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AMERICAN JEWISH ARCHIVES

Preserving American Jewish History

MS-603: Rabbi Marc H. Tanenbaum Collection, 1945-1992.

Series D. International Relations Activities. 1961-1992.

Box 54, Folder 8, American Jewish World Service, 1988-1990.

ARMENIANS AND JEWS - A SHARED EMPATHY

C O M M E N T A R Y

RABBI MARC H. TANENBAUM* OF THE AMERICAN JEWISH COMMITTEE

All people of conscience must share the grief that overwhelms our Armenian neighbors during these tragic days. The natural catastrophe of the earthquake which has resulted in the deaths of tens of thousands and the destruction of whole villages in Soviet Armenia evokes deepest feelings of compassion and human solidarity.

In the Jewish community, I have found a special sense of identification with the Armenian people in this trying time. Both Armenians and Jews are numerically small people. As one American Armenian aptly put it, "Armenia being such a small country, it doesn't matter if it's a member of the family or not. We take our losses very hard. Every single member is important." That could have been a Jew describing the ethnic closeness of the Jewish people.

Both Armenians and Jews have had long and often painful histories dating back to Biblical times. The Talmud suggests that there were Jewish communities in Armenia since the Babylonian dispersion (Sanhedrin 94A). Armenians, like Jews, have a homeland and a diaspora which figure centrally in their religious and national consciousness.

In recent times, Ambassadors Oscar Straus and Henry Morgenthau played crucial roles in seeking to end the 1915 massacres of Armenians, and they have become authentic heroes among knowledgeable Armenians.

When I was working as consultant on the NBC-TV Holocaust series in the 1970s, one of the first people to respond with deep understanding of the Nazi victimization of the Jews was Archbishop Torkom Manoogian, Primate of the Armenian Church. "Armenians understand Jewish suffering," he declared publicly.

Now it is our turn to respond with equal sympathy and caring. The Armenian churches, and major relief groups listed in newspapers, are key places to provide help. In the Jewish community, the American Jewish Joint Distribution Committee (JDC, 711 Third Avenue, New York, NY 10017) and the American Jewish World Service (AJWS, 729 Boylston Street, Boston, MA 02116) are mobilizing Jewish relief for the Armenian people.

*Rabbi Tanenbaum is director of international relations of the American Jewish Committee.

AMERICAN JEWISH WORLD SERVICE

National Headquarters: 1290 Avenue of the Americas, New York, NY 10104 (212) 468-7380 FAX: (212) 468-7398

TO: Executive Committee
FROM: Andrew Griffel *AG*
DATE: July 21, 1989
RE: Cash-flow/Budget - Present to 12-31-89

I have already reported to our officers that the state of the existing financial records of the organization is such that an enormous number of manpower hours would be needed to prepare an accurate and acceptable financial statement and budget for the remainder of this year. Sherman Starr is expected to complete his audit soon and, hopefully, this will clarify matters somewhat.

The officers agreed to my recommendation that for the remainder of Fiscal Year 1989, we should concentrate our efforts in ensuring that all our existing financial commitments are met in an orderly fashion, as well as setting up an efficient accounting system for a new start next year.

Any additional expenditures that are incurred during this time will be kept at a prudent and reasonable level consistent with completing the relocation of the office to New York, including hiring new staff, and positioning ourselves for 1990 and beyond.

We have transferred all our funds to the First New York Bank and Irving Trust and are making payments from New York. As of August 1, receivables will also be coming directly to New York. The Boston office will be officially closed on August 31, 1989.

Attached is a Financial Status Report, which sets forth our balance of funds as of July 21, 1989 and obligations we must pay by August 31, 1989. In a few days, you will receive an Estimated Budget Projection for September to December 1989.

AMERICAN JEWISH WORLD SERVICE

National Headquarters: 1290 Avenue of the Americas, New York, NY 10104 (212) 468-7380 FAX: (212) 468-7398

Financial Status Report - Through August 31, 1989

Balance as of July 21, 1989		\$ 38,000
Obligations through August 31, 1989		
<u>Payroll</u> (July and August)	\$ 65,000	
<u>Overseas Projects</u>		
1. Grants	\$118,000	
2. Material Aid	<u>\$ 24,000</u>	\$142,000
<u>Acquisition Mailing</u>	\$ 40,000	
<u>Office Expenses</u> (including move to New York and travel)	\$ 30,000	
<u>Other Payables</u> (vendors/monthly accounts)	<u>\$ 16,000</u>	<u>\$293,000</u>
Cash Deficit through August 31, 1989		(255,000)

A 2,000 ton Soviet freight ship will leave on February 14 the port city of Ashdod, Israel, carrying some 1,550 cartons of food, clothing, and medicines as a contribution of "the People of Israel to the People of Armenia."

The shipment of supplies for helping relieve the suffering of the Soviet Armenian victims of the recent earthquake was organized by Abie Nathan of Tel Aviv, a longtime peace activist and humanitarian. Financial support for the project was provided by the American Jewish World Service and the American Jewish Joint Distribution Committee.

According to Mr. Nathan, dozens of Israeli families voluntarily contributed cartons of clothing and such foodstuffs as coffee, sugar, jam, soap, disinfectants, and some 30 tons of flour. Each carton of supplies, weighing about 25 kilograms, was packed by Israeli citizens who volunteered their services. All packages are marked in Armenian "From the People of Israel to the People of Armenia." Each carton bears the name of the donor or volunteer in Hebrew or English.

This will mark the first time that a Soviet flag ship will enter an Israeli harbor since 1967. It will carry the relief supplies to a Black Sea port in the Soviet Union.

Earlier in December 1988, Lawrence Phillips, chairman of the board of the American Jewish World Service, presented a check for \$100,000 to the Soviet Ambassador to the United States, Yuri Dubinin, and the Armenian patriarch, Archbishop Torkom Manoogian, at a reception at the Soviet Embassy in Washington, D. C. The American Jewish Joint Distribution Committee, whose president is Sylvia Hassenfeld, has raised large sums of monies for reconstruction programs in Soviet Armenia.

Rabbi Marc H. Tanenbaum, AJWS Board Member and International Consultant to the American Jewish Committee, has served as liaison coordinator with Abie Nathan, AJWS, and JDC.

FOR IMMEDIATE RELEASE

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Rabbi Marc H. Tanenbaum, AJWS Board Member and International Consultant to the American Jewish Committee, has served as liaison coordinator

AMERICAN JEWISH WORLD SERVICE

National Office: 729 Boylston Street, Boston, MA 02116 (617) 267-6556 Telex: 6972685 FAX: (617) 266-3511

Chairman
Lawrence S. Phillips
President and CEO
Laurence R. Simon

March 2, 1989

Rabbi Marc Tanenbaum
American Jewish Committee
165 East 56 Street
New York, New York 10022

Dear Rabbi Tanenbaum:

At the request of Larry Simon, I am sending you via fax a copy of the mission statement with the changes agreed upon at the meeting of the full board last October. Larry plans to distribute a copy at the March 13 meeting and would like to have your final approval. Please let me know early next week if you would like to make any changes or revisions.

Thank you very much.

Sincerely yours,


Allison Garland

AMERICAN JEWISH WORLD SERVICE

National Office: 729 Boylston Street, Boston, MA 02116 (617) 267-6656 Telex: 6972685 FAX: (617) 266-3511

Chairman
Lawrence S. Phillips

President and CEO
Laurence R. Simon

AJWS MISSION STATEMENT

The American Jewish World Service was founded to give reality to the fundamental Jewish value of the dignity of every human being. The Jewish moral tradition mandates the enhancement of life and calls for every effort to relieve human suffering wherever it is encountered. Poverty, hunger and disease assault the preciousness of human life. Thus, the prophet Isaiah summons us to feed the hungry, clothe the naked, care for the widow and the orphan. (Isaiah 58:7)

The highest form of Tzedakah, which means both justice and compassionate care, is to enable every human being to become self-sufficient. Such self-reliance is maximally fostered through development programs. The American Jewish World Service is committed to providing programs including economic and community development in agriculture and health and other forms of support that will encourage well-being and self-sufficiency among peoples. AJWS believes that such empowerment of individuals and communities is the most productive way of promoting human dignity.

AJWS is equally committed to respond to emergency situations where human life is threatened by famine, drought and other forms of human deprivation. "One who saves a single life," the Talmud teaches, "is regarded as if one saves an entire universe."

AJWS takes pride in the fact that it is an agency conceived by Jews, supported primarily by the compassion and generosity of the Jewish people and inspired by the leadership of Jews who are everywhere. AJWS works with Jewish communities and non-Jewish indigenous groups worldwide, and also utilizes the technological resources and expertise of Jews in Israel and other parts of the world.

AJWS demonstrates a Jewish commitment to halt the erosion of human dignity and to affirm the infinite value of each human being, for all are created in the Divine image. Our sacred task is nothing less than to meet the challenge of Tikkun Olam, the repair and healing of the world.



**The American Jewish
Committee**

FYF

Institute of Human Relations
165 East 56 Street
New York, New York 10022-2746
212 751-4000 FAX: 212 319-0975

Theodore Ellenoff
President

Leo Nevas
Chairman, Board of Directors

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Chair, National Executive Council

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Chair, Board of Trustees

Shalom D. Comay
President

Robert S. Rifkind
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David F. Squire
Assistant Secretary

Mimi Alperin
Chair, Executive Committee

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Executive Director

Bernard Abrams
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Herbert Cohen
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Morris B. Abrami
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Howard I. Friedman
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Arthur J. Goldberg
Executive Director

Philip E. Hoffman
Executive Director

Richard Maass
Executive Director

Elmer L. Winter
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Maynard I. Wishner
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Executive Director

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Max M. Fisher
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Henry U. Lipson
Executive Director

Executive Director

January 19, 1989

Ms. Sylvia Hassenfeld
President
The American Jewish
Joint Distribution Committee, Inc.
711 3rd Avenue
New York, NY 10022

Dear Ms. Hassenfeld,

I acknowledge with appreciation your forthright letter of January 12th regarding AJWS' self-description.

I am sensitive to the issue you raise about possible over-statement. Frankly, I had thought the issues had been resolved through earlier discussion between JDC AND AJWS leadership.

In response to your letter, I will see to it that this question is put before AJWS leadership as soon as possible.

I have too great respect and appreciation for the magnificent work and record of JDC to allow that its image become compromised in any way. This surely should not be too difficult to resolve.

Sincerely,

Rabbi Marc H. Tanenbaum
International Consultant

MHT:RPR

cc: Larry Phillips
Larry Simon

Bertram H. Gold
John Slawson

AMERICAN JEWISH WORLD SERVICE

File
JDC

National Office: 729 Boylston Street, Boston, MA 02116 (617) 267-6656 Telex: 6972685 FAX: (617) 266-3511

Chairman
Lawrence S. Phillips

President and CEO
Laurence R. Simon

February 1, 1989

Sylvia Hassenfeld
Joint Distribution Committee
711 Third Avenue
New York, NY 10017

Dear Ms. Hassenfeld:

Responding on behalf of our Board of Trustees, many or all of whom received a letter from you dated January 12, 1989, I wish to assure you that AJWS desires a close and harmonious relationship with the JDC.

While neither quotation which you highlight from our ads and direct mail is inaccurate, I can certainly see that it is offensive to the JDC. In fact, I have been urging for some time that AJWS select the wording for its public statements very carefully to avoid any image of competitiveness or exclusivity.

To assure this I have asked that our board committees and consultants submit their copy for my personal review and that every effort be made to respect the mission and the integrity of the JDC's work.

I hope that in the future you will have enough confidence that your views will be heard and respected to allow you to speak directly with me, without feeling the need to address our entire leadership.

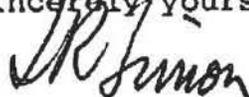
I pledge that I will always be available to discuss problems and take action to resolve them. My personal respect for the JDC and for your own leadership demands no less.

By copy of this letter I am informing my own board of this commitment as well as implementing a tighter review of all ad and direct mail copy.

I look forward to talking with you about this and better things in the near future.

With every best wish, I am

Sincerely yours



Laurence R. Simon
President

UNA-USA's -ECONOMIC POLICY COUNCIL: A UNIQUE OPPORTUNITY

Decisionmakers--managers, labor leaders and academicians--join the United Nations Association's Economic Policy Council (EPC) to influence the policy debate on today's global economic agenda. The EPC's distinguished members address the capacity of global institutions to deal with emerging challenges and the leadership role of the United States in the world economy.

Economic Policy Council panels offer unique opportunities to its members:

- * A collaborative, stimulating environment for discussion of issues arising out of global economic interdependence.*
- * Participation in policy reports that influence decisionmakers in Congress, the White House, governmental departments, international agencies and the media.*
- * In-depth interchange between business and labor statesmen which develops fresh perspectives on today's salient economic issues.*

Last year's timely panel reports suggested revised strategies for Third World debt management and a national investment strategy. The Administration, international financial institutions and the national media responded to the panel's ground-breaking formula for dealing with debt issues. Its conclusions are reflected in the "Brady Plan." Similarly, Congressional and Executive Branch officials used the investment strategy report to set a framework for addressing national policy issues.

This year EPC panels tackle difficult issues of economic integration:

- * Improving developed countries economic policy coordination and reforming the exchange rate and adjustment mechanisms.*
- * Examining new forms of U.S. labor-management relations that respond to intensified global competition.*
- * Fostering stable, productive foreign direct investments in the U.S. and globally.*

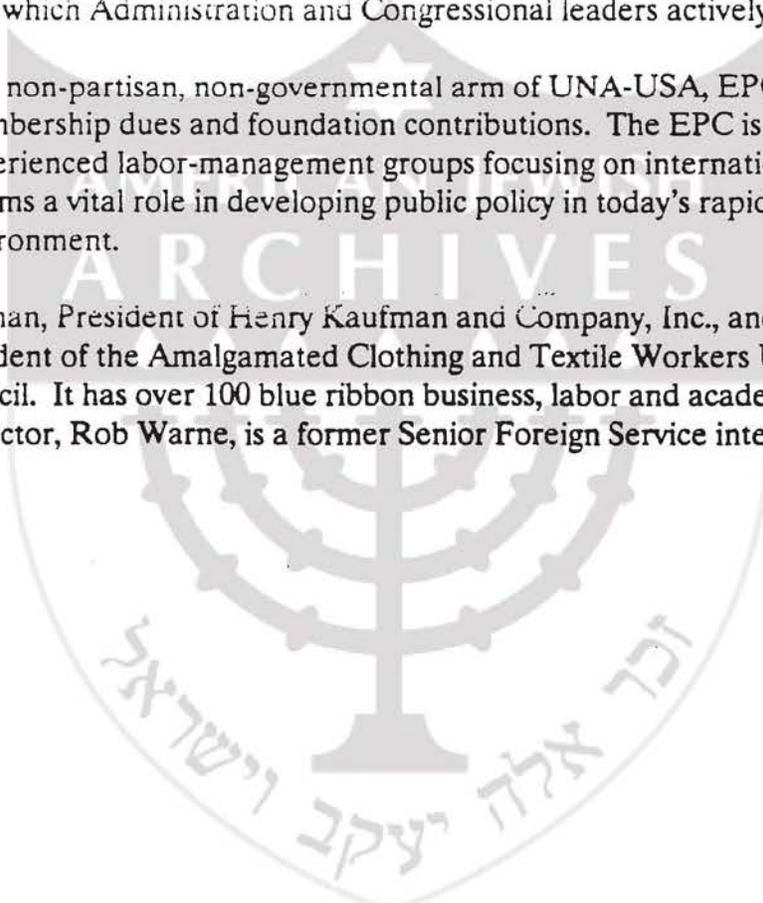
The distinguished EPC panels meet regularly over a 12 to 18 month period to prepare policy proposals. Composed of two dozen business, labor and academic leaders, the panels supplement their discussions with surveys, special reports and expert findings. Each panel strives for a broad common assessment, conclusions and recommendations. The reports are

presented to those in a position to change policy, and to the media and other influential groups.

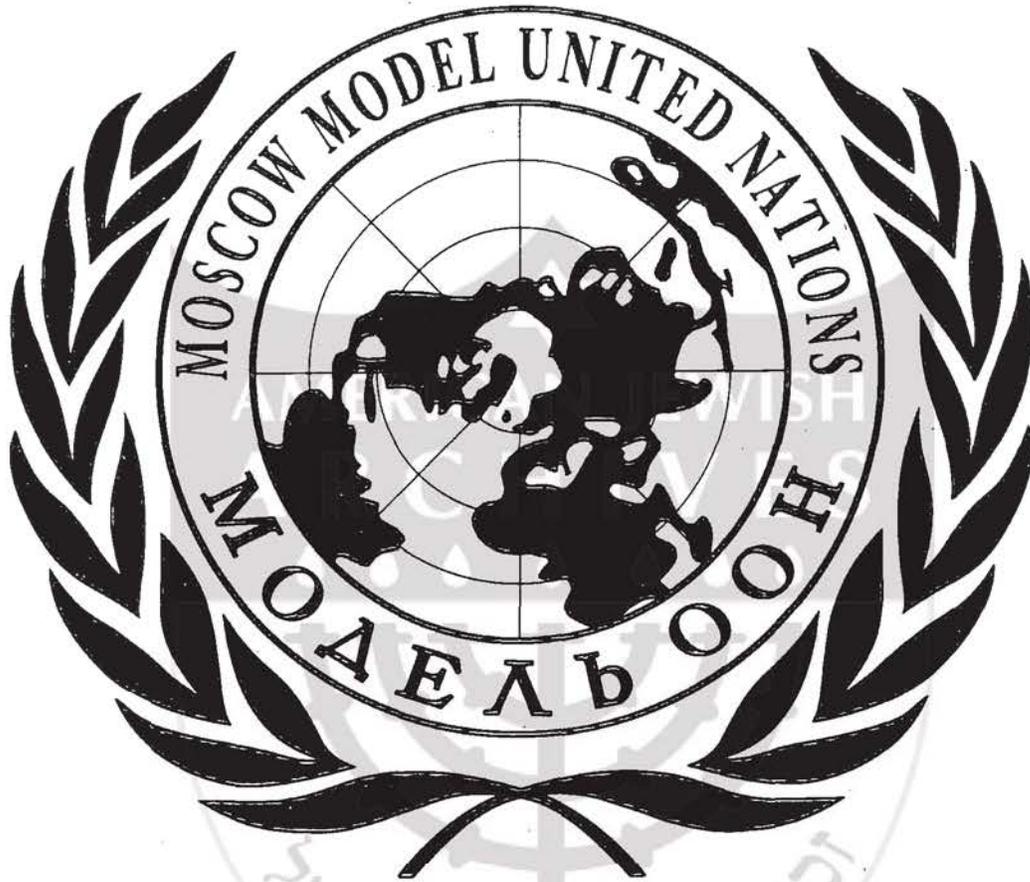
The Economic Policy Council--an analytical, action-oriented arm of UNA-USA--also holds special events, including dinner forums and round tables, to discuss salient issues with top-level governmental officials and opinion makers. In the fall of 1989 select groups of EPC members will meet with the Canadian and Dutch Finance Ministers and with financier Ross Perot. The EPC also supports on-going UNA activities. Last June EPC members had an opportunity to discuss with Soviet economists participating in UNA's Parallel Studies Program changes in Soviet labor unions under Gorbachev. The EPC also holds an annual plenary session in which Administration and Congressional leaders actively participate.

A non-profit, non-partisan, non-governmental arm of UNA-USA, EPC activities are supported by membership dues and foundation contributions. The EPC is one of the nation's most experienced labor-management groups focusing on international economic policies. It performs a vital role in developing public policy in today's rapidly changing international environment.

Henry Kaufman, President of Henry Kaufman and Company, Inc., and Jack Sheinkman, President of the Amalgamated Clothing and Textile Workers Union, AFL-CIO, co-chair the Council. It has over 100 blue ribbon business, labor and academic participants. Its Executive Director, Rob Warne, is a former Senior Foreign Service international economist.



REGISTRATION MATERIALS



МОСКВА 24-28 ЯНВАРЯ 1990

Moscow 24-28 January 1990

Sponsored by

The United Nations Association of the United States of America
and

The United Nations Association of the Soviet Union

PROGRAM DESCRIPTION

The Moscow Model United Nations is an international Model of the United Nations Security Council, Economic and Social Council, and four Functional Commissions of the ECOSOC sponsored by the United Nations Associations of the USSR and the USA. The Model United Nations is a "learning by doing" exercise for university students. Through participation in the Model U.N., students gain practical experience with the issues, procedures, and processes of the United Nations. In addition, Model U.N. participants increase their understanding of the perspectives and policies of other nations and cultures.

The Moscow Model United Nations is conducted in much the same way as the real United Nations. University students become the "ambassadors" of U.N. member states and debate actual issues on the agenda of the U.N., attempting to reach consensus on how to solve the problems of our world.

However, students do not role-play the representatives of their own country to the U.N. Students are expected to role-play the representatives of other U.N. member states. In order to do this, students are required to research the country they are representing and prepare positions and policy goals for that country. Through the process of intensive preparation and role-playing, students broaden their perspectives about other nations and the United Nations.

The Moscow Model United Nations provides practical experience for students of all disciplines. This international event is an exciting multilateral student forum for creative diplomacy and global understanding.

DETAILS ABOUT REGISTRATION AND ACCOMMODATIONS are included in this brochure.

DEADLINES FOR:

Pre-Registration — November 15, 1989

Applications for Presidents, Chairmen and Rapporteurs — October 27, 1989

Special Assistance Program (for Developing Countries only) — October 17, 1989

FOR MORE INFORMATION, contact:

Mr. Alexander Borodin
Secretary General
Moscow Model United Nations
UNA of the USSR
36 Prospekt Mira
129010 Moscow
USSR
Tel. 280-33-58

Mr. James P. Muldoon
UNA-USA
485 Fifth Avenue
New York, NY 10017
USA
Tel. (212) 697-3232

AGENDA

The Moscow Model United Nations Conference will be simulating the Security Council, the Economic and Social Council (ECOSOC) and four ECOSOC Functional Commissions (Human Rights, Status of Women, Narcotic Drugs, and Social Development). The Preliminary Agenda for each organ is:

- Security Council—
- A. The situation in Southeast Asia, particularly in relation to Kampuchea
 - B. The situation in the Occupied Arab Territories
- ECOSOC Plenary—
- A. Alternative and new forms of international economic cooperation
 - B. The relationship between disarmament and development
- Commission on Human Rights—
- A. Enhancing the effectiveness of the principle of periodic and genuine elections as a means to promote and protect human rights
 - B. Measures to be taken against all forms of totalitarian ideologies and practices based on Apartheid, racial discrimination, racism and national exclusiveness
- Commission on the Status of Women—
- A. Elimination of violence against women in family and society
 - B. Eradication of discrimination of women in the field of political participation and decision-making
- Commission on Narcotic Drugs—
- A. The problem of AIDS control related to drug abuse
 - B. Treatment and rehabilitation of drug users
- Commission on Social Development—
- A. The role of youth in promoting international cooperation
 - B. The impact of population growth on social and economic development.

Preliminary Schedule

January 22-23, 1990 (Monday & Tuesday):

Delegates arrive in Moscow
Hotel check-in
Registration
Delegates reception

January 24, 1990 (Wednesday):

Morning - Opening ceremony
Lunch - Keynote speech
Afternoon - Caucus groups meet (informal discussion)
Evening - Issue seminar

January 25, 1990 (Thursday):

Morning - Commissions and ECOSOC plenary convene
Lunch -
Afternoon - Commission and plenary continue
Security Council continues
Dinner -
Evening - Cultural event

January 26, 1990 (Friday):

Morning - Commission and plenary continue
Security Council continues
Lunch -
Afternoon - Commission and plenary continue
Security Council continues
Dinner -
Evening - Issue seminar

January 27, 1990 (Saturday):

Morning - Commission concludes
Plenary continues
Security Council continues
Lunch -
Afternoon - Commission report to ECOSOC plenary
Security Council continues
Evening - Delegates party/dance

January 28, 1990 (Sunday):

Morning - ECOSOC plenary concludes
Security Council concludes
Lunch - Closing conference plenary with speaker
Afternoon - Sightseeing

January 29, 1990 (Monday):

Delegates depart Moscow



МОСКВА 24-28 ЯНВАРЯ 1990
Moscow 24-28 January 1990

PRE-REGISTRATION FORM

NON-REFUNDABLE REGISTRATION FEES FOR THE MOSCOW MODEL UNITED NATIONS CONFERENCE ARE \$100 PER DELEGATION AND \$100 PER OBSERVER. A DELEGATION FROM ANY MEMBER STATE IN THE MODEL WILL INCLUDE NO LESS THAN TWO (2) STUDENTS AND NO MORE THAN THIRTEEN (13) STUDENTS. (Please refer to the member states list in this brochure for more details on delegation size.) PLEASE INCLUDE WITH THIS FORM COMPLETED, THE NON-REFUNDABLE REGISTRATION FEE(S) BY NOVEMBER 15, 1989, TO UNA-USA, 485 FIFTH AVENUE, NEW YORK, NY 10017.

NAME: _____

TITLE: _____

ASSOCIATION: _____

MAILING ADDRESS: _____

TELEPHONE: _____

Number of Delegation(s) to participate: _____ x \$100 = \$ _____

Number of Observer(s) to participate: _____ x \$100 = \$ _____

Total: _____ \$ _____

PLEASE PAY TO THE ORDER OF UNA-USA WITH CHECK OR INTERNATIONAL MONEY ORDER IN U.S. DOLLARS. THANK YOU.

FROM THE MEMBER STATES LIST, PLEASE INDICATE WHICH COUNTRY(S) IN RANK ORDER PREFERENCE TO BE ROLE-PLAYED BY STUDENTS:

DELEGATION I

DELEGATION II

DELEGATION III

1. _____

1. _____

1. _____

2. _____

2. _____

2. _____

3. _____

3. _____

3. _____

4. _____

4. _____

4. _____

5. _____

5. _____

5. _____

APPLICATION FOR PRESIDENTS, CHAIRMEN, AND RAPPORTEURS

The Presidents of the Security Council and the Economic and Social Council, the Chairmen of all four Functional Commissions, and Rapporteurs for all bodies of the Moscow Model United Nations Conference are to be filled by non-USA or Soviet students. These positions, unlike the real United Nations, are not political posts and those selected for these positions are acting in their own capacity and will not represent member states. We are accepting applications according to the geographical distribution given for each position. If a student from the region specified below is qualified for the position, he/she is encouraged to apply. Applications are due by October 27, 1989.

- A. President of the Security Council — Western Europe
- B. President of the Economic and Social Council — Asia
- C. Chairman of the Human Rights Commission — North America (excluding USA)
- D. Chairman of the Commission on Social Development — Africa
- E. Chairman of the Commission on Narcotic Drugs — Latin America and the Caribbean
- F. Chairman of the Commission on the Status of Women — Eastern Europe

- Rapporteurs for each of the above —
- A. Asia
 - B. Eastern Europe
 - C. Africa
 - D. North America (excluding USA)
 - E. Western Europe
 - F. Latin America and the Caribbean

NAME: _____

ADDRESS: _____

TELEPHONE: _____

POSITION FOR WHICH YOU ARE APPLYING: _____

HAVE YOU EVER PARTICIPATED IN A MODEL UNITED NATIONS BEFORE: Yes___ No___

If yes, please describe the position(s) and/or role played:

On a separate piece of paper, please explain what qualifications you possess for the position for which you are applying, your background, your goals for the future, and how you plan to use this experience to reach your goals.

PLEASE RETURN THIS FORM COMPLETED AND WITH ALL REQUESTED ATTACHMENTS TO:

Mr. Alexander Borodin
Secretary-General
Moscow Model United Nations Conference
UNA of the USSR
36 Prospekt Mira
129010 Moscow
USSR

AND A COPY TO: James P. Muldoon, Jr.
Director
Model U.N. & Youth
UNA-USA
485 Fifth Avenue
New York, NY 10017
USA



МОСКВА 24-28 ЯНВАРЯ 1990
Moscow 24-28 January 1990

DELEGATE REGISTRATION FORM

Each delegation is required to complete and submit this form with full payment by December 1, 1989. Additional delegates' information should be attached on a separate sheet.

Head Delegate Information:

NAME: _____
UNIVERSITY: _____
ADDRESS: _____
TELEPHONE: _____

Other Delegates' Information:

DELEGATE NAME: _____
UNIVERSITY: _____
COUNCIL OR COMMISSION TO BE SEATED IN: _____

DELEGATE NAME: _____
UNIVERSITY: _____
COUNCIL OR COMMISSION TO BE SEATED IN: _____

To be completed by Head Delegate:

A. Total number of Days in Moscow	_____	(Sample) 8
B. Total number of Delegates	_____	12
C. A x B =	_____	96
D. C x \$60.00 =	_____	\$5,760.00

PLEASE RETURN THIS FORM, WITH FULL PAYMENT, TO:

James P. Muldoon
UNA-USA
485 Fifth Avenue
New York, NY 10017
USA

MOSCOW MODEL UNITED NATIONS CONFERENCE

List of Member States

(ECOSOC = Economic and Social Council; SC = Security Council; SW = Commission on the Status of Women; HR = Commission on Human Rights; ND = Commission on Narcotic Drugs; SD = Commission on Social Development)

Member State	U.N. Bodies Represented	Delegation Size (Min. - Max.)
Algeria	SC	2 - 2
Argentina	HR, ND, SD	4 - 7
Australia	SW, ND	3 - 5
Austria	SW, SD	3 - 5
Bahamas	ECOSOC	2 - 2
Bangladesh	SW, HR, SD	4 - 7
Belgium	HR, ND	3 - 5
Belize	ECOSOC	2 - 2
Bolivia	ECOSOC, ND	3 - 5
Brazil	SC, ECOSOC, SW, HR, ND	6 - 11
Bulgaria	ECOSOC, HR, ND	4 - 7
Cameroon	ECOSOC, SD	3 - 5
Canada	SC, ECOSOC, SW, HR, ND	6 - 11
China	SC, ECOSOC, SW, HR, ND, SD	7 - 13
Colombia	SC, ECOSOC, SW, HR	5 - 9
Cote D'Ivoire	SW, ND	3 - 5
Cuba	ECOSOC, HR, SW	4 - 7
Cyprus	HR, SD	3 - 5
Czechoslovakia	ECOSOC, SW	3 - 5
Denmark	ECOSOC, ND	3 - 5
Ethiopia	SC, HR	3 - 5
Ecuador	ND, SD	3 - 5
Finland	SC, SD	3 - 5
France	SC, ECOSOC, SW, HR, ND, SD	7 - 13
German Democratic Rep.	SW, HR, SD	4 - 7
Federal Rep. of Germany	ECOSOC, HR, ND, SD	5 - 9
Ghana	ECOSOC, ND	3 - 5
Greece	ECOSOC	2 - 2
Guatemala	SW, SD	3 - 5
Guinea	ECOSOC	2 - 2
India	ECOSOC, HR, ND	4 - 7
Indonesia	ECOSOC, ND	3 - 5
Iran	ECOSOC	2 - 2
Iraq	ECOSOC, HR, SD	4 - 7
Ireland	ECOSOC	2 - 2
Italy	ECOSOC, SW, HR, ND	5 - 9
Japan	ECOSOC, SW, HR, ND	5 - 9
Jordan	ECOSOC	2 - 2
Kenya	ECOSOC	2 - 2
Lesotho	ECOSOC, SW	3 - 5
Liberia	ECOSOC, SD	3 - 5
Libya	ECOSOC, SD	3 - 5
Malaysia	SC, ND	3 - 5
Mexico	SW, HR, ND	4 - 7
Morocco	SW, HR	3 - 5

Nepal	SC	2 - 2
Netherlands	ECOSOC, ND	3 - 5
New Zealand	ECOSOC	2 - 2
Niger	ECOSOC	2 - 2
Nigeria	HR, ND	3 - 5
Norway	ECOSOC, SD	3 - 5
Oman	ECOSOC	2 - 2
Pakistan	SW, HR, ND, SD	5 - 9
Peru	ECOSOC, HR, ND	4 - 7
Philippines	SW, HR, SD	4 - 7
Poland	ECOSOC, SW, ND, SD	5 - 9
Portugal	ECOSOC, HR	3 - 5
Rwanda	ECOSOC, HR	3 - 5
Saudi Arabia	ECOSOC	2 - 2
Senegal	SC, HR, ND	4 - 7
Somalia	ECOSOC, HR	3 - 5
Spain	HR, ND, SD	4 - 7
Sri Lanka	ECOSOC, HR	3 - 5
Sudan	ECOSOC, SW, SD	4 - 7
Sweden	SW, HR	3 - 5
Thailand	ECOSOC, SW, ND	4 - 7
Togo	HR, SD	3 - 5
Trinidad and Tobago	ECOSOC	2 - 2
Tunisia	ECOSOC	2 - 2
Turkey	SW, ND	3 - 5
The Ukraine	ECOSOC, HR	3 - 5
USSR	SC, ECOSOC, SW, HR, ND, SD	7 - 13
United Kingdom	SC, ECOSOC, HR, ND	5 - 9
United States	SC, ECOSOC, SW, HR, ND, SD	7 - 13
Uruguay	ECOSOC	2 - 2
Venezuela	ECOSOC, HR, ND	4 - 7
Yugoslavia	SC, ECOSOC, HR, ND	5 - 9
Zaire	ECOSOC, SW	3 - 5
Zambia	ECOSOC	2 - 2

NOTE: This list of Member States is to be used by students for determining which Member State(s) they would prefer to role-play in the Moscow Model United Nations Conference. A key to the acronyms for the U.N. Bodies being simulated for each country is given at the beginning of the List. The Delegation Size column is the number of students needed to role-play a particular Member State in the Conference. The number on the left is the minimum, while the number on the right is the maximum people. Each delegation must have a Head Delegate and at least one delegate for each U.N. Body the Member State sits.

AMERICAN JEWISH WORLD SERVICE

FIELD REPORT

Prepared by:

Laurence R. Simon
Dena Wortzel

Trip Dates: December 8 - 24, 1988

Countries Visited: Zimbabwe, South Africa, Israel

I. ZIMBABWE

Objectives of Trip:

1. Field assessment of AJWS-funded Wedza Agricultural Program;
2. Program development consultations and site visits with Government of Zimbabwe (GOZ) officials and non-governmental organizations;
3. Field consultations with United Nations World Food Program (WFP) and United Nations High Commissioner for Refugees (UNHCR) regional directors and staff.

Summary of Findings:

1. Wedza

Travel arrangements were made with Mr. Sam Kahwa, Chief Agricultural Officer of AGRITEX, the Government of Zimbabwe's agricultural extension service and liaison to CILCA and AJWS. Meetings were also held with other AGRITEX employees including the Director General. Site visits were made to several communities in Wedza district where the project has provided training, technologies, extension services and marketing assistance.

CILCA projects are founded on the belief that government services must be an integral part of community development and that involvement of appropriate level government extension officers in the planning and implementation of community led projects is essential to the broadest extension of potential benefits.

Zimbabwe enjoys the advantage of government service that is strongly committed to the concept of community development. Wedza has emerged within the government service as a model program that has captured the attention and earned the admiration of policy makers. An extension of the program is being planned to another district.

While a thorough evaluation of the Wedza

experience is probably premature and could certainly not be accomplished on this first field visit, it was evident that the communities visited have certainly benefited dramatically from the new irrigation systems already installed and from the community organizing that initiated the planning process.

Community leaders spoke to us about further needs, especially in the area of transport for marketable commodities, and these needs will be followed up through CILCA.

It should be noted that Wedza is not one of the most challenging "communal lands" as it is endowed with better land and water assets than many. However, the choice of beginning with Wedza was probably wise in that it has already demonstrated the progressive roles that can be played by community leadership and government service representatives. As such it has served as an invaluable model for AGRITEX.

2. Program Development

Consultations were held with the directors and technical staff of AGRITEX, the Grain Marketing Board of the GOZ, Christian Care, ENDA, Zimbabwe Project, the National Farmers Association of Zimbabwe, and with the leadership of the Jewish community of Harare and Bulawayo.

Site visits were made to numerous communities in both the Shona and Ndebele areas of Zimbabwe. The major needs which emerged for AJWS program participation were in the areas of small scale irrigation and domestic water supply as well as in reduction of post-harvest grain losses.

AJWS has been invited by the GOZ to submit a formal proposal for the initiation of trials of AJWS/Volcani methods of grain storage at various levels in the food production system. Trials are likely as follows:

- a. AGRITEX and the Grain Marketing Board have invited trials in the communal lands with farmer cooperatives;
- b. ENDA has invited trials at the level of the GOZ's experimental decentralized grain storage depots and grain mills.

The Jewish community of Zimbabwe has requested that they be able to participate in the planning and funding of the AJWS projects. The interest was led by the new Rabbi, Ben Isaacson, as well as by the leadership of the Harare and the Bulawayo communities. AJWS has pledged its full cooperation and a joint fund-raising program has already been initiated.

3. United Nations

The WFP regional office for all of Southern Africa (located in Harare), Peter Simkin - director, has invited a formal proposal for grain storage trials in Zambia (where over a million bags of locally grown grain currently lie unprotected in the rainy season), in Malawi (where WFP is feeding over 600,000 Mozambican refugees with only a total of 15,000 metric ton grain storage facilities), and in Lesotho. This is considered by AJWS a significant step forward in interesting the UN systems in AJWS/Volcani technologies and methods given the importance of their Southern African operations.

Next Steps:

Proposals are being readied for submission to the GOZ, ENDA and the UN WFP/Harare for full-scale trials of the Volcani methods in grain storage. A technical team visit is being planned for April which will include the first Israelis to be invited by the GOZ since a souring of relationships several years ago (according to the Government of Israel).

Proposals are also being prepared for irrigation and domestic water supply programs through indigenous Zimbabwe organizations working with women's farming cooperatives in the communal lands. Participation of Ben-Gurion University scientists is being invited.

Discussions are underway with CILCA about next steps for AJWS participation in the Wedza program.

II. South Africa

Objectives of trip

- 1) To evaluate the Operation Hunger projects and the desirability of providing additional funding.
- 2) To learn more about the opportunities for and obstacles to development in the South African context. More specifically to re-examine the implications of funding a program in one of the homelands.
- 3) To learn more about the situation of Mozambican refugees in South Africa and to evaluate avenues of potential AJWS assistance.
- 4) To introduce AJWS to the Jewish community of South Africa.

Background

AJWS involvement in South Africa began in December 1987 as the result of a request by the American Jewish Committee to jointly fund with AJC a program of Operation Hunger, a South African NGO, and that AJWS serve as the professional overseers of the program. AJWS and AJC each made a one year commitment of \$15,000 to Operation Hunger for eight small projects in the black "homeland" of Lebowa.

The objectives of the Lebowa projects are:

- 1) To sustain the lives of malnourished children.
- 2) To enable women to grow garden vegetables for family consumption.
- 3) To improve water supplies.

Summary of Findings: Lebowa

A site visit to Lebowa was made with Ina Perlman, Executive Director of Operation Hunger and one of the Operation Hunger senior field staff, Franz Thembe. Travelling from Johannesburg, the economics of apartheid are clearly visible in the use of land. Where it is fertile, white farms dominate. Where the soil is poor and water limited, one finds "resettlement" areas or "homelands" whose black inhabitants form a cheap labor pool for the cities and white farms. Neither the resettlement areas nor the homelands are economically viable.

Operation Hunger's work in Lebowa began with emergency feeding programs. These programs are never initiated by Operation Hunger, whose policy is to engage in feeding only when approached with a proposal from a village. This ensures community involvement and fosters the kind of community-level organization from which the gardens and other projects have grown.

The gardening projects funded by AJWS represent a transition away from feeding programs to more self-reliant strategies for improving family nutrition ("self-reliant" in the homelands context, as stated above). Beyond the sustaining of lives, the argument for such programs in the homelands is the building of skills and community organization in preparation for the transition to majority rule.

In Lebowa we visited the communities of Nowabe, Morutsele, and Maboki. Each community had been receiving food aid but saw a significant drop in the need for feeding programs with the development of the AJWS-supported vegetable gardens and other income-generating programs, including fence-making and sewing.

Gardens are planted on land owned by the local chief. Permission to use the land is negotiated by the women themselves. The typical garden is comprised of 12 x 12 meter plots farmed individually, each participant choosing what to plant. Morutsele

was one of the more impressive gardens, with a small irrigation scheme and a tree nursery which will soon begin to provide firewood. The fencing used is produced at another Operation Hunger project. At gardens like Morutsele, which began 17 months ago, women are meeting all their families' needs for vegetables and selling a surplus valued at 100 rand (\$44) per month on average. Prior to the gardens, women had no source of cash income. Husbands and sons who search for work in the cities rarely succeed in sending more than a pittance to their families in Lebowa.

Each garden began with the digging of a tubewell funded by AJWS. Rain had not fallen in this part of Lebowa for seven years, so the wells are crucial for both gardening and potable water for household use. Cholera and other waterborne disease has been a serious problem in the past due to unsafe water sources.

Mozambican refugees

The South African government is doing what it can to prevent Mozambican refugees from entering the country. However, Mozambicans have been permitted to settle in the homelands of Lebowa and Gazankulu if they do succeed in reaching these areas. Mozambican refugees are difficult to identify, as the majority are not in camps but settled in existing villages. Operation Hunger is reaching Mozambicans through feeding programs which serve them as part the large community. If AJWS were willing to fund feeding programs it would be possible to assist Mozambicans through Operation Hunger.

Jewish Community

A meeting was held with Rabbi Cyril Harris, the Chief Rabbi of South Africa, and his wife to introduce them to our work. They received us with enthusiasm, making time in a very busy schedule. Rabbi Harris expressed support for AJWS involvement in South Africa and agreed to be an advisor to the AJWS President.

Conclusions

Operation Hunger is an effective organization, ably managed by Ina Perlman who has a very realistic sense of what can and cannot be done in South Africa given the politics and economics of apartheid.

An assessment of the Lebowa program's effectiveness must be seen in the larger context of working in the homelands. When we decided to fund the program, we recognized that working in the homelands is controversial. The central issue is whether program support of any type serves only to perpetuate the status quo in the homelands -- the deadly impact of apartheid. If this is the

case, then there are very compelling reasons why AJWS should not consider further work there. If, however, we are able to help save the lives of children today and prepare communities for more productive futures under majority rule, then these are reasons to consider continued support. The latter view is the basis of Operation Hunger's work.

We do not feel at this time that we are able to make a definitive recommendation regarding further work in the homelands. We believe that the question should remain open pending further investigation by staff and the overseas committee. However, on the basis of our positive assessment of Operation Hunger, we have invited Ina Perlman to submit proposals for our consideration. (Future funding of Operation Hunger would not necessarily be in the homelands.) A subsequent trip is in order to investigate opportunities for building relationships with other South African NGOs.

III. Israel

Objectives of trip:

1. Final interviews of top candidates for Moriah-financed positions as grain storage extension agents;
2. Finalize curriculum for training course;
3. Consultations with Israeli public health institutions on maternal and child health for the developing world;
4. Conclusion of discussions with Haogenplast on Herb Weiss's draft manufacturing agreement.

Summary of Findings:

1. Eight finalists for the Moriah positions were interviewed out of a pool of over 130 applicants. Four were chosen to be offered the positions with two backup candidates. We are very pleased with the background and promise of the selected applicants.

2. The curriculum for the training course was reviewed with the Volcani scientists and the timeline for the initiation of the course.

3. Consultations were held with Drs. Sidney and Emily Kark of the School of Public Health of Hebrew University in Jerusalem. The Karks were founders of the school, where they have been teaching since the 1950s. Their work has focused on a new approach to public health, called Community Oriented Primary Health Care, which they pioneered in South Africa. Through their students, many of whom come from developing nations, the COPC

approach has been tested and further developed in several nations of Asia and Latin America. The visit served to introduce the Karks to AJWS, who are now eager to explore ways that AJWS and the School of Public Health could work together on maternal and child health programs. Those discussions are now under way with appropriate members of the school faculty to whom the Karks have guided us.

Consultations were also held with Y. Abt, director of the Government of Israel's international training center, CINADCO, about their participation in the AJWS/Volcani training course and future extension work. Mr. Abt remains a committed and enthusiastic supporter of the AJWS/Volcani program.

4. Final and successful discussions were held with the managing committee of Haogenplast. A final draft of the agreement is being prepared for Herb Weiss' review and submission to the AJWS overseas and executive committees.

As usual, full background documents and proposals are available from the overseas staff of AJWS.



Bob

AMERICAN JEWISH WORLD SERVICE

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Chairman
Lawrence S. Phillips
President and CEO
Laurence R. Simon

call

2 pm

3 October 1988

Ms. Zhu Zheng Xuan
Agricultural Attache
Embassy of the People's Republic of China
2300 Connecticut Ave., N.W.
Washington, D.C. 20008

Dear Ms. Zhu:

It was very good to speak with you today. As I explained briefly on the telephone, the Board of the American Jewish World Service has asked us to explore the possibility of funding development projects in the People's Republic of China. They are particularly interested in exploring projects which involve grain storage.

The American Jewish World Service was founded in 1985 to be the relief and development agency for the American Jewish community. We currently fund development projects in 14 countries in Asia, Africa, and Latin America.

Our interest in grain storage grows out of our awareness that, in virtually all developing nations, insects, rodents, mold, and moisture destroy 30-40% of the grain harvested. I have been told that, in the People's Republic of China today, post-harvest losses are estimated at roughly 30%.

For the past 2 years, the American Jewish World Service has been involved in an applied research program on grain storage in conjunction with scientists at Israel's Volcani Centre. Building on this work, AJWS is now making grain storage a focal theme for our development project work. For this reason, we are interested in meeting with groups working on both new techniques and the upgrading of traditional grain storage methods in a number of developing countries.

AJWS is interested in both new techniques and the upgrading of traditional grain storage methods. To date, AJWS' work on grain storage has focused on efforts to adapt a new grain storage technology developed at the Volcani Center for use in developing nations. Portable silos constructed of a new durable plastic have been developed to hermetically store both bagged and bulk grain. This method of storage, which protects grain from moisture, rodents and insects, dramatically reduces grain losses. Field tests of the AJWS-Volcani silos are already being conducted in Sri Lanka, Togo, Ethiopia, and Mozambique with U.N. agencies and American and European NGOs. A brief description of the silos and grain cubes is enclosed.

We believe that this new storage technique has tremendous potential for development and relief work, however, these applications need to be explored and developed with indigenous researchers or NGOs already working with peasants and small farmers if they are to be made appropriate to local conditions and adopted. The AJWS staff and the scientists at Volcani are interested in discussing the Volcani hermetic storage techniques with such groups. In China, I would expect that most such groups would be affiliated with a government agency.

The AJWS/Volcani team is also interested in talking with government agencies, universities, non-governmental organizations or researchers familiar with local peasant traditions of grain storage. Such discussions of traditional grain storage will help us to explore these indigenous groups' analysis of local storage problems and their attempts to devise solutions, and help us become familiar with their successes and failures. From that point, it may become clearer what role, if any, AJWS could usefully play with such groups in China.

Elsewhere, we are exploring partnerships which might take the form of financial or technical assistance, or networking with groups doing similar work in other parts of the world. We are already engaged in such work with the Sarvodaya movement in Sri Lanka and are looking to expand contacts with similar groups.

Out of these discussions on both new technologies and traditional grain storage, we hope that directions for future collaboration between these groups and AJWS will emerge. If we are successful at establishing such partnerships with local researchers or NGOs in several countries, we hope to work with representatives of these projects to arrange conferences and other methods of reporting their results to share with others.

In China, AJWS would be open to funding applied research on grain storage, small-scale development projects which focus on new technologies (including the possibility of purchasing and shipping the Israeli grain silos and cubes); or applied research on improvement of traditional grain storage; or providing appropriate and requested technical assistance on other types of grain storage programs.

I would enjoy talking with you further about the possibility of the American Jewish World Service finding ways of making a useful contribution to development projects in China. I will call you later in the week to see when we can arrange to meet.

Yours sincerely,

Robert T. Snow
Director for Program Planning and Development



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Chairman
Lawrence S. Phillips

President and CEO
Laurence R. Simon

January 3, 1989

Mr. Yoel Sher
Consul General
Consulate General of Israel
United Agencies Ltd.
2/F, Pacific House
20 Queens Road, Central
PO Box 438
Hong Kong

Dear Mr. Sher:

Greetings. Several months ago, Caroline Harris, a member of our Board, met with your predecessor Mr. Reuven Merhav. I believe he briefed you on the work which the American Jewish World Service (AJWS) has been doing with Israel's Volcani Center on grain storage in developing nations, and on AJWS' efforts to develop projects around grain storage in China.

Since she spoke with Mr. Merhav, we have made further contact with the Chinese officials. Specifically, I have had meetings with both the First Secretary of the Chinese Permanent Mission to the United Nations in New York, who deals with relationships with non-governmental organizations, and the Second Secretary of the Chinese Embassy in Washington, who is in charge of agricultural matters. Both expressed considerable interest in grain storage, and in finding ways for AJWS to work in China.

However, we have not had any replies as yet to our inquiries. The people with whom I spoke in New York and Washington have written to their respective headquarters in Beijing, but we have heard nothing further. As you will see from the enclosed copies of my letters to them, I have asked them for any new information they might have.

On other fronts, I have been in touch with the American relief and development agency CARE regarding their development projects in Southwestern China. They are the first U.S. agency to have expatriate field staff based at the grass-roots level in China. It took them two and a half years to negotiate the arrangement. Now they are interested in the possibility of having AJWS collaborate with them on the grain storage component of these projects. We are awaiting a formal proposal from them. If we decide to proceed with a collaboration with CARE, it might provide an opportunity to be introduced to the Chinese government in a more direct fashion than going through the diplomatic offices here in the U.S.

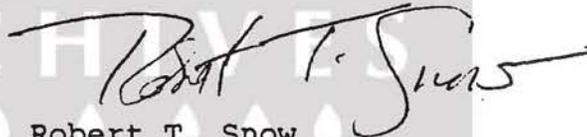
We are also exploring contacts with an organization called the Amity Foundation, an indigenous Chinese Protestant agency based

in Nanjing. They are working with a number of grass roots development projects in China, some of which may involve grain storage.

Finally, I am enclosing a copy of an article from The China Letter noting China's great needs for food and grain storage.

Thank you again for your interest in the American Jewish World Service. I will continue to keep you up to date as our contacts with China develop.

Sincerely yours,



Robert T. Snow
Director for Program Planning
& Development



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Chairman
Lawrence S. Phillips

President and CEO
Laurence R. Simon

January 3, 1989

Mr. Robert Dorfman
Director
Herald International Ltd.
8/F Wing On Life Building
22 DesVoeux Road Central
Hong Kong

Dear Mr. Dorfman:

Happy New Year! I am writing to bring you up to date on our efforts to develop projects around grain storage in China. Since I spoke with you in early October, I have had meetings with both the First Secretary of the Chinese Permanent Mission to the United Nations in New York, who deals with relationships with non-governmental organizations, and the Second Secretary of the Chinese Embassy in Washington, who is in charge of agricultural matters. Both expressed considerable interest in grain storage, and in finding ways for AJWS to work in China.

However, as you mentioned when we spoke in October, things do not move quickly within the Chinese government. Both the people with whom I spoke wrote to their respective headquarters in Beijing, but we have heard nothing further. As you will see from the enclosed copies of my letters to them, I have asked them for any new information they might have.

On other fronts, I have been in touch with the American relief and development agency CARE regarding their development projects in Southwestern China. They are the first U.S. agency to have expatriate field staff based at the grass-roots level in China. It took them two and a half years to negotiate the arrangement. Now they are interested in the possibility of having AJWS collaborate with them on the grain storage component of these projects. We are awaiting a formal proposal from them. If we decide to proceed with a collaboration with CARE, it might provide an opportunity to be introduced to the Chinese government in a more direct fashion than going through the diplomatic offices here in the U.S.

We are also exploring contacts with an organization called the Amity Foundation, an indigenous Chinese Protestant agency based in Nanjing. They are working with a number of grass roots development projects in China, some of which may involve grain storage.

Finally, I am enclosing a copy of an article from The China Letter noting China's great needs for food and grain storage. Would you have any suggestions on how best to make contact with

the State Planning Commission and the State Economic Commission mentioned in the article as having an interest in a "series of research projects to improve existing storage and food preservation technology"?

Thank you again for your interest in the American Jewish World Service. I will continue to keep you up-to-date as our contacts with China develop.

Sincerely yours,



Robert T. Snow
Director for Program Planning
& Development



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Chairman
Lawrence S. Phillips
President and CEO
Laurence R. Simon

January 3, 1989

Mr. Yuan Shaofu
First Secretary
The Permanent Mission of The People's Republic of China
to the United Nations
155 West 66th Street
New York, New York 10023

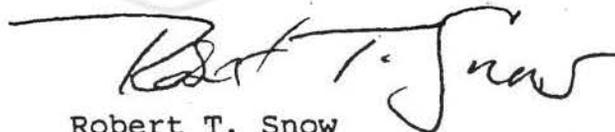
Dear Mr. Yuan:

Greetings, and Happy New Year! I am writing to follow up on the meeting which we had in October in New York, and my letter of October 3rd to Mr. Ping Zhifu, who was at that time the Liaison to Non-Governmental Organizations. As you will recall, we discussed the work which the American Jewish World Service has been conducting on grain storage in various parts of the world, and the possibility of the American Jewish World Service working with organizations in China to carry out work on grain storage there.

At the time that we spoke, you mentioned that you would be writing to the office in Beijing which deals with Non-Governmental Organizations to explore their possible interest. I wonder if you have had any response to your inquiries?

I look forward to hearing from you. Again, best wishes for a Happy New Year.

Sincerely yours,



Robert T. Snow
Director for Program Planning
& Development

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Chairman
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January 3, 1989

Ms. Zhu Zheng Xuan
Second Secretary for Agriculture
Embassy of the People's Republic of China
2300 Connecticut Avenue, N.W.
Washington, D.C. 20008

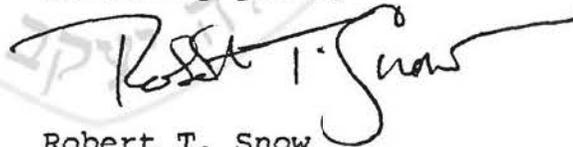
Dear Ms. Zhu:

Greetings, and Happy New Year! I am writing to follow up on the meeting which we had in November in Washington, and my letter of October 3rd. As you will recall, we discussed the work which the American Jewish World Service has been conducting on grain storage in various parts of the world, and the possibility of the American Jewish World Service working with organizations in China to carry out work on grain storage there.

At the time that we spoke, you mentioned that you would be writing to both the Ministry of Agriculture and the Ministry of Commerce to explore their possible interest. I wonder if you have had any response to your inquiries?

I look forward to hearing from you. Again, best wishes for a Happy New Year.

Sincerely yours,



Robert T. Snow
Director for Program Planning
& Development

THE CHINA LETTER



Number 203

September 1988

Dear Sir:

SLOWLY BUT SURELY, China is converting state-owned enterprise into private or semi-private operations.

This is the key element of a new phase of economic reform. And it is a process that you are going to see accelerated in the future.

It is the wave of the future.

This has been a subject of intense debate among China's planners and economists in recent weeks.

The focus of the debate has shifted from whether to convert state enterprises into private operations to show such a conversion should be done.

There is general agreement that the best way is through the sale and distribution of shares.

One article published recently by an authoritative economic journal in connection with this debate summed up some of the thinking on the establishment of a stock system.

"At present, some comrades advocate that an enterprise set up state shares, enterprise shares and individual shares," that article in the "Economic Problems Journal" says. "Some other comrades advocate setting up only state shares and individual shares. And a few comrades argue that only individual shares should be distributed."

No matter what system is adopted eventually, the article says, the important thing is to "adopt and implement the joint stock system".

"Enforcing the joint stock system is for the purpose of strengthening the vitality of the enterprise. The vitality of an enterprise is to a large extent restricted by the motive power and benefit mechanism determined by the distribution relationship, while the distribution relationship is determined by the property relationship," that article says.

"This cause and effect relationship makes the property relationship and the distribution relationship become closely related central problems in carrying out the joint stock system."

In other words, the profit motive must be present and it is necessary to have owners other than the state in order to create a meaningful profit motive.

An analytic article written jointly by a group of respected economists and published in the "Guangming Daily", a Communist Party newspaper that caters to intellectuals, says the establishment of a share system and stock exchanges is absolutely necessary for the mobilization of capital.

"Over the past decade, our reform has always focused on economic invigoration, based on decentralization of power and concessions in profit-sharing (between the central government and lower level administrations)," the economists wrote.

"However, given the public ownership, the relaxation has led to economic invigoration but it has not established a new effective accumulation mechanism.

Madame Zhou's letter and the commentary concerned a case in Hunan Province that became nationally known as the case of the "cadre of Sangzhi".

When a lower level party cadre exposed a higher ranking party official, GU CHEN, the bureau chief of a country forestry bureau, for misuse of official funds, there was much concern about the fate of the lower level cadre.

"Because the name of the 'cadre of Sangzhi remains confidential, Gu Chen and his followers have been unable to retaliate," the commentary says. "But Gu Chen still remains unpunished. Therefore, many people cannot help being worried about this cadre and about those who exercise mass supervision."

Well, with such influential people as Madame Zhou becoming personally involved and the case getting such wide national publicity, the unnamed "Cadre of Sangzhi" certainly seems safe enough.

But there are many other cases where retaliation is the order of the day. And nobody does anything about it.

Which is why Madame Zhou wants to see some "powerful measures taken to protect the people's right to expose corruption."

Peking Confidential

CHINA'S SECURITY AUTHORITIES have stepped up anti-terrorist training and established special anti-terrorist squads somewhat similar to the so-called SWAT (Special Weapons and Tactics) teams that other countries have set up.

* * *

SECURITY AUTHORITIES also have increased the training of troops and armed police units in riot control. This is a clue to their concern about possible unrest as a result of rising prices and other social problems.

* * *

CHINA DOLLS, real live ones, are the latest export to Japan.

The first group, ostensibly sent to Japan for "technical training" by a Sino-Japanese joint venture company, have been put to work as hostesses in an Osaka nightclub.

The plan is to send more because of the serious shortage of workers in Japan and the increasing complaints about the large number

of girls from the Philippines working in Japanese bars and night-clubs.

* * *

A SPECIAL INVESTIGATION unit has been working in Hong Kong in recent weeks trying to gather information on corrupt representatives of Chinese enterprises based in the British Colony.

Some of these representatives have been spending more time---and money---playing the stock market than in looking after the legitimate business interests of the state enterprises they represent.

As we told you some time ago quite a few of these market speculators lost considerable sums of money when the stock market crash came a year ago.

Because of the desire to avoid adverse publicity some of these speculators were quietly transferred back to jobs in China. But those who did not get caught and some of the new arrivals, are back at the same old game.

Which is why the anti-corruption team is in Hong Kong.

IF YOU HAVE TECHNOLOGY or equipment that can help cut down on wastage there is a massive market in China waiting to be tapped.

The Chinese cannot buy all of what they need, of course, but they are buying big when it comes to the food sector, where wastage is so vast and so costly.

When you consider some of the staggering statistics on the losses of only a few food items you can see why China is in such dire need of storage and preservation technology, materials and equipment as well as other means of preventing wastage.

Official Chinese reports estimate that about 25 percent of the country's fruit output and close to 30 percent of the vegetable production rots before it gets to market. (Actually, it's not a total loss because the rotten fruits and vegetables are used for feed to pigs or other animals. But that's expensive feed.)

The Chinese estimate that rats eat between 15 and 20 million tons of grain each year. (You can better see the magnitude of that loss when you consider it is about equal to the combined rice production of South Korea, Malaysia, Taiwan and Sri Lanka, or more than Japan's entire production for a year.)

Rats are not the only villains in the grain loss battle. A recent Chinese report says that there is "an appalling loss of grain due to inadequate storage" facilities.

It says that a recent survey conducted throughout most of the country indicated that rats as well as other "vermin and other pests eat between 7 and 12 percent of grain stocks."

There are many more causes of food and other agribusiness losses, including the biggest wastage factor of all---the human factor, the inefficiency and unconcern of man.

Whatever the reasons for the losses, China's economic planners have come to the obvious conclusion that whatever money that China spends on acquiring technology, materials, equipment and other means of reducing wastage is going to be money well spent. Very well spent.

The State Planning Commission and the State Economic Commission approved a program for a series of research projects to improve existing storage and food preservation technology and to try to find better and more modern methods of reducing agribusiness wastage.

"Priority will be given to research on food storage and packaging," the report says. It also says that at least 75 special research projects are scheduled to be completed under this program before the end of 1990.

In the meantime, the market is waiting with a warm welcome for anybody who can provide what is needed to cut down on China's enormous wastage.

ONE SIGNIFICANT TREND that has been taking shape in Chinese economic policy is an increasing involvement in joint venture projects in overseas areas.

Since the start of the decade of the 1980's, China has invested in several hundred overseas projects. Some of these are wholly owned and some are joint venture projects between the Chinese and investors in the host country.

China's total investment in overseas ventures has surpassed the US\$1 billion mark.

As you would expect, the largest number of China's overseas investments is in Hong Kong and Macao. Almost one-third of them are in those two foreign-controlled territories on China's southeast coast, which revert to Chinese control before the end of the century.

The next greatest number of Chinese overseas business ventures is in the United States (followed by Japan and Western Europe).

You will see a steady expansion of Chinese investments in those areas in terms of money and the range of businesses involved.

But the most significant trend is going to be towards more investments in resource-related investments.

AMERICAN JEWISH WORLD SERVICE

National Office: 729 Boylston Street, Boston, MA 02116 (617) 267-6656 Telex: 6972685 FAX: (617) 266-3511

Chairman
Lawrence S. Phillips

President and CEO
Laurence R. Simon

February 1, 1989

Sylvia Hassenfeld
Joint Distribution Committee
711 Third Avenue
New York, NY 10017

Dear Ms. Hassenfeld:

Responding on behalf of our Board of Trustees, many or all of whom received a letter from you dated January 12, 1989, I wish to assure you that AJWS desires a close and harmonious relationship with the JDC.

While neither quotation which you highlight from our ads and direct mail is inaccurate, I can certainly see that it is offensive to the JDC. In fact, I have been urging for some time that AJWS select the wording for its public statements very carefully to avoid any image of competitiveness or exclusivity.

To assure this I have asked that our board committees and consultants submit their copy for my personal review and that every effort be made to respect the mission and the integrity of the JDC's work.

I hope that in the future you will have enough confidence that your views will be heard and respected to allow you to speak directly with me, without feeling the need to address our entire leadership.

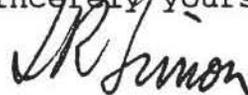
I pledge that I will always be available to discuss problems and take action to resolve them. My personal respect for the JDC and for your own leadership demands no less.

By copy of this letter I am informing my own board of this commitment as well as implementing a tighter review of all ad and direct mail copy.

I look forward to talking with you about this and better things in the near future.

With every best wish, I am

Sincerely yours



Laurence R. Simon
President

PHILLIPS - VAN HEUSEN CORPORATION

1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10104 (212) 541-5200

OFFICE OF THE CHAIRMAN

September 20, 1988

To: Anne Roiphe
Marc Tanenbaum ✓

From: Larry Phillips

cc: Larry Simon
Herb Weiss
Peter Rabinowitz
Warren Eisenberg
Larry Brilliant

Just finished conversations with Larry Simon, Larry Brilliant and Warren Eisenberg about the retreat which is being held on October 16th.

My assumption is that both of you will have finished the draft of the Mission Statement for the AJWS prior to the Executive Committee meeting on October 11th.

My assumption is that it will be sent to the Executive Committee in advance so that a finished Statement will be approved on October 11th.

It is my assumption that this umbrella statement will be given to the Overseas Committee on or before the beginning of their retreat on October 16th so that a variety of issues and policy statements can be discussed and resolved by the Overseas Committee under the guidance and blanket of the AJWS Mission Statement.

It is also assumed that all board members will be invited to attend and participate in the October 16th retreat.

I understand that the time, place and agenda for this meeting has not been finalized as yet but will be shortly.



JAN 13 1989

AMERICAN JEWISH WORLD SERVICE

1290 Avenue of the Americas, New York, NY 10104 (212) 541-5200 FAX: (212) 468-7398

Chairman
Lawrence S. Phillips
President
Laurence R. Simon

January 10, 1989

The Honorable Yuri Dubinin
Soviet Embassy
1125 16th Street, N.W.
Washington, DC 20036

Dear Ambassador Dubinin:

May I take this opportunity to express to you, on behalf of the Executive Committee, the Board and all the individual donors to the American Jewish World Service, our deep feelings of gratitude for the warmth and hospitality you extended to our Executive Committee at your Embassy last December 27th.

It should be sufficient to say that we were honored to have been able to be of some small help to your people in your time of trouble, but that would not fully express the gratitude we experienced upon hearing your words.

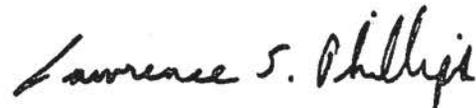
We can only hope that the future relationship between the U S S R and Israel, and the Jewish people everywhere, will grow to be as warm as you envisioned.

We would like to reciprocate your hospitality, and wonder if you would accept an invitation to attend the next Board Meeting of the American Jewish World Service on March 13th, in New York, any time between 4:00 and 6:00 P.M. If your time permits, we would also propose to have a reception for the leaders of the entire Jewish Community, either before or after the meeting. An alternative date could be arranged.

May I hear from you?

With all best wishes.

Sincerely,



Lawrence S. Phillips

FROM THE DESK OF

Marc -

Perhaps this
may help with
your draft of ADW's
mission statement -

AMERICAN JEWISH
ARCHIVES



P.S. - Happy New
Year -

LARRY PHILLIPS

P·A·R· ASSOCIATES INC
27 State Street, Boston, MA 02109 2706

617 367 0320
Fax 617 367 0521

September 14, 1988

Mr. Larry Phillips
Phillips-Van Heusen Corporation
1290 Avenue of the Americas
New York, NY 10104

Dear Larry:

As a follow-up to our Executive Committee meeting on August 31, we agreed that by our October 11 meeting, a draft mission statement would be made available to the committee members.

For 8 years, I have served on a sub-committee of the strategic planning committee of the United Way headquarters. Creating missions statements, etc. is part of the service that headquarters can provide to operating United Way's around the country. More importantly, very useful models are available through them. Enclosed is such material which I hope will be useful as you begin the process of drafting our mission statement.

Please call me if you have any questions.

Sincerely,



Peter A. Rabinowitz
President

PAR/ljd

Enclosures

Step 3: Establish a Strategic Vision for the Organization.

This is the step during which participants in the strategic management process develop a vision of what the United Way should become, given the organization's historical and present circumstances and anticipated future changes. Establishing a strategic vision requires an ability to envision the organization's possible futures. This step also requires the ability to synthesize all data compiled up to this point.

Simply stated, strategic vision is the conceptual statement of what the organization should be at a specified time in the future—e.g., five years from the present time. Establishing strategic vision answers questions such as: What should the organization's purpose become? What should its key qualities be? What services should the organization provide? Whom should it serve? Where should it serve? Strategic vision is a statement of the organization's mission for the future. It is formed with an understanding of the following factors: what the organization is now; how it is being impacted by external forces; how it should change because of these forces; and what its internal capabilities are for positive response to change.

Defining a strategic vision for the organization constitutes the first and foremost strategic decision in the entire strategic management process. As such, it poses a truly creative challenge. Defining strategic vision may cause a United Way to experience a quantum leap in thinking—especially since the envisioned organization may be very different from the organization presently in operation.

Mission Statement

A United Way most appropriately "articulates" its strategic vision in its *mission statement* and in its related *organizational objectives*.

Most United Ways have a mission statement. Very often, however, this historical mission statement proves out-of-date. Often, the mission statement does not provide a relevant strategic vision for the organization. Therefore, it is of benefit to all United Ways that they take a fresh look, on a continuing basis, at their reasons for doing business.

A mission statement sets forth the United Way's purpose. It is a single, short statement that expresses the inspirational goal of the organization. The mission statement tells *why* the organization exists. It may also state *what* the organization intends to accomplish (the products or services it will provide), *whom* it serves (customer, client, or consumer group), and *where* it serves (the geographic area).

For United Ways, a mission statement serves two functions: it communicates United Way's value to the community and it provides United Way employees and volunteers with the essence of the organization's culture. A good example of how a mission statement can fulfill these two functions is found in the mission of United Way of America: "To increase the organized capacity of people to care for one another." United Ways may wish to use or adapt this clear and concise mission statement.

The mission statement is fundamental to strategic planning (see Exhibit 1). A mission statement provides the reference point from which the organization develops its objectives, strategies, and operational goals. And in so doing, United Way needs periodically to refer back to this mission statement as its objectives, strategies, and goals are set—and reset—to ensure that the organization's strategic plan remains consistent with its basic purpose.

Exhibit 1

Only a clear definition of the mission and purpose of the organization makes possible clear and realistic organizational objectives. It is the foundation for priorities, strategies, plans, and work assignments. It is the starting point for the design of managerial jobs, and above all, for the design of managerial

structures. Structures follow strategy. Strategy determines what the key activities are in a given organization. And strategy requires knowing what our organization is and what it should be.

—Peter Drucker

United Way Mission

Historically, many United Way organizations had as their mission the raising of funds for a select group of agencies. Today, in response to changing times, most United Ways have recast their purpose to encompass a much broader mission. These broader statements of purpose emphasize the importance of functions beyond fund raising—functions such as community problem solving, year-round communications, government relations, volunteer and professional development, management assistance to agencies, information and referral, agency relations and outreach, strategic planning and management, and research and information processing. In function, these organizational programs reach far beyond the traditional once-a-year fund-raising campaign. The following serve as examples of United Way mission statements that encompass a broad range of services:

The mission of the United Way of Southeastern Pennsylvania is to make possible needed human services in our community by: 1) Playing a leadership role in distributing resources; 2) Encouraging collaborative efforts to resolve community problems; 3) Fostering personal involvement in voluntarism.

—United Way of Southeastern Pennsylvania
Philadelphia, Pennsylvania

The mission of the United Way of Madison County is to increase the organized capacity of people to care for one another by striving to be an effective catalyst in a communitywide volunteer effort to plan, support, deliver, and monitor human-service programs sensitive to the needs of the people.

—United Way of Madison County
Huntsville, Alabama

The United Way of Jacksonville is a voluntary organization dedicated to helping people, by uniting citizens and agencies, governmental and voluntary, in a communitywide effort to plan, support, deliver and monitor effective human-service programs that are responsive to current community needs.

—United Way of Jacksonville
Jacksonville, Florida

The mission of the United Way of Muskegon County is to unite diverse elements of the community for the delivery of human services. This will be accomplished by assessing community needs, raising funds, allocating resources, and encouraging voluntarism.

—United Way of Muskegon County
Muskegon, Michigan

The purpose of the Piquarea United Fund is to unite the citizens, contributors, and human-service agencies in a common effort, based upon volunteerism, to improve the quality of life in the Piqua area.

—Piquarea United Fund
Piqua, Ohio

Developing or Reviewing a Mission Statement

Developing a useful mission statement is not an easy task. It requires hard work. Determining what the organization is almost always proves an extremely difficult question, and the right answer usually is anything but obvious. Though difficult, the mission statement is an issue that is necessary to address. Inadequate thought given to this issue perhaps proves the single most important cause of organizational frustration and failure.

The mission-statement process has great inherent value since, as a thinking exercise, it forces a focus on the organization and its purpose in light of past experience, current conditions, and future expectations. While responsibility for final determination of the mission statement must rest with the board of directors, chief executive officer, and other top management (both volunteer and staff), its development may include broad-based participation among other staff, United Way volunteers, agency executives and presidents, members of community councils and civic organizations, local government officials, and others. Promoting this type of broad-based participation alerts these groups to United Way's strategic planning process and may help generate additional support for its outcome among these constituencies.

Mission Development Process

1. Start With Future Vision

At a meeting to define or review United Way's mission, a chairperson might start by helping the group articulate a *future vision* that will drive development of the mission statement. The chairperson can do this by asking these three questions:

- Think about the world approximately 15 years ago (1970). Where were you personally? Job-wise? What was going on in the nation? In society?
- Think about what's different today. How might the world be different approximately 15 years from now (2000)?
- How do you see the organization in that future world? What is your vision of the United Way in the year 2000? What are your wishes for it?

The answers to these questions should be put on flip-chart pages. This opening exercise should take from 15 to 20 minutes.

2. Review Background Data

Next, the process participants should look at the data from United Way's historical analysis (step 1, described on page 5) and from the environmental analysis and organizational assessment (step 2, described on page 6). Specific things on which to focus during this review of background data are these:

- The stated reason for formation of the United Way (found in the organization's charter, bylaws, or articles of incorporation);
- How the organization has carried out this mission throughout its years of service and, in so doing, how the organization has responded to environmental changes;

- What the organization currently is doing in terms of mission, and under what charges (such as an amendment to the organization's constitution, bylaws, or general board policy) it presently operates; and
- The effect of present environmental threats and opportunities—as well as the impact of internal competencies and shortcomings—on the United Way's present operations.

A review of this information will help participants understand how the organization's purpose has changed over time, and also help participants better appreciate those present circumstances and projected changes that the organization must face.

3. *Reach Agreement on an Appropriate Statement*

With the future vision and background material in mind, process participants should propose their own suggestions for a suitable statement of organizational mission. The United Way may wish to hold several meetings specifically for participants to share and deliberate on these perceptions. Or it may want to use the short mission-identification process described in Exhibit 2. Use of either method will lead to accomplishment of the same goal: participant agreement concerning a statement that accurately reflects the purpose which the United Way intends to achieve through its operations.

Exhibit 2: Mission Identification Exercise

The two most commonly used approaches for defining an organization's mission are: (1) to review a list of similar organizations' mission statements and select a mission statement from this list for use within the organization; and (2) to independently draft an entirely new mission statement.

Drafting an entirely new mission statement can prove very difficult. However, when doing so, some organizations may find the following exercise helpful:

1. Convene a group of volunteers or staff to conduct a mission statement development exercise. Use of subgroups—or small-group discussion table settings—can permit this meeting to encompass a large number of participants (20-30 persons).
 2. Equip the room with flip charts, pins, and masking tape for use with each subgroup and for use by the meeting's leader. Supply each participant with a pad and pencil. Use self-sticking "post-it" pads, if available.
 3. Ask each participant to list five to ten key words that describe the organization's purpose; the values intrinsic to the organization; the type of business in which the organization engages; and what the organization does for its "customers." Key words likely to be listed to describe the United Way are these: "volunteer," "donor," "people in need," "organized volunteerism," "capacity building," and "unifying."
 4. Ask each person to share aloud one word from his or her list. Record these participant words on a flip chart (or have participants list key words on individual "post-it" sheets and place one "post-it" sheet per participant directly on the flip chart). Continue this round-robin recording process until the leader has recorded all key words taken from everyone's list. Normally, 30 to 40 key words will surface from this round-robin recording exercise.
 5. Break the large group into three or four subgroups. Have each subgroup review the key-word list and draft a mission statement that, in 17 words or less, answers the question, "What do we do for our customers?" in developing this mission statement, the subgroups must use words from the key word list, along with appropriate connecting words. Allow the groups 20 to 30 minutes to complete the exercise. Record each subgroup's suggested mission statement on a flip chart.
 6. Review the three or four proposed mission statements developed by each subgroup. Identify similar words used and have each subgroup explain the reason(s) for its choice of key words used. Discuss similarities and differences in the subgroups' mission statements.
 7. Allow the subgroups an additional 20 minutes to develop an entirely new mission statement. Stress the need for subgroups not to use any portion of the first mission statement already written. Record and compare the subgroups' new mission statements.
 8. Repeat this process until there is an agreement among subgroups on a single mission statement. Normally this mission statement consensus occurs during the second or third round of this exercise.
-

If assistance is needed during this process, participants can turn to a number of resources. They can consider community expectations of the United Way. They can examine the opinions of community leaders—those affiliated and not affiliated with United Way. They also can consider agency perceptions concerning United Way. Useful written resources to assist in this process are two publications produced by United Way of America: *Rethinking Tomorrow and Beyond*,

which sets forth strategies and programs for United Ways' second century; and *Standards of Excellence for Local United Way Organizations*, which presents standards defined by local and national United Way volunteers and staff that a United Way should strive to achieve.

If the United Way has been operating within the parameters of an explicit mission statement, this fact obviously will serve as a point of departure for deliberations about mission-statement revisions possibly needed. Generally, an organization's mission does not change frequently. However, the mission does need constant reassessment in order to reaffirm its suitability or to change its direction when necessary. Even when a United Way's mission statement has been developed as recently as three or four years before the current examination, environmental changes and volunteer-leadership turnover both make re-evaluation—or even reconstruction—of the mission statement advisable.

When either developing or redefining an organization's mission, process is what counts. Brooke H. Duncan, a former president of the United Way of Greater New Orleans and president of Foster Company, Inc., summed up the importance of process thusly:

"Our mission and role statement represents a lot of effort and battle scars. Yet, to most United Way volunteers, it may appear to be boilerplate. However, to us it represents the first general agreement by many diverse elements of what our United Way is and should be. Even the dissidents on our Long Range Planning Committee feel some ownership of the statement. So, for the first time in a long while, there is some general agreement about the United Way mission and role in our city."

United Ways that conduct the mission redevelopment process will come to realize a more relevant, up-to-date mission statement as a result. Representative of this type of result are the following mission statements developed by United Foundation of Detroit—the first in 1949, the second in 1984:

1949 Stated Purpose

To raise funds and finance in part, or in the entirety, local or national charitable nonprofit health or welfare organizations.

1984 Role Statement

To meet the current and emerging human-service needs of Southwestern Michigan identified as being best served by the voluntary sector, by uniting contributors, providers, and users of human services in an organized communitywide effort to develop resources and assure their effective use.

This United Way's 1984 mission statement sets forth an organizational purpose much broader than the fund-raising and allocations functions defined in its 1949 mission statement.

Mission Statement Checklist

In developing or redefining a mission statement, the United Way should strive to duplicate the experience incorporated in the examples above. The following checklist may prove useful in helping to develop an appropriate mission statement.

The United Way mission statement should:

- Be clear and concise

- Prove capable of being easily understood by a wide audience
- Include a statement of the organization's fundamental purpose (its reason for existence)
- Identify what the United Way intends to accomplish
- Define whom the United Way serves
- Establish where the United Way serves (its geographic boundaries)
- Be consistent with all of the United Way's programs
- Be a non-quantified statement (one that does not set forth quantified objectives)
- Warrant agreement by United Way's stakeholders
- Be realistic
- Remain consistent with articles of incorporation and bylaws
- Prove capable of being thoroughly reviewed and approved by the board of directors
- Stand as a statement that expands thinking about United Way's overall potentialities.

Obstacles to Mission Statement Development and Review

Defining or updating the mission may prove a difficult, painful, and risky process. Despite these difficulties, it is important to remember that the mission statement enables an organization to set objectives, develop strategies, concentrate its resources, and go to work. The mission statement alone enables an organization to be managed for performance. Before beginning this process of developing a mission statement, United Ways need to be aware of—and need to prepare to overcome—the following potential obstacles:

- The notion that the organization's purpose is self-evident—Many volunteers and professionals believe that all associated with the United Way have a clear picture of its reasons for existence and its purpose in the community. They believe that the organization's purpose is so obvious that a mission statement evaluation would prove a waste of time.
- The belief that an existing charter, set of bylaws, or mission statement automatically will suffice for the future—This belief holds that, once established, a sense of purpose will serve the United Way indefinitely. Therefore, the existence of a mission statement, or its rough equivalent, makes developing another such statement unnecessary.
- The feeling that time spent on the relatively philosophical task of constructing a mission statement—though important—nevertheless takes time away from the main purpose of the strategic management process: to develop strategies and action plans.
- The fear of generating controversy, argument, or disagreement that may ensue from an examination of the organization's fundamental purpose.

Each of these views can prove a significant obstacle to motivating volunteer committees to construct a mission statement. If any of these views causes the committee to bypass deliberating the organizational mission, the result may very well be significant problems later in the process—problems stemming from confusion over organizational purpose. And, in the long run, a properly devised and implemented mission can mean the difference between success and failure for an organization. The United Way, then, must stress the importance of developing or updating its mission. It also must provide motivational incentives for volunteers and staff to conduct this process in a deliberate and careful fashion. Pressures to adhere to organizational platitudes must be defeated. Mission development must be positioned as a critical and essential part of strategic management.

Organizational Objectives

Organizational objectives should state what the organization will do to carry out its mission. In sequence of development, they follow the mission statement and provide a brief description of the organization's primary functions.

Organizational objectives should be consistent—both with the organization's mission and with each other. Their number should be kept to a minimum. Additionally, organizational objectives should be reviewed periodically to make sure they provide current and accurate descriptions of the organization's major methods for accomplishing its mission.

Additional examples of United Way mission statements, along with organizational objectives, are shown in Exhibits 3 and 4.

Exhibit 3: United Way of Pierce County

Mission

The mission of United Way of Pierce County is to increase the organized capacity of people to care for one another.

Corporate Goals

1. Assess on a continuing basis the human-service needs of the community and seek resolutions of those needs.
2. Develop as fully as possible all financial resources (governmental and private) to meet the community's human-service needs.
3. Allocate United Way's financial resources so as to maximize services aimed at the most urgent, appropriate community needs.

4. Provide or obtain assistance for agencies wishing to improve their management, program operations or voluntary structure and process.
5. Encourage citizens from all walks of life to effectively volunteer their services for United Way and community agencies' boards and programs for the community well-being.
6. Develop and maintain community support for the United Way enterprise through systematic programs of communications, community relations and agency relations.
7. Manage the United Way operations effectively and efficiently.

From *Strategic Plan*, Tacoma, Washington: United Way of Pierce County, 1985.

Exhibit 4: United Way for the Greater New Orleans Area

Mission and Role Statement

Considerable effort went into defining what the United Way is and should be. The mission and role statement emphasizes the need for the United Way to bring together both agencies and contributors in a voluntary system that will provide quality human-care services. It further highlights the need for the United Way to carry out six interrelated and interdependent functions of planning, fund raising, allocating, communicating, managing and promoting voluntarism.

Following is the mission and role statement which was adopted by the committee and approved by the President's Council and Board of Trustees.

The United Way for the Greater New Orleans Area is a voluntary association of agencies and contributors with the following mission and role....

.... to unite the diverse elements of the entire area in a voluntary system of contributors, agencies and users of services for the purpose of improving the quality and quantity of human-care services for our citizens.

In carrying out this mission, the United Way will....

.... assess on a continuing basis the need for various human-service programs; assist in the development of new or in the expansion or modification of existing human-services pro-

grams; and foster cooperation among all human-service organizations that service the area.

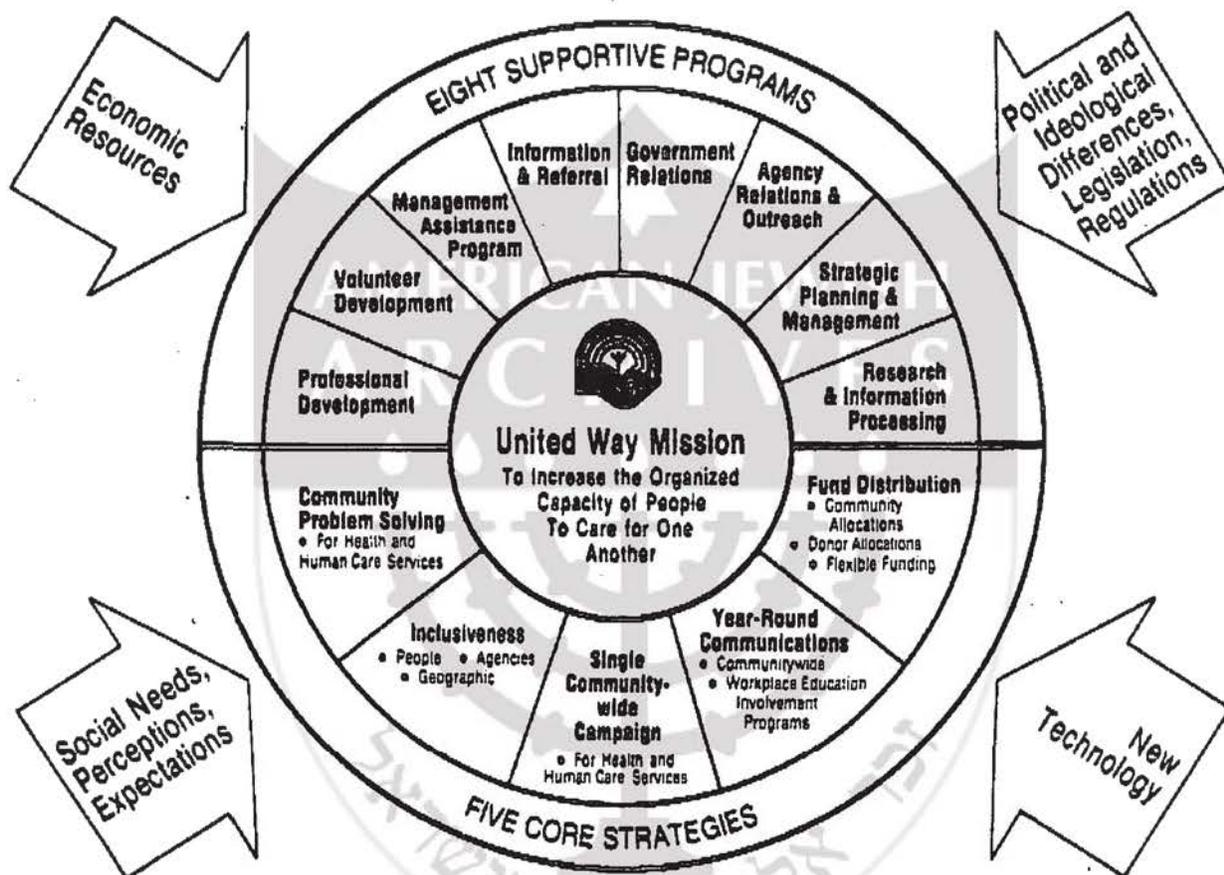
- develop as fully as possible financial resources needed to meet human-service needs of the area in a manner that minimizes the number of separate public appeals for financial support for human-service organizations.
- allocate available United Way resources to meet the current human-service needs in the area.
- muster community support and commitment for the entire United Way enterprise through a systematic communications program that both speaks and listens to the people of the area.
- manage United Way operations effectively and offer assistance to agencies wishing to improve their management.
- promote and encourage voluntarism and voluntary efforts throughout the area.

Adopted, January 17, 1979
Revised, November 19, 1981

From 1983-84 Objectives: Fifth Year of Implementation—The Report and Recommendations of the Long Range Planning Committee. New Orleans, Louisiana: United Way for the Greater New Orleans Area, 1981.

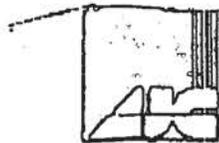
The United Way of America mission graphic offers an effective way to display organizational objectives that support an organization's mission. In this graphic, the United Way of America mission has central position, and the core strategies and supportive programs are displayed in positions surrounding the mission (Exhibit 5). Many United Ways have adapted this mission graphic to display their own mission and organizational objectives.

Exhibit 5: United Way of America Mission Graphic



Step 4: Determine the Critical Strategic Issues Which the Organization Must Address.

Now that the organization has developed a shared vision of what it should be in the future, its next step is to identify the major issues to which the organization will have to respond in order to achieve this vision. This process of issues identification ultimately will drive the organization's strategy development, so this step must be undertaken with special care. In the overall strategic management process, it is more important for the organization to raise key issues than to forecast future trends to decimal-place accuracy.



The American Jewish
Committee

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ד"ר רון קרניש
מנכ"ל
Dr. Ronald Kronish
Director

ד"ר משה ד. רוזניקוף
מנהל אמריטוס
Dr. M. Bernard Rosenthal
Director Emeritus

FAX COVER LETTER

DATE: January 11, 1989

TO : Marc Tanenbaum

FAX NO. :

FROM : Ron Kronish

FAX NO. : 02-224396

THERE WILL BE 1 PAGES INCLUDING THIS COVER PAGE.

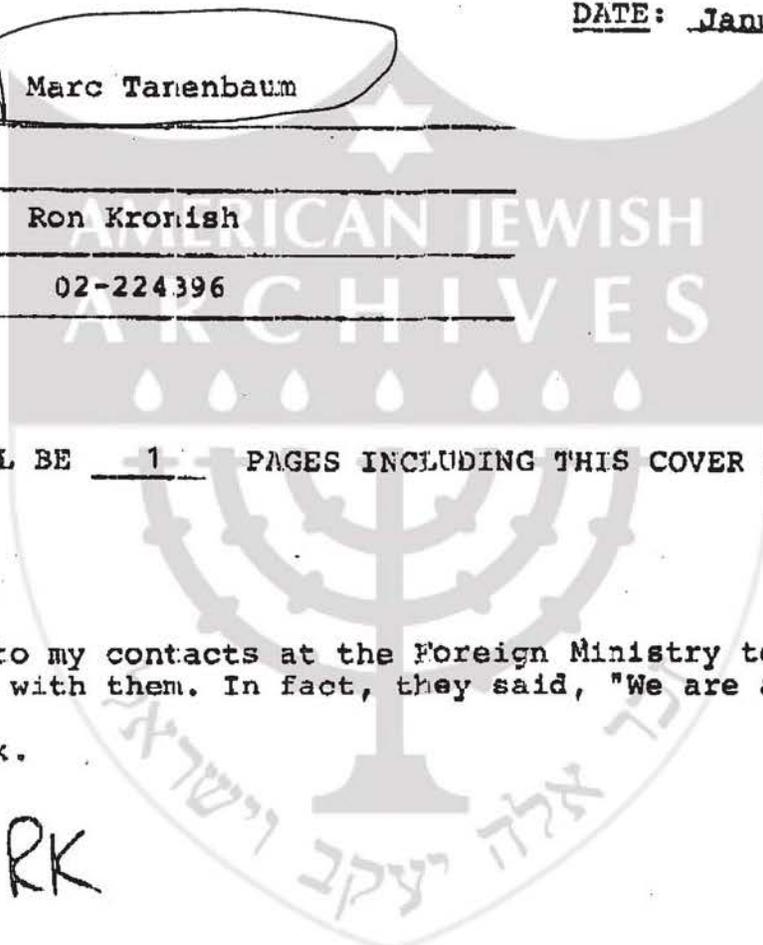
COMMENTS:

I spoke to my contacts at the Foreign Ministry today.
It is OK with them. In fact, they said, "We are all for it."

Good luck.

Regards,

RK



MR. ABBIE NATHAN

TEL AVIV, ISRAEL FAX # 03-544-9787

AMERICAN JEWISH WORLD SERVICE (AJWS) BY DECISION OF ITS BOARD
CHAIRMAN LAWRENCE PHILLIPS AND OTHER LEADERS HAVE AGREED
TO ALLOCATE FIFTEEN THOUSAND DOLLARS TO HELP COVER COSTS
OF RENTING SHIP AND RELATED HANDLING NEEDS FOR SHIPMENT BY ISRAELIS
OF CLOTHING MEDICATIONS AND OTHER SUPPLIES TO VICTIMS OF
SOVIET ARMENIAN EARTHQUAKE. TO ASSURE OUR CONTRIBUTORS THAT
THEIR FUNDS ARE BEING USED IN CONSTRUCTIVE WAY, IT IS A CONDITION
OF AJWS' CONTRIBUTION THAT YOU MAKE PUBLIC REFERENCE IN YOUR
PRESS RELEASES AND OTHER PUBLICITY THAT AMERICAN JEWISH WORLD
SERVICE HELPED MAKE POSSIBLE THIS SHIPMENT TO SOVIET UNION.
PLEASE CONFIRM IN RETURN FAX # 319-0975. B'HATZLACHA!

RABBI MARC H . TANENBAUM

AMERICAN JEWISH COMMITTEE



LOWER
EAST SIDE
TENEMENT
MUSEUM

97 Orchard Street
New York, NY 10002
(212) 431-0233

April 13, 1990

Dr. Marc Tanenbaum
45 E 89th Street, Apt 18F
New York, NY 10128

Dear Marc:

Thank you so much for your very thoughtful and strategic advice, you were just the right person to ask.

Reviewing my note, I see you recommended I contact the following:

1. For our National Alumnae/i Search Campaign:
 - A. Sol Linowitz
 - B. Max Kampelman
 - C. Leon Silverman
 - D. Richard Schifter
2. For General Fund Raising:
 - A. Morton Kornraich
 - B. Henry Kravis
 - C. Jack Rudin
3. For Connection to the Landsmanschaften:
 - A. Ernest Michelle
4. For Leadership of our October Beer Garden Benefit:
 - A. Herr Zeffer
 - B. Consul General Van Brado
 - C. Roger Strauss
5. For Funding for our Research
 - A. Larry Tisch (to open NYU'S Computer System)
 - B. Jerry Green

Would you be so kind as to make the introductions? A phone call would be grand. I could follow up by sending materials (I've enclosed a sample copy) Or, you could dictate a letter of introduction. We would gladly type it on your stationary and send it up to you stamped and addressed for your signature and note.

You know that with out help, it will take me months to get their attention.

I thank you in advance for any help you can give.

We've got a long way to go to tell this story fully. Your help could make a major differences.

Gratefully yours,



Ruth J. Abram
President



ALUMNAE/ OF 97 ORCHARD STREET 1870 - 1935

As of April, 1990



A a

Abrahamsson, Annie Berkman (20)1883
 Abrams son, Efram(15) 1883
 Abrahamsson, Morris(23A) 1883
 Abr , Beckie(0) 1925
 Abr , Morris(10) 1925
 Abr , Sophie(10) 1925
 Abr , Sophie(24) 1925
 Abr , Stella(24) 1925
 Alexander, Abraham(17) 1870
 Alexander, Anna(19) 1870
 Alexander, Isaac(19) 1870
 Alexander, Louis(19) 1870
 Alexander, Moses(17) 1870
 Alich, Morris(0) 1888
 Angel, Max(19) 1883
 An , Bertha(19) 1900
 Antman, Phillip(19) 1905
 Arlich, Bertha(0) 1888
 Arlich, Yatte(15) 1888
 Astor, Sarah(0) 1828
 Attas, Esther(10) 1925
 B b
 Baerd, Annie(21) 1910
 Baerd, Ida(21) 1910
 Baerd, Joseph(21) 1910
 Baldizzi, Adolf(14A) 1933
 Barash, David(18) 1905
 Barash, Nathan(18) 1905
 Barash, Sam(18) 1905
 Barash, Sheine(18) 1905
 Barash, Solomon(18) 1905
 Barginsky, Lewis(0) 1900
 Barnes, Samuel S. (0) 1831
 Barnett, Amalia(19) 1880
 Barnett, Israel(8) 1880
 Barnett, Louis(8) 1880
 Barnonovitch, Harry(19) 1915
 Barnonovitch, Rosie(19) 1915
 Beaber, Bertha(21) 1910
 Beaber, Gussie(21) 1910
 Be er, Jennie(21) 1910
 Becker, Carl(13) 1880
 Becker, Charles(9) 1880
 Becker, Christine(15) 1880
 Becker, Cornelius(15) 1880
 Becker, Eddie(15) 1880
 Becker, Ernest(15) 1880
 Becker, Francisca(15) 1880
 Becker, Frank(15) 1880
 Becker, Julius(15) 1880
 Becker, Morris(24) 1925
 Becker, Sarah(24) 1925
 Becker, William(15) 1880
 Beiner, Jacob(0) 1890
 Beiseick, Alexander(25) 1915
 Beiseick, Steve(25) 1915
 Beiseick, Tessie(1) 1915
 Beliskowsky, Samuel(19) 1885
 Beneovich, Joulious(0) 1890
 Benunovich, Benjamin(0) 1890
 Benunovich, Itka(0) 1890
 Benunovich, Joseph(0) 1890
 Benunovich, Morris(15) 1891
 Berg, Fannie(19) 1915
 Berg, Isidore(2) 1915
 Berg, Rosie(25) 1915

Berkowitz, Abe(7) 1905
 Berkowitz, Amalia(7) 1905
 Berkowitz, Benny(25) 1905
 Berkowitz, Ida(19) 1905
 Berkowitz, Morris(19) 1905
 Bernstein, Anna(17) 1870
 Bernstein, Esther(17) 1870
 Bernstein, Harris(17) 1870
 Bernstein, Henry(16) 1872
 Bernstein, Hyman(8) 1870
 Bernstein, Lina(8) 1870
 Bernstein, Moses(19) 1883
 Bernstein, Nathan(8) 1870
 Bernstein, Phillip(8) 1870
 Bervin, Emmanuel(17) 1880
 Bervin, Hannah(17) 1880
 Beyer, Hannah(19) 1915
 Beyer, Ida(19) 1915
 Beyer, Joseph(19) 1915
 Blank, Marcus(13) 1881
 Blattshinsky, Isaac(25) 1915
 Blattshinsky, Jacob(19) 1915
 Blattshinsky, Samuel(25) 1915
 Blattshinsky, Sarah(19) 1915
 Blum, Annie(15) 1880
 Blum, Ester(19) 1880
 Blum, Frieda(15) 1880
 Blum, Jacob(19) 1880
 Blum, Louise(15) 1880
 Blum, Maier(17) 1880
 Blum, Max(19) 1880
 Blum, Nettie(15) 1880
 Blum, Sarah(15) 1880
 Bookitch, Adam(19) 1915
 Bookoff, Michael(0) 1906
 Bornstein, Hymie(21) 1910
 Braminer, Benjamin(0) 1924
 Braminer, Ida(0) 1924
 Brandes, Herman(0) 1936
 Braun, Benjamin(1) 1925
 Braun, Esther(25) 1925
 Braun, Eva(17) 1880
 Braun, Ida(19) 1925
 Braun, Irving(19) 1925
 Braun, Louis(25) 1925
 Braun, Rose(25) 1925
 Braun, Rubin(25) 1925
 Braun, Solomon (25) 1925
 Brauner, Benj.(0) 1925
 Brauner, Ida(0) 1925
 Brouhard, Aaron(17) 1870
 Brouhard, Susan(17) 1870
 Brown, Harry(0) 1935
 Brown, Jennie(0) 1935
 Bruckman, Susahanna(15) 1870
 Brudensky, Rosek(20) 1890
 Bruggman, Augusta(4) 1870
 Bruggman, Christina(17) 1870
 Bruggman, Hadwig(17) 1870
 Bruggman, Henrietta (17) 1870
 Bruggman, William (17) 1870
 Buermensue, Sarah(0) 1928
 Burninson, Sarah(0) 1924
 Burniscu, Abe(25) 1925
 Burniscu, Bernie(25) 1925
 Burniscu, Celia(25) 1925
 Burniscu, Jenny(25) 1925
 Burniscu, Pearl(25) 1925
 Burniscu, Philip(25) 1925

Burniscu, Sarah(19) 1925
 Byrne, Edward(14) 1878
 Byrne, John(14) 1878
 C c
 Chen, Ann(0) 1932
 Chereska, Annie(25) 1915
 Chereska, Olga(19) 1915
 Chereska, Phillip(19) 1915
 Chew, Ann(0) 1933
 Clein, Jacob(19) 1885
 Clein, Moses(15) 1887
 Clein, Sarah Sack(19) 1885
 Codwise, David(0) 1831
 Cohan, Josef(0) 1889
 Cohan, Leah(15) 1889
 Cohan, Ruchel Norman(0) 1889
 Cohen, Abraham(0) 1907
 Cohen, Barnett(16) 1880
 Cohen, Benjamin(19) 1886
 Cohen, Bernard(19) 1880
 Cohen, Bernard(19) 1883
 Cohen, Bertha(25) 1905
 Cohen, Bessie(0) 1932
 Cohen, Ester(25) 1905
 Cohen, Fanny(20) 1905
 Cohen, Fanny(18) 1905
 Cohen, Frida(15) 1894
 Cohen, Hanna(25) 1905
 Cohen, Harry(18) 1905
 Cohen, Irving(0) 1934
 Cohen, Joseph(19) 1886
 Cohen, Frida B.(20) 1894
 Cohen, Lewis(19) 1884
 Cohen, Meyer(19) 1880
 Cohen, Morris(20) 1905
 Cohen, Morris(1) 1884
 Cohen, Nathan(19) 1905
 Cohen, Rachel(19) 1880
 Cohen, Rachel Abrahms(16) 1880
 Cohen, Rose(0) 1933
 Cohen, Samuel(15) 1882
 Cohen, Yetta(15) 1881
 Cohn, Benjamin(21) 1910
 Cohn, Bertha(15) 1900
 Cohn, Cicilia(17) 1880
 Cohn, Esther(21) 1910
 Cohn, Fanny(19) 1900
 Cohn, Hanna(21) 1910
 Cohn, Harry(21) 1910
 Cohn, Henrietta(1) 1870
 Cohn, Julius(21) 1910
 Cohn, Lewis(0) 1884
 Cohn, Morris(19) 1900
 Cohn, Samuel(15) 1870
 Cohn, Simon(19) 1870
 Confeenee, Abraham(24) 1915
 Confeenee, David(24) 1915
 Confeenee, Jacob(24) 1915
 Confeenee, Joseph(24) 1915
 Confeenee, Rachael(24) 1915
 Confeenee, Salvatore(25) 1915
 Confeenee, Solomon(24) 1915
 Confeenee, Victoria(24) 1915
 Cornblith, Harry(15) 1900
 Corote, Harry(19) 1900
 Coster, Hannah Wechniska(9) 1885
 Coster, John(8) 1885
 Coster, Marcus(15) 1884

Cull, Christoph(27) 1870
 Cull, John(22) 1870
 Cull, Lena(22) 1870
 Cull, Rosa(4) 1870
 Cuoco, James(0) 1930
 D d
 Danzig, Bella(15) 1900
 Danzig, Harry(19) 1900
 Danzig, Ida(19) 1900
 Danzig, Sadie(15) 1900
 Danzig, Tillie(15) 1900
 Davidson, Joseph(0) 1886
 Davis, Helagra(24) 1915
 Davis, Jacob(24) 1915
 Davis, Samuel(24) 1915
 Dermack, John(19) 1915
 Diamand, Rachel(19) 1880
 Dimond, Harry(0) 1930
 Drachmann, Benjamin 1896
 Drago, Jennie(0) 1934
 Drago, Joan(0) 1933
 Drago, Nicholas(0) 1933
 Drago, Nick(0) 1932
 Drago, Sol(0) 1933
 Dreyer, Fredericka(17) 1870
 Dreyer, Herman(17) 1870
 Dreyer, John H.F.(9) 1872
 Dubin, Abraham(21) 1910
 Dubin, Annie(21) 1910
 Dubin, Bella(21) 1910
 Dubin, Hyman(21) 1910
 Dubin, Ida(21) 1910
 Dubin, Ike(21) 1910
 Dubin, Marie(21) 1910
 Dubin, Paul(21) 1910
 Dubin, Pauline(21) 1910
 Dubin, Rosie(21) 1910
 Dubin, Salma(21) 1910
 Dubin, Simon(21) 1910
 E e F f
 Ebenstein, George(0) 1890
 Eli, Abraham(22) 1925
 Eli, Becky(22) 1925
 Eli, Bessie(22) 1925
 Eli, Esther(22) 1925
 Eli, Sarah(22) 1925
 Elias, Esther(25) 1925
 Elias, Isaac(0) 1924
 Elias, Isaac(24) 1925
 Elias, Lillian(25) 1925
 Elias, Matilda(24) 1925
 Elie, Abraham(0) 1924
 Engel, Fanny Cohen(16) 1884
 Engel, Harry(15) 1884
 Engel, Max(16) 1884
 Epstein, Jacob(0) 1890
 Ferger, Hana(21) 1910
 Ferguson, Ester(21) 1910
 Ferguson, Hannah(15) 1910
 Fine, Beckie(0) 1890
 Fine, Davis(0) 1890
 Finegold, Betzie(0) 1880
 Finegold, Nathan(0) 1880
 Finkelstein, Edward(9) 1883
 Finkelstein, Rosa(17) 1880
 Finkelstein, Sarah(17) 1880
 First, Charley(18) 1900
 Fischler, Bernard(0) 1890
 Fischler, Cepra(0) 1890

Fischler, Fannie(0) 1890
 Fischler, Harris(0) 1890
 Fischler, Lizzie(0) 1890
 Fischler, Max(0) 1890
 Fischler, Rosa(0) 1890
 Fischler, Yerma(0) 1890
 Fishler, Chaya(18) 1905
 Fishler, Isaac(2) 1904
 Flander, Louis J.(0) 1890
 Flander, Morris(0) 1889
 Flander, Rebecca(0) 1890
 Fox, Sam(0) 1918
 Fox, Solomon(1) 1915
 Freedman, Adolph(0) 1890
 Freedman, Annie(16) 1885
 Freedman, Barney(15) 1885
 Freedman, Harris(0) 1885
 Freedman, Harris(0) 1890
 Free, Herman(0) 1890
 Free, Martha(0) 1890
 Freedman, Minnie(0) 1890
 Freedman, Selia(0) 1890
 Firedman, Isaac(0) 1889
 Frie, Lena(0) 1889
 Fromervich, Yetta(0) 1890
 Frouter, Morris(9) 1900
 Frouter, Rebecca(9) 1900
 G
 Gage, Samuel(0) 1834
 Gibbs, Bernard(0) 1890
 Gibbs, Fanny(0) 1890
 Gibbs, Leichof(15) 1891
 Gibbs, Rachel(0) 1890
 Gibbs, Rosa(0) 1890
 Gibs, Jacob(0) 1890
 Glockner, Caroline(22) 1870
 Glockner, Edward(15) 1870
 Glockner, Louisa(15) 1870
 Glockner, Lucas(0) 1862
 Golberg, Cecelia(15) 1870
 Goldberg, Bertha(15) 1870
 Goldberg, Fanny(1) 1900
 Goldberg, Harry(1) 1900
 Goldberg, Jacob(1) 1900
 Goldberg, Lena(1) 1900
 Goldberg, Louis(1) 1900
 Goldberg, Nathan(19) 1870
 Goldberg, Paulina(19) 1870
 Goldberg, Sarah(1) 1900
 Golden, Solomon(0) 1929
 Golder, Nettie(0) 1932
 Golder, Rose(0) 1933
 Golder, Solomon(0) 1931
 Goldfarb, Abraham(19) 1900
 Goldfarb, Fanny B.(19) 1900
 Goldfarb, Harry(19) 1915
 Goldfarb, Ida(19) 1900
 Goldfarb, Mamie(19) 1900
 Goldfarb, Minnie(19) 1915
 Goldfarb, Nathan(19) 1915
 Goldfarb, Rosie(19) 1915
 Goldfarb, Rubin(19) 1915
 Goldfein, Barnet(0) 1905
 Goldgerg, Clara(1) 1900
 Goldsmith, Lena(19) 1915
 Goldstein, Beckie(19) 1905
 Goldstein, Ida(19) 1905
 Goldstein, Lilly(19) 1905
 Goldstein, Nathan(0) 1898
 Goldstein, Sam(19) 1905
 Goldstein, Wolf(19) 1905
 Goldstern, S.(0) 1906
 Gomberts, Julius(17) 1870
 Gomberts, Nance(15) 1870
 Gomberts, Nathalia(17) 1870
 Gomberts, Rosa(15) 1870
 Goo, David(8) 1915
 Goodman, Fannie(19) 1915
 Goodman, Sophie(19) 1915
 Gordon, Pauline(17) 1880
 Gordon, Annie(19) 1900
 Gordon, Fanny(19) 1900
 Gordon, George(15) 1900
 Gordon, Isador(19) 1900
 Gordon, Mollie(19) 1900
 Gordon, Morris(15) 1900
 Gordon, Phillip(16) 1900
 Gordon, Rachel(19) 1900
 Gottberg, Bertha(15) 1870
 Gottberg, Norman(16) 1870
 Gottberg, Pauline(17) 1870
 Gottberg, Tila(15) 1870
 Gottinger, Christina(27) 1870
 Gottinger, George(27) 1870
 Gottinger, Paulina(6) 1870
 Gottinger, Robert(15) 1870
 Green, Bertha(15) 1870
 Green, Rosa(1) 1870
 Green, Sigmund(15) 1870
 Green, Tobias(1) 1870
 Greenberg, Frida(0) 1894
 Greenberg, Marks(19) 1894
 Greenberg, Moise(0) 1913
 Greenberg, Sina S.(19) 1894
 Greenfeld, Bennie(0) 1906
 Grobtick, Abraham(21) 1908
 Grobtick, Benjamin(15) 1910
 Grobtick, Freddie(15) 1910
 Grobtick, Hanna(21) 1910
 Grobtick, Isidore(15) 1910
 Grobtick, Morris(15) 1910
 Grobtick, Rosie(15) 1910
 Grobtick, Samuel(15) 1910
 Grote, Frederick(15) 1878
 Grunberg, Minnie(15) 1880
 Grunberg, Gosa(15) 1880
 Gudman, Barbet Lurie(9) 1882
 Gudman, Clemence(9) 1882
 Gudman, Katie(15) 1882
 Gumbertz, Nancy(15) 1880
 Gumbertz, Nathalia(17) 1880
 Gumbertz, Rosa(15) 1880
 Gumbertz, Ulka(15) 1880
 Gumpert, Julius(17) 1870
 Gumpert, Nanny(15) 1870
 Gumpert, Natelea(17) 1870
 Gumpert, Rosa(15) 1870
 Gumpertz, Julius(9) 1872
 Guthinger, George(9) 1872
 Gutkowitz, Abram(19) 1905
 Gutkowitz, Aida(19) 1905
 Gutkowitz, Fanny(19) 1905
 Gutkowitz, Gussie(19) 1905
 Gutkowitz, Koppel(19) 1905
 Gutkowitz, Reisel(19) 1905
 Gutkowitz, Sam(19) 1905
 Guttinger, Robert(9) 1872
 Guttman, Abraham(21) 1910
 Guttman, Charles(21) 1910
 Guttman, Davind(21) 1910
 Guttman, Jessie(21) 1910
 Guttman, Libe(21) 1910
 Guttman, Rachmiel(21) 1910
 Guttman, Rosie(21) 1910
 H
 Hafner, Frederick(27) 1870
 Hafner, Johanna(4) 1870
 Hafner, Louis(15) 1870
 Hafner, Rosa(15) 1870
 Hafner, Benjamin(0) 1933
 Hamber, Emilia(17) 1870
 Hanson, Bertha(0) 1890
 Hapler, Elsie(15) 1910
 Helpfern, Gottlieb(0) 1953
 Herman, Frdk. Drurer(9) 1874
 Herman, Harris(17) 1880
 Herman, Lena(17) 1880
 Hettinger, Freusn(0) 1906
 Heydt, Percy(0) 1932
 Hirshon, Annie(15) 1900
 Hirshon, Frances(1) 1900
 Hirshon, Jenny(15) 1900
 Hirshon, Morris(1) 1900
 Hirshon, Rachel(1) 1900
 Hirshon, Sam(15) 1900
 Hirshon, Sarah(15) 1900
 Hoffman, Catherine(15) 1870
 Hoffman, Bertie(19) 1915
 Hoffman, Rosoe(19) 1915
 Howard, James(0) 1932
 Huhel, Carl(2) 1900
 Hyman, Flora(17) 1880
 Hyman, Julia(15) 1880
 Hyman, Morris(17) 1880
 I
 Isenberg, Rachel(21) 1910
 Israelson, John(0) 1906
 Jacob, John(0) 1828
 Jacobs, Charles(15) 1910
 Jacobs, Louis(21) 1910
 Jacobs, May(15) 1910
 Jacobs, Mollie(21) 1910
 Jacobson, Harris(15) 1870
 Jaeger, Auguste(15) 1881
 Jaeger, Bertha(15) 1882
 Jaeger, Bertha Fish(25) 1881
 Jaeger, Oscar(25) 1881
 Jaffe, Barnett(0) 1891
 Jaffe, Barnett(19) 1891
 Jaffe, Haida S.(19) 1891
 Jaffe, Heda Steinberg(0) 1891
 Jaffe, Sam(15) 1891
 Jbertovitch, Gustave(19) 1915
 Jesberger, Adam J.(0) 1932
 Johnas, Charley(19) 1900
 Johnas, Fanny(19) 1900
 Johnas, Isador(19) 1900
 Johnas, Nasha(19) 1900
 Johnas, Nathean(19) 1900
 Johnas, Sarah(19) 1900
 Joseph, Elias(24) 1915
 Joseph, Jacob(25) 1915
 Joseph, Victoria(24) 1915
 K
 Kalove, Esther(1) 1925
 Kalove, Israel(1) 1925
 Kanowitz, Herman(19) 1915
 Kaplan, Clara(25) 1915
 Kaplovitz, Jacob(0) 1890
 Kartz, Philip(0) 1908
 Kaskel, Julius(9) 1876
 Katz, Anna(1) 1925
 Katz, Annie(0) 1933
 Katz, Benj(19) 1925
 Katz, Benjamin(0) 1933
 Katz, Molly(25) 1925
 Katz, Pauline(25) 1925
 Katz, Ray(25) 1925
 Kearns, John(0) 1932
 Kennedy, Michael J.(0) 1934
 Kerman, Becky(21) 1910
 Kerman, Morris(15) 1910
 Kerman, Samuel(21) 1910
 Kerner, Abraham(0) 1890
 Kerner, Annie(20) 1905
 Kerner, Berhta(0) 1890
 Kerner, Esta(0) 1890
 Kerner, Herman(0) 1890
 Kerner, Jack(20) 1905
 Kerner, Lena(20) 1905
 Kerner, Lora(0) 1890
 Kerner, Morris(20) 1905
 Kerner, Nellie(0) 1890
 Kerner, Rosa(0) 1890
 Kerner, Rosa(20) 1905
 Kerner, Rosa(18) 1905
 Kerner, Yetta(0) 1890
 Kerns, John(0) 1934
 Klatter, Hirsh(19) 1915
 Klepper, Dora(18) 1905
 Klepper, Fanny(18) 1905
 Klepper, Ida(18) 1905
 Klepper, Morris(18) 1905
 Klepper, Rachel(18) 1905
 Koplovitz, Carrie(0) 1890
 Koplovitz, David(0) 1890
 Koplovitz, Herman(0) 1890
 Koplovitz, Max(0) 1890
 Koplovitz, Moses(0) 1890
 Koplovitz, Sarah(0) 1890
 Kopokofsky Couple(19) 1915
 Korb, Rudolph(13) 1876
 Kramer, Abe(15) 1888
 Kramer, David(18) 1888
 Kramer, David(0) 1888
 Kramer, Ety Wagner(18) 1888
 Kramer, Mike(15) 1888
 Kramer, Samuel(19) 1884
 Krooks, Rachel(0) 1888
 Krugman, Harry(21) 1910
 Kruppenbacher, Anton(17) 1870
 Kruppenbacher, Charles(17) 1870
 Kruppenbacher, Clara(17) 1870
 Kruppenbecker, Carl(27) 1870
 Kruppenbecker, Jane(15) 1870
 Kruppenbecker, Kathrina(26) 1870
 L
 Langalor, Frederica(17) 1870
 Langalor, Henry(17) 1870
 Langalor, Julia(11) 1870
 Lange, Henry(10) 1870
 Lange, Johanna(10) 1870
 Lapidis, Carrie(15) 1885
 Lapidis, Moses(19) 1885
 Lapidis, Sessie Segal(19) 1885
 Lavanda, Annie(19) 1900
 Lavanda, G.(19) 1900
 Lavanda, Jacob(19) 1900
 Lavanda, Lena(19) 1900
 Lavanda, Mickie(15) 1900
 Lavanda, Pauline(15) 1900
 Lavanda, Rosy(15) 1900
 Laventhall, Celia(17) 1870
 Laventhall, Lena(15) 1870
 Laventhall, Louis(17) 1870
 Lebovitz, Fanny(18) 1900
 Lebovitz, Sam(18) 1900
 Lederman, Marcus(9) 1875
 Leidt, Annie(0) 1890
 Leidt, Oscar(0) 1890
 Leight, Annie D.(20) 1891
 Leight, Meyer(15) 1891
 Leight, Oscar(20) 1891
 Levin, Harris(19) 1900
 Levin, Hyman(15) 1900
 Levin, Jenny(19) 1900
 Levin, Max(15) 1900
 Levin, Pauline(15) 1900
 Levine, Rosy(19) 1900

Levy, Isaac(9) 1883
Levy, I. (9) 1876
Lewis, Philip(0) 1898
Lindner, Bernhard(15) 1880
Lindner, Fred(22) 1880
Lindner, Frederick(9) 1878
Lindner, Rosina(5) 1880
Li, Izydor(9) 1881
Lipman, Minie Steibel(9) 1881
Li, Moses(15) 1881
Lip, I. (17) 1880
Lip, Leo(15) 1880
Lip, Mina(17) 1880
Lip, Mina Kurz(9) 1888
Lip, Rosa(15) 1880
Lippmann, Heymann(9) 1888
Lipman, Salomon(15) 1888
Lipsky, Frank(19) 1905
Lipsky, Lena(19) 1905
Lobel, Eva(18) 1905
Lobel, Morris(18) 1905
Lobel, Sabrina(25) 1905
Lobell, Elias(18) 1915
Lobell, Fannie(1) 1915
Lobell, Minnie(25) 1915
Lobell, Morris(1) 1915
Lobell, Sarah(18) 1915
Loesch, Frederica(0) 1890
Loewy, Emily (0) 1896
Loewy, Nathan(0) 1889
Lowenthal, Herman(15) 1870
Lowenthal, Louis(17) 1870
Lowenthal, Louis(9) 1872
Lowenthal, Mina(15) 1870
Lowenthal, Tilly(17) 1870
Lundermayer, John(9) 1879
Lurie, Abe(19) 1880
Lurie, Bernard(8) 1880
Lurie, Bertha(17) 1880
Lurie, Nehemia(15) 1880
Lurie, Jennie(15) 1880
Lustgarten, Bertha(1) 1900
Lustgarten, Goldie(1) 1900
Lustgarten, Israel A. (1) 1898
Lustgarten, Rebecca(1) 1900
Lustgarten, Rosa B. (15) 1900
Lustgarten, William M. (15) 1900
Lustgarten, Bertha(0) 1890
Lustgarten, Goldy(0) 1890
Lustgarten, Israel(0) 1890
Lustgarten, Rebecca(0) 1890
Lustgarten, Rosa(0) 1890
Lustgarten, William(0) 1890
M B N
M.B. Helpert Realty Co. Inc. 1919
Macha, Abe(25) 1925
Macha, Esther(24) 1925
Macha, Manny(24) 1925
Macha, Molly(25) 1925
Macha, Morris(24) 1925
Macha, Pauline(25) 1925
Macha, Pearl(25) 1925
Macha, Sol(25) 1925
Mailer, Annie(1) 1900
Mailer, Laser(1) 1900
Margolin, Joseph(21) 1910
Markowitz, Alex(25) 1925
Markowitz, Anna(19) 1925
Markowitz, Haron(19) 1925
Markowitz, John(25) 1925
Markowitz, Olga(25) 1925
Marks, Henry(19) 1884
Maronschick, Samuel(19) 1915
Marx, Abram(18) 1905
Marx, Jackie(25) 1905

Marx, Lewis(25) 1905
Marx, Sadie(1) 1905
Mayo, Benjamin(24) 1915
McCrohon, John(0) 1930
Mednick, Benjamin(21) 1910
Menke, Abraham(19) 1880
Menke, Hatty(15) 1880
Menke, Johanna(17) 1880
Mersinger, Charles(0) 1890
Mersinger, Isaac(0) 1890
Mersinger, Max(0) 1890
Mersinger, Rebecca(0) 1890
Mersinger, Rosa(0) 1890
Mersinger, Sarah(0) 1890
Merz, William A. (9) 1884
Messer, Anne(27) 1870
Messer, Elenora(17) 1870
Messer, Gustav(17) 1870
Messer, Lewis(4) 1870
Miller, Abraham(19) 1900
Mink, Abraham(9) 1880
Mink, Hanna Brown(9) 1880
Mink, Marie(15) 1880
Mintzer, Hyman(21) 1910
Morris, William(0) 1886
Most, Benjamin(21) 1910
Murphy, Thomas(14) 1884
Murphy, William(13) 1874
Nachmanson, Clara(18) 1905
Nachmanson, Marcus(18) 1905
Nachmanson, Morris(18) 1905
Nachmanson, Issy(18) 1905
Nadler, Elias(2) 1905
Wadler, Rachel(2) 1905
Warber, Rachel(0) 1890
Warber, Samuel(0) 1890
Nathan, Israel(15) 1893
Nathan, Peborah(15) 1891
Nathan, Philip M. (19) 1892
Nathan, Rachel M. (19) 1892
Newman, Cagrie(15) 1883
Newman, David(9) 1883
Newman, Rebecca(8) 1883
O - Q
Obert, Harman(4) 1870
Odenski, Fannie(0) 1890
Odenski, Meyer(0) 1890
Odenski, Rachel(0) 1890
Odenski, Wolf(0) 1890
Olsto, Annie(3) 1910
Olsto, Isidore(3) 1910
Olsto, Louis(15) 1910
Olsto, Tillie(3) 1910
Orlender, Hannah(0) 1890
Orlender, Leo(0) 1890
Orlender, Max(0) 1890
Orlender, Sarah(0) 1890
Ost, Gussie(0) 1932
Ost, Henry(0) 1932
Ost, Rebecca(0) 1932
Palikowitz, Sam(19) 1900
Pearl, Herman(18) 1900
Pearl, Sopha(18) 1900
Peisner, Nattan(19) 1900
Pellegrino, Robert(0) 1929
Perlitz, Berl L. (21) 1910
Perlitz, Minna(21) 1910
Peserilo, Israel(24) 1915
Porochuck, John(19) 1915
Posner, Bene(0) 1905
Queller, Hermann(0) 1890
R R
Rachles, Ascher(0) 1906
Raspizzo, Jennie(0) 1933
Raspizzo, Raymon(0) 1932

Refor | Protestant Dutch
Church in Orchard St. (1828)
Reigar, Abraham(19) 1900
Reigar, Fanny(19) 1900
Reigar, Ida(19) 1900
Reigar, Matthew(19) 1900
Reigar, Mollie(19) 1900
Reigar, Samuel(19) 1900
Reiner, Bertha(15) 1910
Reiner, Fannie(3) 1910
Reiner, Morris(3) 1910
Resmer, Herman(16) 1900
Resmer, Sarah(16) 1900
Rogarshefsky, Abraham(19) 1915
Rogarshefsky, Fannie(19) 1915
Rogarshefsky, Henry(25) 1915
Rogarshefsky, Morris(19) 1915
Rogarshefsky, Phillip(25) 1915
Rogarshefsky, Samuel(19) 1915
Rogsheshy, Fannie(21) 1910
Rogsheshy, Abraham(21) 1910
Rogsheshy, Bessie(21) 1910
Rogsheshy, Henry(15) 1910
Rogsheshy, Ida(21) 1910
Rogsheshy, Morris(21) 1910
Rogsheshy, Phillip(15) 1910
Rogsheshy, Samuel(21) 1910
Rosenberg, Adolf(9) 1872
Rosenberg, Meyer(15) 1885
Rosenberg, Morris(19) 1885
Rosenberg, Nachem(21) 1910
Rosenberg, Rachel Rosenblatt,
Albert (0) 1907
Sasnovesky(19) 1885
Rosensweig, Esther(19) 1915
Rosensweig, Harry(25) 1915
Rosensweig, Joseph(18) 1915
Rosensweig, Louis(25) 1915
Rosenthal, Albert(25) 1925
Rosenthal, Arnie(20) 1905
Rosenthal, Bertha(25) 1905
Rosenthal, Dora(25) 1905
Rosenthal, Fannie(0) 1933
Rosenthal, Fanny(19) 1925
Rosenthal, Lillian(0) 1924
Rosenthal, Lillian(1) 1925
Rosenthal, Phil(0) 1931
Rosenthal, Phillip(25) 1925
Rosenthal, Phillip(0) 1928
Rosenthal, Samie(25) 1905
Rosenthal, Samuel(0) 1931
Rosenthal, Samuel(25) 1925
Rosenthal, Tillie(25) 1905
Rosenthal, William G(9) 1879
Rosenthal, Wolf(20) 1905
Rosner, Ida(18) 1905
Rothman, Benjamin(1) 1915
Rothman, Fannie(1) 1915
Rubinsky, Bessie(19) 1915
Rubinsky, Libby(25) 1915
Rubinsky, Morris(19) 1915
Rubinstein, Bessie(0) 1932
Rubinstein, Paul(0) 1932
Rudolph, Pauline(19) 1900
Russo, Carl(17) 1880
Russo, Charles(15) 1880
Russo, Henry(15) 1880
Russo, Mary(17) 1880
Russo, William(15) 1880
S S
Sabin, Barbara(0) 1932
Sabin, Kay(0) 1930
Safer, Berthold(9) 1881
Safer, Katharine
Lemelsohn(9) 1882

Safer, L (15) 1882
Saffer, Berthold(9) 1882
Saffer, Dorna(15) 1887
Saffer, Dora(5) 1887
Saffer, Katherine Lemelsohn (15)
1887
Saperstone, Charles(19) 1885
Saphartin, Veda(24) 1925
Sarachen, Wolf(0) 1889
Schaefer, John(15) 1870
Schafer, Adeline(15) 1870
Schafer, Adolfus(17) 1870
Schafer, Charles(15) 1870
Schafer, Jackson(26) 1870
Schafer, Luisa(15) 1870
Schafer, Margretha(15) 1870
Schafer, Robert(15) 1870
Schaperd, John(8) 1870
Schaperd, Mary(14) 1870
Schapiro, Dora Scherovchey,
(9) 1888
Schapiro, Fanny(15) 1888
Schapiro, Heris(9) 1888
Scheider, Louis(19) 1915
Scheider, Mollie(25) 1915
Scher, Anna(0) 1924
Scher, William(0) 1936
Scher, William G. (0) 1924
Scher, Wm. (0) 1925
Scher, Simon(19) 1886
Schmidt, Frederick(17) 1870
Schmidt, Fredericka(17) 1870
Schmidt, Fritz(9) 1872
Schmidt, Henry(17) 1870
Schmidt, Julianna(17) 1870
Schneider, Carolina(17) 1880
Schneider, Harry(15) 1880
Schneider, Henry J. (9) 1876
Schneider, John(5) 1870
Schneider, John(9) 1872
Schneider, Rosie(25) 1915
Schneider, Yetta(1) 1915
Schneider, Carolina(17) 1870
Schneider, Mary(25) 1915
Schwab, Catherina(5) 1870
Schwartz, Louis(0) 1906
Schwartz, Rosa(0) 1890
Scoller, Bernard(19) 1900
Scoller, Betzie(19) 1900
Second Universalist Society
of New York, (1836)
Seares, Phillip(0) 1932
Sheisel, Joseph(21) 1910
Sheisel, Morris(15) 1910
Sheisel, Oscar(15) 1910
Sheisel, Sosie(21) 1910
Sheisel, William(21) 1910
Shepherd, John A. W. (8) 1872
Shitman, Harry(19) 1905
Siegal, Isaac(18) 1900
Siegel, Becky(21) 1910
Siegel, Bessie(21) 1910
Siegel, David(21) 1910
Siegel, Harry(21) 1910
Siegel, Hyman(21) 1910
Siegel, Israel(21) 1910
Siegel, Louis(21) 1910
Siegel, Nathan(21) 1910
Siegel, Sarah(15) 1910
Silverman, Benjamin(15) 1891
Silverman, Harris(19) 1891
Silverman, Hyman(21) 1910
Silverman, Mollie M. (19) 1891
Simon, Annie(0) 1890
Simon, Beckie(0) 1890

Simon, Fannie(0) 1890
 Simon, Gussie(0) 1890
 Simon, Solomon(0) 1890
 Singer, ?(15) 1893
 Singer, Abraham(20) 1893
 Singer, Annie S. (20) 1893
 Siris, Harris(0) 1907
 Slaimowitz, Feige(18) 1905
 Slaimowitz, Leah(25) 1905
 Slaimowitz, Morris(18) 1905
 Slaimowitz, Rebecca(18) 1905
 Smith, Samuel(21) 1910
 Soffen, Nathan Henry(15) 1882
 Solky, Abraham(25) 1875
 Solky, Bertha(17) 1880
 Solky, Edward(15) 1880
 Solky, George(15) 1880
 Solky, George(0) 1879
 Solwitz, Benny(0) 1905
 Solomovitz, Isidore(18) 1905
 Solomowitz, Ida(18) 1905
 Solomowitz, Jack(18) 1905
 Solomowitz, Joseph(18) 1905
 Solomowitz, Rebecca(18) 1905
 Solomowitz, Sam(25) 1905
 Solomowitz, Sarah(18) 1905
 Solomowitz, Schlom(18) 1905
 Solomowitz, Simon(18) 1905
 Solomowitz, Tillie(18) 1905
 Sondermayer, J.(17) 1880
 Sondermayer, Minni(15) 1880
 Spiegler, Mollie(25) 1905
 Spiegler, Sadie(11) 1905
 Spiegler, Sam(18) 1905
 Stark, Annie(15) 1893
 Stark, Sarah(19) 1892
 Stark, Serry(19) 1892
 Steinberg, Jacob(18) 1905
 Steinberg, Sallie(2) 1905
 Stern, Irving(0) 1931
 Stockel, August(22) 1870
 Stockel, Luisa(22) 1870
 Straus, Auguste(15) 1880
 Straus, Martin(15) 1880
 Strauss, Fred(15) 1884
 Strauss, Frederick(15) 1885
 Strauss, Moses(15) 1880
 Strickland, Adam(0) 1862
 Suci, Hannah(0) 1890
 Suci, Joseph(0) 1890
 Suci, Lena(0) 1890
 Suci, Minnie(0) 1890
 Suci, Rifka(0) 1890
 Suralski, Fannie(0) 1890
 Suralski, Jacob(0) 1890
 Suralski, Yetta(0) 1890
 Szer, David(19) 1887
 Szer, Henry(15) 1887
 Szer, Rachel(19) 1887
 T - V
 Tattenbaum, Becky(19) 1900
 Tattenbaum, Bella(19) 1900
 Tattenbaum, I.(19) 1900
 Tattenbaum, Jacob(19) 1900
 Tattenbaum, Lena(19) 1900
 Tisch, Bertha(15) 1880
 Tisch, Martha(17) 1880
 Towel, Beckie(19) 1915
 Trilling, Salomon(9) 1876
 Tuzan, Al(0) 1932
 Tuzan, Evelyn(0) 1933
 Tuzan, Nat(0) 1932
 Ukovitch, Alexander(19) 1915
 Ukovitch, Annie(1) 1915
 Ulrich, Harry(9) 1885

Ulster, Annie(1) 1915
 Ulster, Herman(25) 1915
 Ulster, Isidor(1) 1915
 Ulster, Mollie(1) 1915
 Ulster, Regina(25) 1915
 Ulster, Tillie(1) 1915
 Un, Abraham(19) 1915
 Un, Beckie(1) 1915
 Unterman, Harry(15) 1910
 Unterman, Joseph(21) 1910
 Unterman, Kattia(15) 1910
 Unterman, Lena(15) 1910
 Unterman, Sarah(21) 1910
 Vell, Valentine(0) 1890
 Verpolka, Paul(19) 1915
 Volkand, Bertha(15) 1880
 Volkand, Charles(15) 1880
 Volkand, Louis(15) 1880
 Volkand, Rosa(11) 1880
 Volkand, William(13) 1880
 Volkand, Louis(25) 1883
 Volschuck, Bessie(1) 1915
 Volschuck, Frank(19) 1915
 Volschuck, William(25) 1915
 W - Z
 Walko, Ida(0) 1928
 Walkof, Samuel(0) 1928
 Walter, Jacob(0) 1862
 Wasserman, Jennie(0) 1890
 Wasserman, William(0) 1890
 Wechsler, (18) 1900
 Weingrout, Annie(19) 1900
 Weingrout, Clara(19) 1900
 Weingrout, Fivel(19) 1900
 Weingrout, Harry(19) 1900
 Weingrout, Hyman(19) 1900
 Weingrout, Sam(19) 1900
 Weinstein, Dora(19) 1900
 Weinstein, Jakee(19) 1900
 Weinstein, Louis(19) 1900
 Weinstein, Nettie(15) 1900
 Weinstein, Sam(19) 1900
 Weiss, Joseph(13) 1881
 Werner, Moritz(0) 1886
 Westerfield, William 1831
 Witt, Ike(15) 1885
 Witt, Isaefer(1) 1885
 Witt, Jennie Faibush(1) 1885
 Wolfson, Mary(0) 1890
 Wolkoff, Ida(0) 1929
 Woodruff, Andrew(0) 1831
 Wronkow, Solomon(0) 1906
 Yollis, ?(15) 1893
 Yollis, Max(20) 1893
 Yollis, Rachel B.(20) 1893
 Yomtov, Esther(10) 1905
 Yomtov, Rose(10) 1925
 Yomtov, David(10) 1925
 Youra, Betzie(0) 1890
 Youra, Liza(0) 1890
 Youra, Shilum(0) 1890
 Zazoil, Berish(21) 1910
 Zeitsman, Aron(15) 1900
 Zeitsman, Bennie(15) 1900
 Zeitsman, David(19) 1900
 Zeitsman, Isaac(19) 1900
 Zeitsman, Jacob(19) 1900
 Zeitsman, Julious(19) 1900
 Zeitsman, Nathen(19) 1900
 Zeitsman, Sarah(19) 1900
 Zoffer, Berghold(9) 1886
 Zuckler, Lena(21) 1910

BIRTHPLACE CODES:

- (0) As yet unknown.
- (1) Austria
- (2) Austro Poll
- (3) Aust. Yiddish
- (4) Baden
- (5) Bavaria
- (6) Connecticut
- (7) Egypt
- (8) England
- (8A) Europe
- (9) Germany
- (10) Greece
- (10A) Hamburg
- (11) Hanover
- (12) Hesson
- (13) Hungary
- (14) Ireland
- (14A) Italy
- (15) New York
- (16) Poland
- (17) Prussia
- (18) Roumania
- (19) Russia
- (20) Russo Poll
- (21) Russ Yiddish
- (22) Saxonia
- (23) Spain
- (23A) Sweden
- (24) Turkey
- (25) United States
- (26) Washington, D.C.
- (27) Wurttemberg

For an updated list, please send \$1.00 and a self-addressed envelope to:

Lower East Side Tenement Museum
 97 Orchard Street
 New York, NY 10002



LAWRENCE J. FRIED

Actress Sharon Rosner dramatizes the lives of immigrants on the Lower East Side.

97 Orchard St. Reborn

Lower East Side Tenement Museum
to recapture the immigrant experience

BY ED YUTKOWITZ

The hallways of 97 Orchard Street on New York's Lower East Side are forbidding, the rooms dark and oppressive. Yet, in thousands of tenements just like it, millions of Americans dared to dream of a better life for their children.

Theirs is a story that has never been told, says Ruth J. Abram, president and founder of the Lower East Side Tenement Museum. Founded last year, the museum hopes to raise \$3 million to purchase and renovate the 97 Orchard Street building. When restored, the upper floors will recreate tenement households, with costumed

Ed Yutkowitz is a writer in New York.

actors depicting the lives of various ethnic families. The museum now leases space in the building for offices and a small theater. On Sunday afternoons, the museum conducts walking tours of the Lower East Side and presents a live dramatization based on the oral history of a Jewish family.

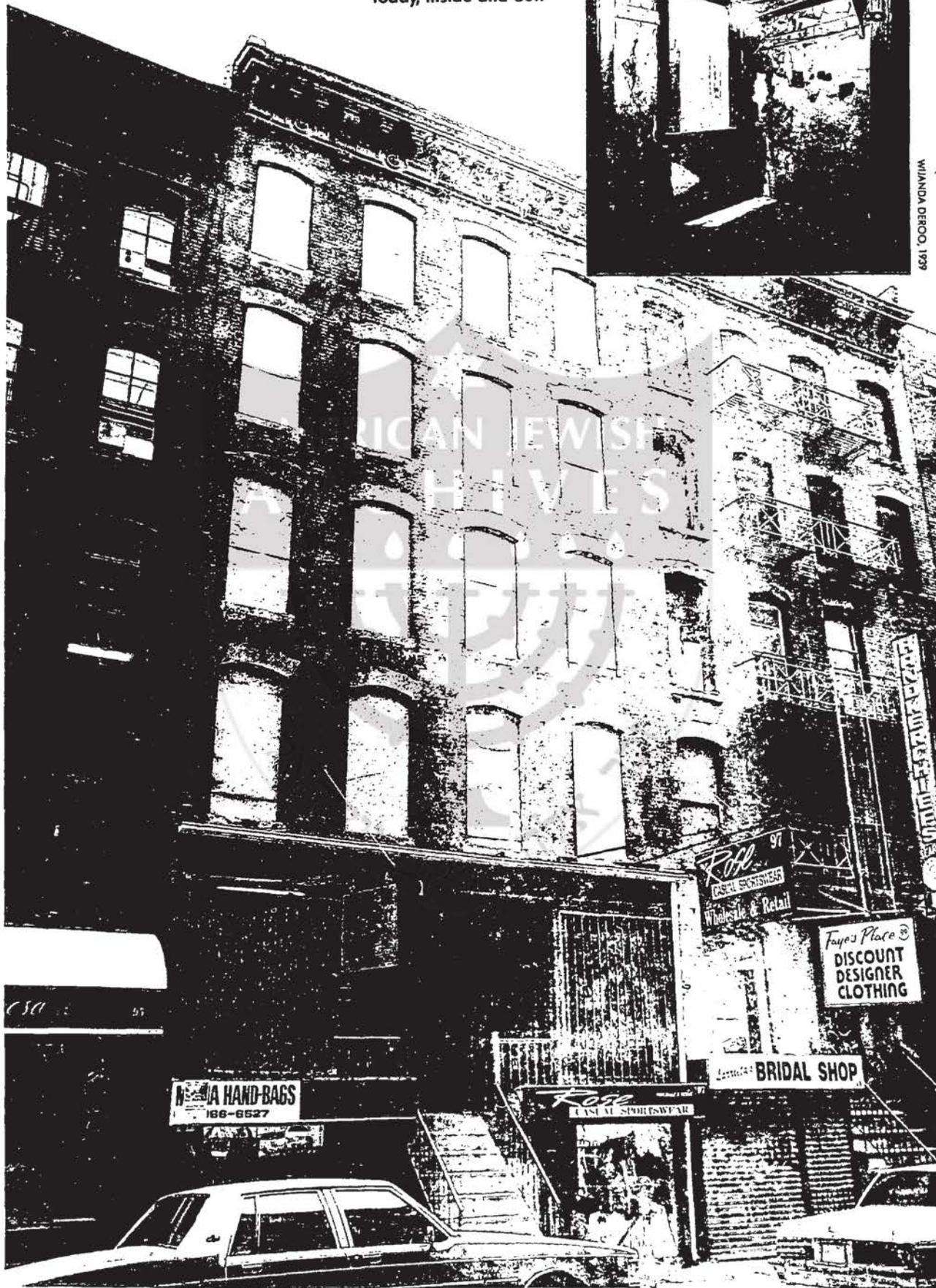
Abram feels that the museum, the first of its kind, will honor men and women who have never been properly appreciated. "Since 1920, we have been an urban nation," she says. "More Americans have roots in urban environments than rural. We've saved cabins and farm houses and, through them, paid tribute to our rural roots. But we've

never paid homage to those who are, in fact, urban pioneers."

Tenement life was harsh. Cramped and squalid, the rat-infested buildings were breeding grounds for infectious diseases. As many as 18 people lived — and sometimes worked — in each tiny "railroad flat."

Built in 1864, 97 Orchard Street is typical of the narrow apartment buildings which served as cheap immigrant housing in many industrial cities in the 19th and 20th centuries. Like most early tenements, the six-story building was not fireproof and had no indoor toilets or running water. Reform bills enacted in the early

The unrestored
97 Orchard Street
today, inside and out.



WILANDA DEBOO, 1978

LAWRENCE J. FRIED



JACOB A. RISS COLLECTION, MUSEUM OF THE CITY OF NEW YORK

A tenement sweatshop about 1889.

20th century mandated some improvements, including the installation of two tiny hallway bathrooms on every floor, and interior “windows” between rooms for ventilation.

At the turn of the century, thousands of such tenements in New York’s Lower East Side housed millions of Jews, most of them recent arrivals from Eastern Europe. The most densely populated area in the world at the time, the neighborhood was extraordinarily poor, but its rich culture made it one of the most vital centers of Jewish life in the world.

The museum’s slide presentations and walking tours of the neighborhood present a glimpse of this culture. Tourists and school groups listen raptly as actress Sharon Rosner, wearing a turn-of-the-century broad-brimmed hat and ankle-length skirt, points out the surviving landmarks of the neighborhood’s Jewish past.

There, she says in a Yiddish accent, is her father’s immigrant association, (now an Italian funeral home); over there an apartment building, adorned by its builder with Stars of David; and across Grand Street was a Yiddish movie theater, (newly incarnated as an appliance store). On the steps of the P.S. 42 elementary school, she says her American education, circa 1918, introduced her to such foreign customs as “singing Christmas songs and hanging

stockings.”

Rosner’s remarks are based on the real-life anecdotes of Etta Steinberg, a 78-year-old Austrian immigrant who grew up in the neighborhood. Among the high points of the tour are the building which housed the Yiddish newspaper, *The Jewish Daily Forward* (now a Chinese community center) and a well-known dairy restaurant and gathering place, the Garden Cafeteria (now Wing Shing restaurant).

Rosner also comments on the large number of synagogues which once thrived in the neighborhood. Though many of the buildings survive, only a handful actively serve the 25,000 Jews, mostly elderly and poor, still living on the Lower East Side.

While acknowledging that some Jews have fond memories of the Lower East Side, others are ashamed of the poverty of their lives in the tenements, says Abram. She sees the development of the museum as an “act of remembrance,” a reminder of the sacrifices immigrants made for their children.

Contrary to popular belief, the Lower East Side has never been entirely Jewish. In fact, during the past 100 years, the neighborhood has been populated by great numbers of Irish, Italian, German, Hispanic and Chinese immigrants. In the 1850s and ‘60s, it was home to a community of free black migrants

from the South.

No one has actually lived in 97 Orchard Street, which has been owned by the same family since 1918, for some 50 years. Though stores continued to operate on the first floor, the upper floors were abandoned in 1935 when the city began requiring that toilets be installed in every apartment. However, photographs and debris left by the tenants of 97 Orchard Street, as well as census records, document life in the building and provide proof of the ethnic diversity of the neighborhood.

Community groups and ethnic and cultural organizations are enthusiastic about the museum. Abram hopes that it will serve not only as a reminder of the past but also as a means for visitors to understand the poverty of the neighborhood today.

Ninety-seven Orchard Street has already begun to draw generations and communities together. Abram recalls that during the recent visit of a fifth-grade class, a Hispanic child commented, “I didn’t know Jews were ever poor.” An Asian child added, “I didn’t know Jews were ever crowded.” “The point is,” Abram said, “it’s extremely important that new immigrants and the poor know that we have been poor and have been crowded — that we retain the memory of our early years in this country and can empathize with them.” □