATIVES

Robert Garcia
William Green
Sam Lehman
Steven J. Solarz
Henry R. Yates

SENATE
John Hawkins
Richard Kasten
Frank R. Lautenberg
Robert Mattingly
George P. Mitchell

MEMBERS
CAMPAIGN STEERING
COMMITTEES
(for information)

NEW YORK
C. Scully

NEW JERSEY
Richard J. Doyle, Sr.

CONNECTICUT
Richard E. Greenberg

MASSACHUSETTS
Daniel Jacobs

MARYLAND
Charles S. Ackerman

NEW YORK
Richard Meyerhoff

ILLINOIS
Irving J. Fleischer

MINNESOTA
ASKA
Robert A. Conley
Richard Noddle

NEW YORK CITY
Richard S. Sador & Mrs.
Richard S. Sador
& Sheila Johnson
Richard S. Sador

NORTH DAKOTA
Richard S. Sador

PHILADELPHIA
Richard S. Sador

SAN FRANCISCO
Richard S. Sador

WASHINGTON
Richard S. Sador

WASHINGTON, D.C.
Richard S. Sador

Harvey M. Meyerhoff

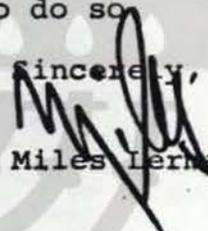
3-31-87

Page 4

This is why after careful consideration I came to the conclusion that at the present moment I will serve the council best by submitting to you my resignation as National Campaign Chairman.

I am leaving my post with a deep sense of pride for past achievements and most fervent wishes that your planned changes will turn out to be the perfect formula for bringing the museum campaign to a most successful fruition.

Should you wish me to serve the council in any other capacity than fund-raising, I stand ready to do so.

Sincerely,

Miles Lerman

ML:fme





United States Holocaust Memorial Council

Chairman

April 14, 1987

To Messrs. Friedman, Hiller and Bernstein

Gentlemen:

Please forgive this much belated thank you for your attendance at our meeting in New York on April 3rd. I've been swamped since then and do hope you'll understand and forgive my delay in writing. I think the meeting crystalized much of our thinking about the campaign, the direction which it should take and its composition. Further, I was most impressed with the unanimity of opinion on most subjects and it clearly indicates that the path we'll take is the appropriate one. Bill Lowenberg, Ed Rosen and I are beginning to put the campaign together and as things progress I do want to keep you informed.

Again, my deepest thanks for your participation and best wishes for a Happy Pesach.

Regards,

Bud
Harvey M. Meyerhoff

*A special thanks to you Herb for the facilities
and much of the background material for the*

HMM/dmk *Meyerhoff*

DAVID E. EDELL

Herb

Thanks for the referral
We had an interesting meeting
Call me when you return so
I can discuss it with you.

Regards
David



INCORPORATED

The Development Resource Group

executive recruitment • consultants

March 24, 1987

Mr. Harvey Meyerhoff
Magna Properties
25 S. Charles St.
Baltimore, MD 21233

Dear Mr. Meyerhoff:

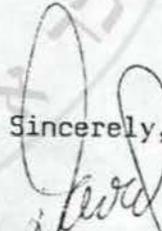
I want to thank you for the time we spent together last week in Baltimore. It was a pleasure to meet you and to enjoy the open and candid discussion on so many issues of mutual interest and concern.

You have undertaken an important task with historical implications. I admire your understanding and commitment to the effort as well as your determination to get the job done and done effectively.

I hope that we will have the opportunity to play some role in the effort.... be it managing the campaign, managing a piece of the solicitor recruitment or campaign effort, or conducting the search for a full time development director.

I look forward to hearing from you. Again, I enjoyed our meeting and regardless of the outcome of our discussions, I hope that we will have the opportunity to meet again.

Sincerely,



David E. Edell

DEE/maf

THE
WEXNER
HERITAGE
FOUNDATION

Herbert A. Friedman
President

Leslie H. Wexner
Chairman of the Board

4 March 87

^{meyerhoff}
Dear Bud -

Enclosed is a full
document — if things are unclear,
please call.

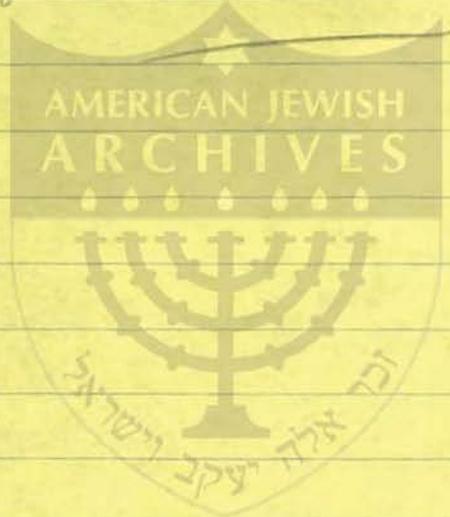
Henry Rosovsky is now
Acting President of Harvard, and is over his
head with work. If your committee meets
after the academic year is finished (namely
June), he could join — until then, not able.
I would recommend meeting much sooner, even
without him.

I'm seeing Bart Giamatti this
afternoon, and will let you know result.

P.S. - Giamatti says yes - he knows
Steve Muller and respects the whole
Holocaust concept. He prefers to meet in NY.
Heck

Draw up
Fund-Raising Plan for Bud
2-3 pages

Ask Rosovsky & Grameth
to do likewise



Miles Leeman
David Weinstein

— uncompatible with present
Fund-raising structure - brains

— { 1984 — raised 25^m by Oct 85
on land reverts

Le. + D.W. started to raise money
and raised about 25

D.W. now acting exec. director -
which removes him from fund rais

Now at 40 mill.

1 - 5
1 - 3
6 - 1

few 100 + 200
lots of 50

33 comm - raising 3 m annually

5 yr - pledges

150 goal - 75 buildg
75 endowment

rest 3 million

March 4, 1987

VARIOUS ELEMENTS TO BE FORMED1. List of Honorary Officers (Suggestions-not a definitive list)

Walter Annenberg

Robert Belfer

Edgar Bronfman

Jimmie Carter

Max Fisher

Jerry Ford

Bartlett Giamatti

Lee Iacocca

Jeanne Kirkpatrick

Harvey Meyerhoff

Richard Nixon

Ross Perot

Milton Petrie

Meshulam Riklis

Henry Rosovsky

Dr. Laszlo Tauber

Alfred Taubman

Larry Tisch

Donald Trump

Leslie Wexner

2. Campaign Officers (Suggestions)

Co-Chairmen: Strelitz-Grass-Hassenfeld or
Fred Gottschalk or
Joel Tauber

Executive Committee: Miles Lerman

Richard Goldman

Menachem Rosensaft

(Two or three more to be added)

3. Campaign Committee (Suggestions)

Form committee of 33 - one person from each targeted
city - consult with UJA staff and previous lay leaders
for suggestions.

4. Executive Director & Staff (Suggestions)

Harold Morgan - Boston

Mike Brody - Miami

Henry Zucker - Cleveland

5. Brochure

Floor Plan

Price List

6. Prospect List

This list must be created, carefully rated, then divided up among solicitors - taking time to find the right solicitor.

7. Donor List

Make up the list of commitments already obtained - by amount. This is your sample line, to show what others have done, so far.

8. Law Firm9. Accounting Firm

OPENING MEETINGI. MORNING CEREMONIAL SESSION - 9:00-12:00 A.M.

- A. Invitee List - Honorary Officers, Campaign Officers, Campaign Committee, Staff.
- B. Location - somewhere in Washington - prestigious place or office.
- C. Chairman -Harvey Meyerhoff
- D. Special Guest - Elie Wiesel - to receive award of thanks for seven years as Chairman.
- E. Speaker - Vice President Bush - to say how important this project is for the nation.
- F. Presentation of Officers - by category:
 - Honorary Officers
 - Campaign Officers
 - Campaign Committee
- G. Presentation of Executive Director and Staff
- H. Swearing-in of officers, committee persons and staff - Chief Justice Rehnquist (write special oath which he administers to them. Then reproduce this on a parchment diploma made out for each person and give to him/her in a tube, like an honorary degree).

- I. Announcement of Campaign Plan - Meyerhoff
1. Amount already raised - thanks to Lerman and Weinstein.
 2. Goal - \$150 million - for what purpose - Building and Endowment.
 3. Distribution of quotas to committee members - i.e. cities.
 4. Dates of major events.
 5. Closing date of campaign, with formal victory dinner at White House, hosted by President Reagan.
- J. Discussion and questions concerning this plan.

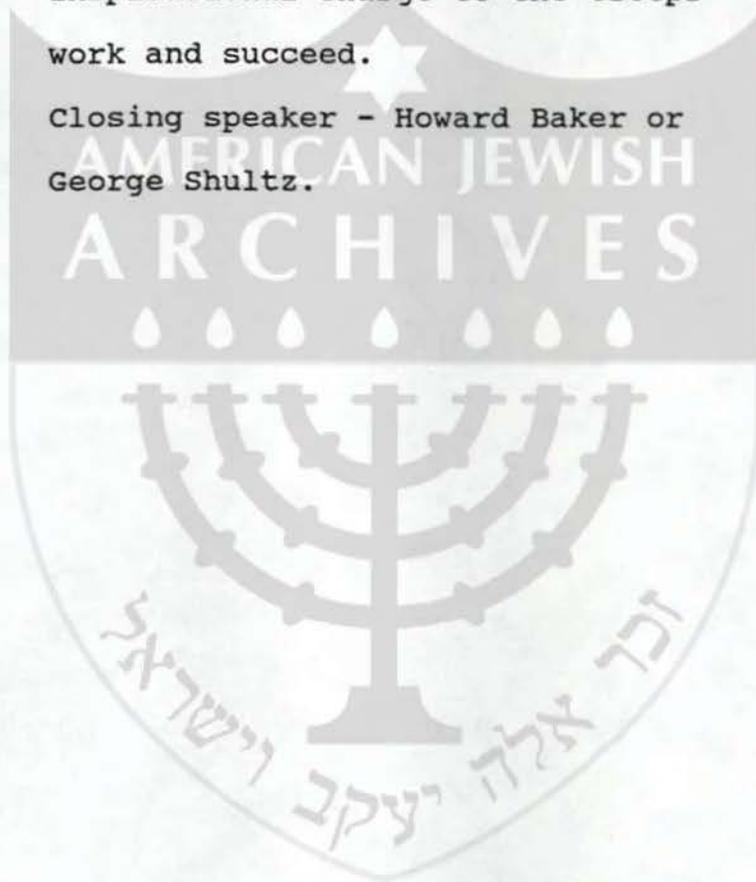
II. Lunch 12:30-1:30

III. Afternoon Business Meeting 1:30-3:30

- A. Break-up into ten small groups of 3 committee members each, with a campaign officer or staff member leading each group for distribution of cards on prospect list. Discuss ratings, to see if correct; timing; local functions; support required in each city, etc. etc.

B. Entire group re-convene 3:30-4:30

1. Brochure, floor plans, price list - all nicely packaged - are distributed.
2. Architect explains these and shows renderings, slides, or whatever.
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MAJOR EVENTS

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Half-hour program - for general public - on network TV at good time. Sort of a news special. David Wolper to produce. Walter Cronkite to M.C.. Live audience of all groups listed on pages 1-2.

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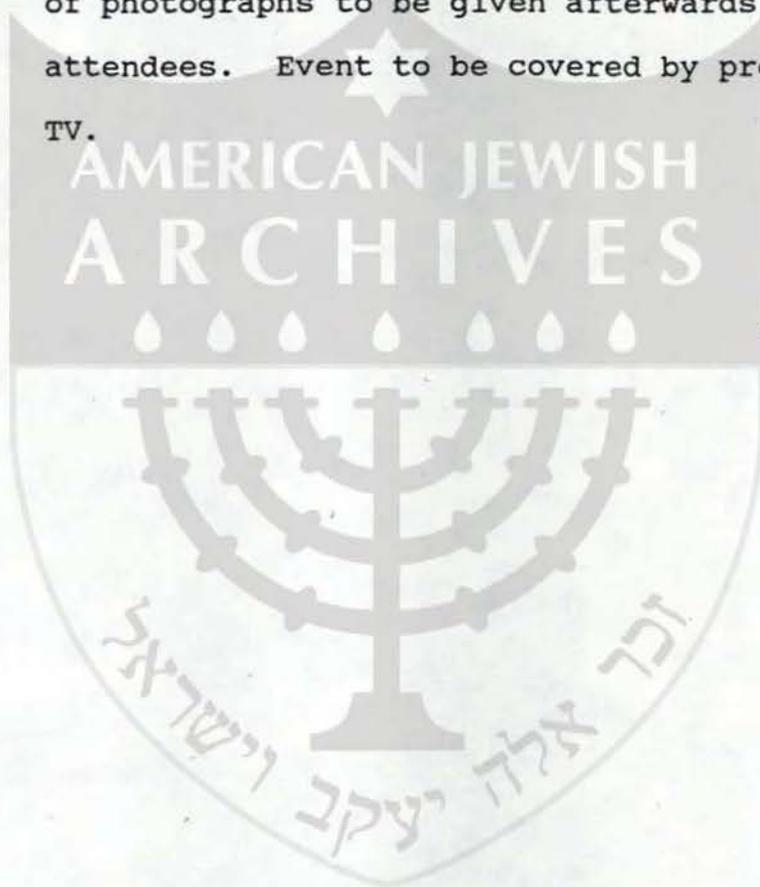
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 7. Show other museums - Jerusalem, Paris, model of New York.
 8. Conclude with an Israeli (Abba Eban) congratulating America for this magnificent plan, in the heart of the nation's capital.
- C. After Program
- A festive dinner is given for all participants plus invitees with guest speaker Henry Kissinger.

III. Major Dinner in Each Community

- A. Chaired by Committee Member of that community. (This is his/her moment in the sun locally.)
- B. Timing, program, etc. all to be worked out in community by committee and local leaders whom he/she will co-opt.

IV. Closing Function

Formal victory dinner party in White House -
Marine band, uniforms, some important
souvenir for each person, speeches by Reagan
and Meyerhoff, corsage for the ladies, album
of photographs to be given afterwards to all
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March 4, 1987

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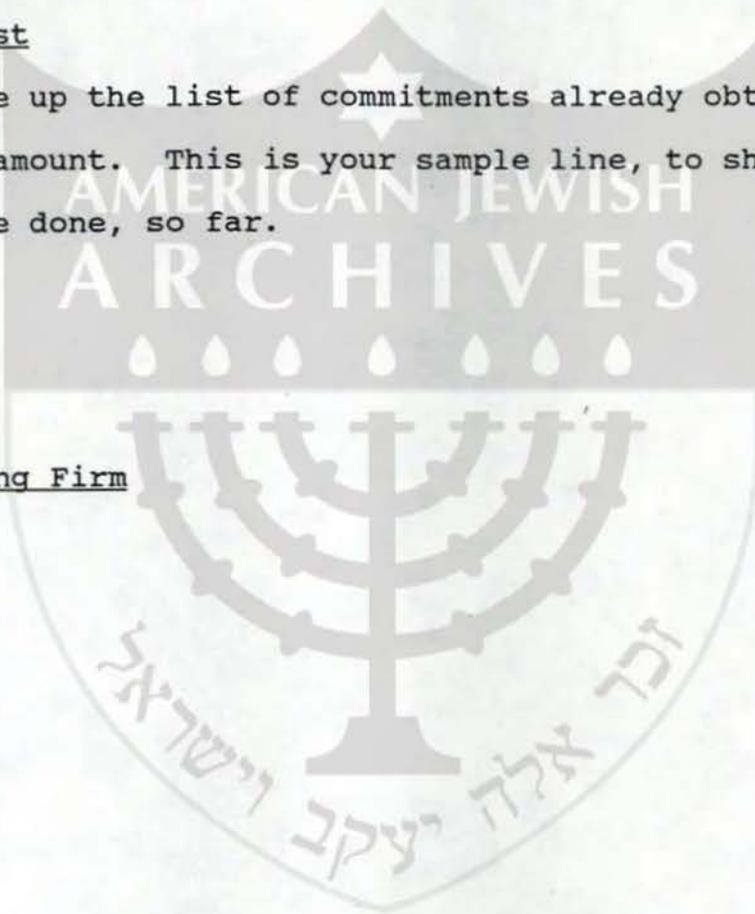
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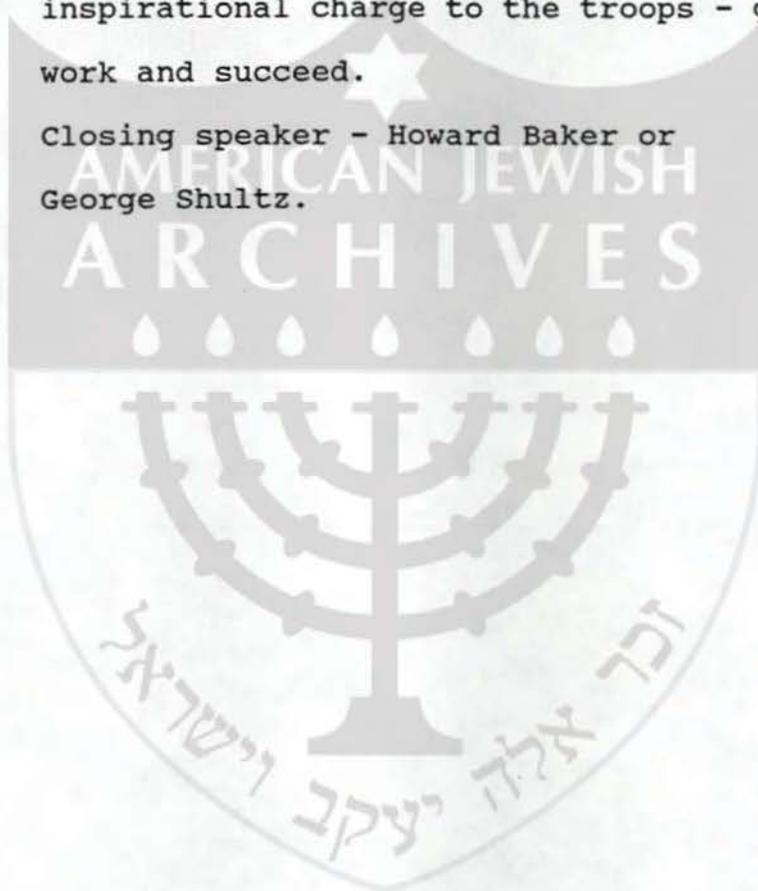
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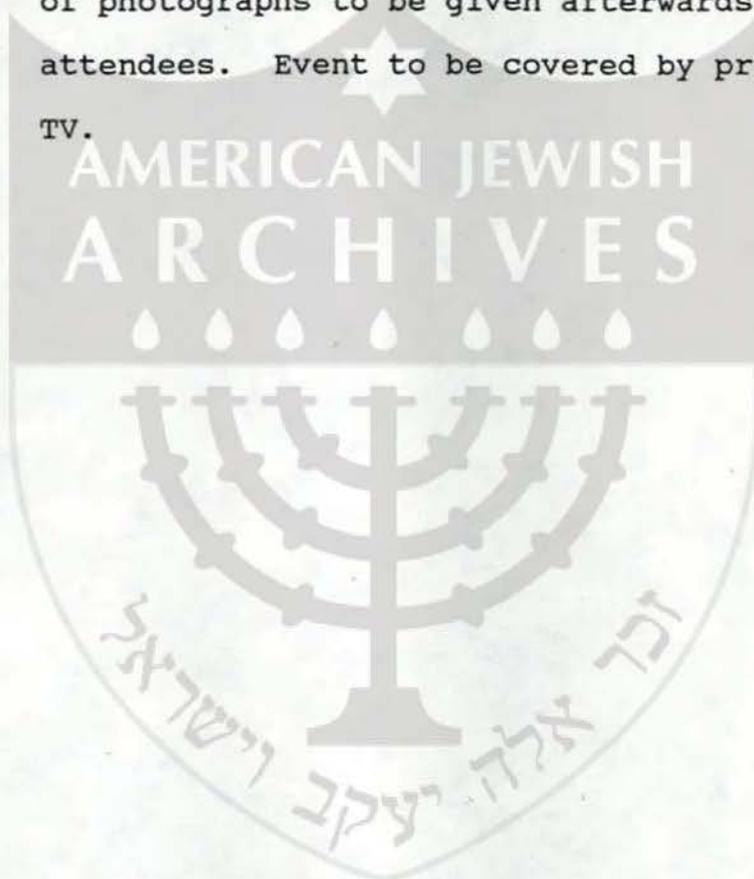
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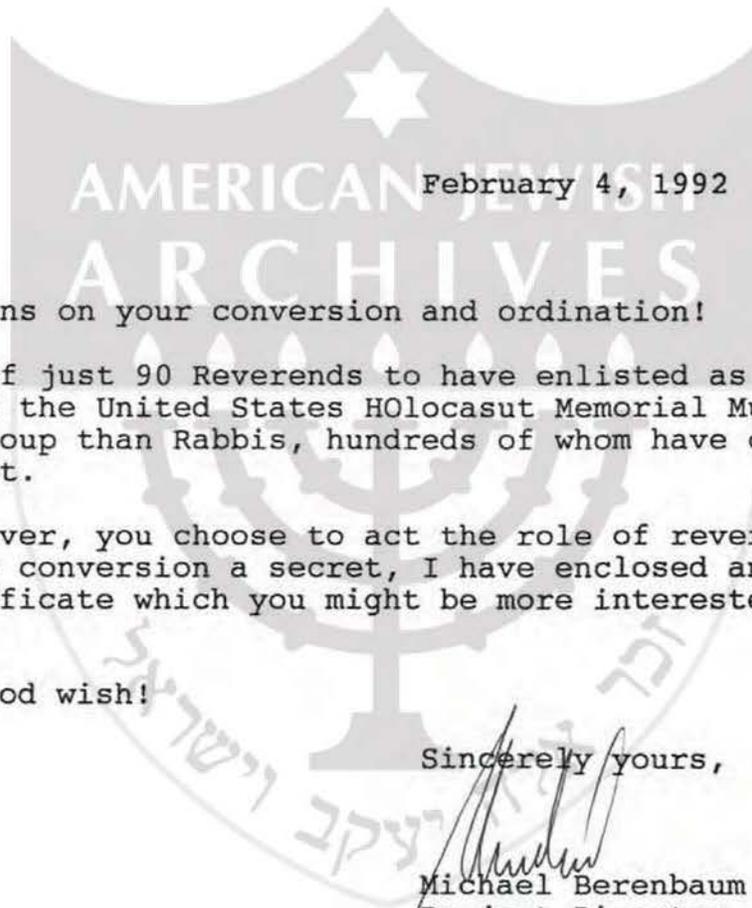
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*The United States
Holocaust Memorial
Museum*

MUSEUM DEVELOPMENT
COMMITTEE

2000 L Street, NW
Suite 717
Washington, DC 20036
Telephone (202) 822-6464
FAX (202) 861-0520



February 4, 1992

Dear Herb:

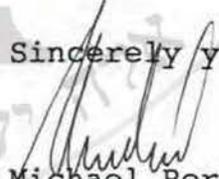
Congratulations on your conversion and ordination!

You are one of just 90 Reverends to have enlisted as Charter Supporters of the United States HOlocasut Memorial Museum, a far more elite group than Rabbis, hundreds of whom have contributed to this effort.

In case, however, you choose to act the role of reverse Marrano and keep your conversion a secret, I have enclosed another copy of your certificate which you might be more interested in putting on display.

With every good wish!

Sincerely yours,


Michael Berenbaum
Project Director

Rabbi Herbert Friedman
500 East 77th Street, #2519
New York, New York 10162



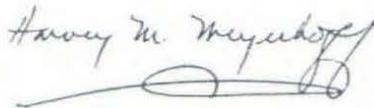
In grateful appreciation of your support

Reverend Herbert Friedman

AMERICAN JEWISH
ARCHIVES
CHARTER SUPPORTER

of the

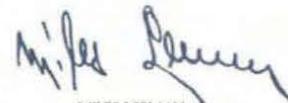
**UNITED STATES HOLOCAUST
MEMORIAL MUSEUM**



HARVEY M. MEYERHOFF
Chairman, U.S. Holocaust
Memorial Council

December, 1991

date



MILES LERMAN
National Campaign Chair

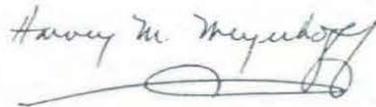
In grateful appreciation of your support

Rabbi Herbert Friedman

AMERICAN JEWISH
ARCHIVES
CHARTER SUPPORTER

of the

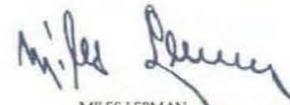
**UNITED STATES HOLOCAUST
MEMORIAL MUSEUM**



HARVEY M. MEYERHOFF
Chairman, U.S. Holocaust
Memorial Council

January, 1992

date



MILES LERMAN
National Campaign Chair



Bertha Urdang

23 East 74th Street
New York, N.Y. 10021
212/288-7004

26th June 1992

Dear Herb,

Forgive the delay in sending you these portraits of two gentlemen who, each in his own way, have played a major role in bringing my vision to reality. Thank you...

Love to you and Jonathan

Bertha

The Marquis Who's Who
Publications Board

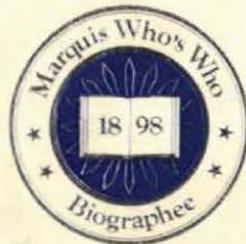
Certifies that

Herbert A. Friedman

is a subject of biographical record in

Who's Who in Religion
Fourth Edition
1992/1993

inclusion in which is limited to those individuals who have demonstrated outstanding achievement in their own fields of endeavor and who have, thereby, contributed significantly to the betterment of contemporary society.



Sandra S. Barnes

President