



THE JACOB RADER MARCUS CENTER OF THE  
AMERICAN JEWISH ARCHIVES

*Preserving American Jewish History*

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

Series F: General Chronological Files. 1960-1992

Box 101, Folder 3, General correspondence, memos & working papers, October 1985.

## THE AMERICAN JEWISH COMMITTEE

**date** October 2, 1985

**to** IRD Staff

**from** Marc H. Tanenbaum

**subject** Op Eds

The schedule for preparation of op eds for the remaining three months of 1985 is:

Thursday, October 10	Middle East Division
Thursday, October 24	European Division
Thursday, November 7	South American Division
Thursday, November 21	International Organizations Division
Thursday, December 5	Middle East Division
Thursday, December 19	European Division

Beyond this schedule, should you feel that the current issues in your areas of interest warrant other op eds as a means of heightening public awareness, interpreting breaking stories, et., please do not hesitate to prepare additional pieces. As Sonya Kaufer has said, op eds should be seen as an "opportunity" rather than as a "chore."

Thank you for your continued cooperation and adherence to the schedule.

MHT:RPR

cc: David Gordis  
David Harris  
Sonya Kaufer

# NEWS

FROM THE

# COMMITTEE



**THE AMERICAN JEWISH COMMITTEE** Institute of Human Relations, 165 E. 56 St., New York, N.Y. 10022, (212) 751-4000

The American Jewish Committee, founded in 1906, is the pioneer human-relations agency in the United States. It protects the civil and religious rights of Jews here and abroad, and advances the cause of improved human relations for all people.

*MORTON YARMON, Director of Public Relations*

**FOR RELEASE AFTER 10 A.M.  
THURSDAY, OCTOBER 3, 1985**

NEW YORK, October 3... Theodore Ellenoff, Chairman of the Board of Governors of the American Jewish Committee, today accused Louis Farrakhan of making "demagogic, anti-Semitic statements of the most venomous sort."

Addressing a Coalition of Conscience rally in front of Madison Square Garden, where Farrakhan is to appear at a meeting this evening, Mr. Ellenoff called for "the strongest possible denunciation of Farrakhan by all Americans -- and especially by those who speak on behalf of the many religious, ethnic and racial communities that make up this diverse nation."

In all his speeches, Mr. Ellenoff stated, "Farrakhan has openly declared war against the Jewish faith, which he has termed a 'gutter religion.' His views are a cancer on the body politic, antithetical to values essential to the American system -- pluralism, democracy, acceptance of diversity."

If he [Farrakhan] "does not openly direct acts of violence against members of our faith," Mr. Ellenoff said, "there can be little question that he would approve such acts. His beliefs are similar to Nazi beliefs and to the beliefs of the extreme right movement in America's Farm Belt in recent months."

The text of Mr. Ellenoff's remarks follows:

At each of the stops in his nation-wide speaking tour, Minister Louis Farrakhan's message has included demagogic, anti-Semitic statements of the most venomous sort. There is no reason to suppose his upcoming speeches at New York's Madison Square Garden, and in other locations, will be any less reprehensible.

In all of his speeches, Farrakhan has openly declared war against the Jewish faith, which he has termed a "gutter religion." If he does not openly direct acts of violence against members of our faith, there can be little question that he would approve such acts. The views espoused by Farrakhan are a cancer on the body politic, antithetical to values essential to the American system -- pluralism, democracy, acceptance of diversity.

Nor is the sheer offensiveness of Farrakhan's message alleviated in any degree by his intertwining of that message with a populist point of view with respect to economic questions. Support has come to Farrakhan from young people who are angry and frustrated over a continuing situation of unemployment and

Howard I. Friedman, President; Theodore Ellenoff, Chair, Board of Governors; Alfred H. Moses, Chair, National Executive Council; Robert S. Jacobs, Chair, Board of Trustees;

David M. Gordis, Executive Vice-President

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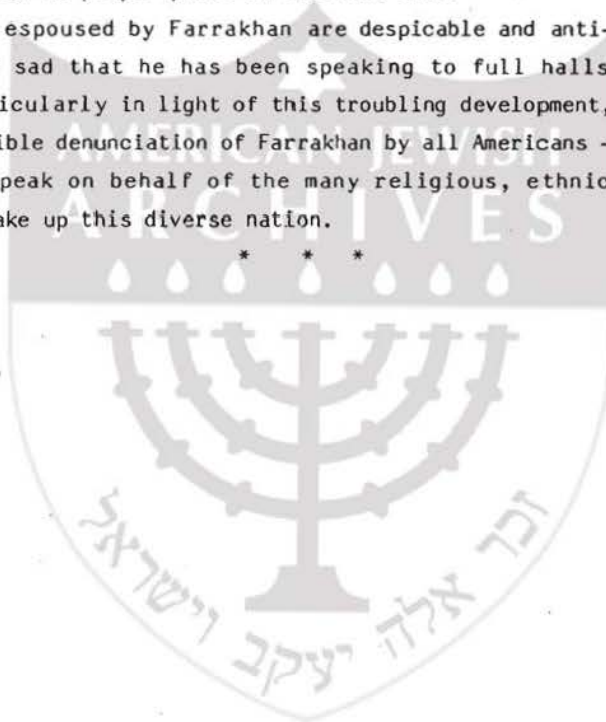
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economic depression in the Black community. Racist rantings must be condemned, however, even if they are in some way associated with, and spring from, legitimate and serious problems.

Farrakhan's statements are troublingly linked with other anti-Semitic ideologies, which have also turned to scapegoating of Jews and the Jewish faith as a simplistic solution to complex problems. In this way, although they differ in other fundamental ways, Farrakhan's beliefs are all too similar to Nazi beliefs and to the beliefs of the extreme right movement which have come to national attention in America's Farm Belt in recent months. That these latter ideologies, while sharing Farrakhan's anti-Semitism, hold Blacks in as much contempt as they hold Jews, is an ironic side-note to the hateful message brought by Farrakhan to the Black community. The linkage to these two creeds of hate makes crystal clear, if it is not clear enough already, that scapegoating is a practice with no proper place in American life.

The views espoused by Farrakhan are despicable and anti-American. It is disturbing and sad that he has been speaking to full halls throughout this country. Particularly in light of this troubling development, we call for the strongest possible denunciation of Farrakhan by all Americans -- and especially by those who speak on behalf of the many religious, ethnic and racial communities that make up this diverse nation.

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# A. Philip Randolph Educational Fund

260 PARK AVENUE SOUTH / NEW YORK, N.Y. 10010 / (212) 533-8000

PRESS STATEMENT FROM BAYARD RUSTIN

REF: ANTI-SEMITIC STATEMENTS OF MINISTER LOUIS FARRAKHAN

DATE: OCTOBER 3, 1985

FOR IMMEDIATE RELEASE

Anti-Semitism is totally unacceptable whether expressed by Louis Farrakhan or his spiritual allies in the Ku Klux Klan.

Indeed, all Americans of goodwill have not merely an obligation but also the moral duty to denounce anti-Semitism and all other forms of bigotry. To remain silent is to support hatred and to nurture violence.

In judging the pronouncements of Louis Farrakhan, the black community must not permit the desperate economic situation we face or the frustration it engenders to blind us to the truth that lies beneath his destructive rhetoric.

Hatred is hatred. It must be denounced, unequivocally, wherever spoken and whatever its source.

Contact: Walter Naegle, A. Philip Randolph Educational Fund, 260 Park Avenue South, New York, N.Y. Tel: 533-8000

memorandum

**THE AMERICAN JEWISH COMMITTEE**

**date** Oct. 3, 1985

**to** Marc Tanenbaum

**from** Mort Yarmon

**subject**

Seems to me there are projects outlined here that might over the months have been worthwhile for press material -- at least to the Anglo-Jewish press. Is there any mechanism that can be devised so that we are informed of these activities in time for such coverage?



*From the desk of*

*M. Bernard Resnikoff*

September 10, 1985

To : Mort Yarmon

I thought you would like to see this capsule summary of AJC activities in Israel prepared at the request of George Gruen for the new Center for Pluralism.

Regards.

Encl. (85-585-30)



AMERICAN JEWISH COMMITTEE - ISRAEL OFFICE

HIGHLIGHTS OF RECENT PROGRAM ACTIVITIES

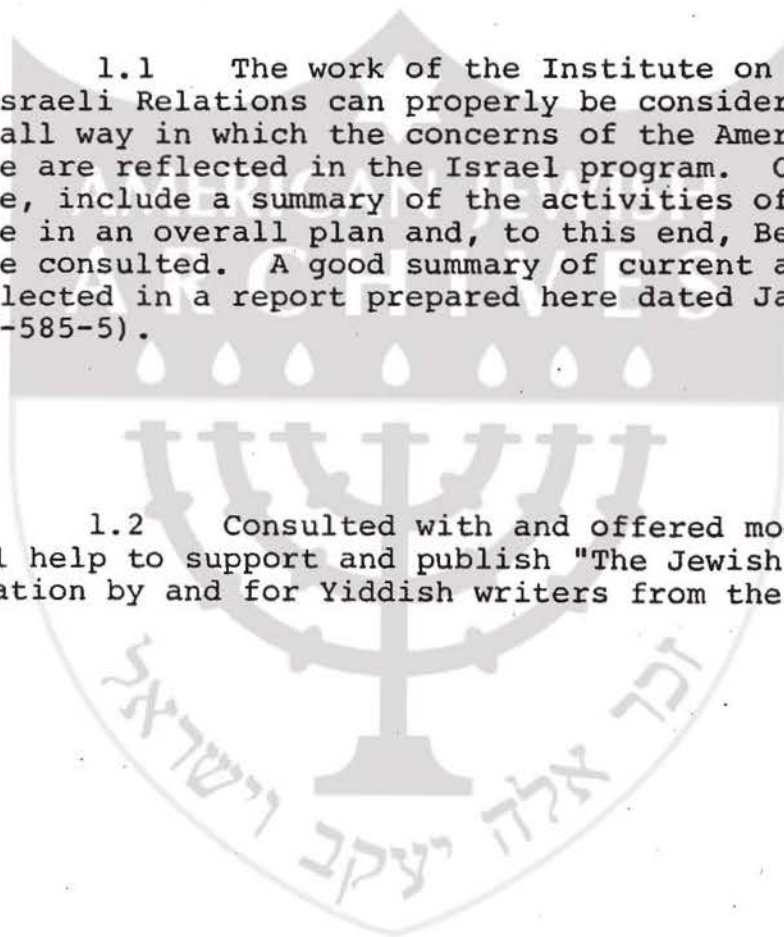
PREPARED ESPECIALLY FOR THE PROPOSED CENTER FOR PLURALISM

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1. ISRAEL-DIASPORA RELATIONS

1.1 The work of the Institute on American Jewish-Israeli Relations can properly be considered part of the overall way in which the concerns of the American Jewish Committee are reflected in the Israel program. One should, therefore, include a summary of the activities of the Institute in an overall plan and, to this end, Bert Gold should be consulted. A good summary of current activities is reflected in a report prepared here dated January 13, 1985 (85-585-5).

1.2 Consulted with and offered modest financial help to support and publish "The Jewish Almanac", a publication by and for Yiddish writers from the Soviet Union.





1. ISRAEL-DIASPORA RELATIONS (cont'd.)

1.3 Well past the planning stage, AJC is calling together professional social welfare workers in Israel and American Jewish organizations to take stock together of perceived changes in the relationship between the Jewish communities of Israel and the Diaspora, and to consider what professional steps can be taken to address them. Examples of changes include the opening of additional offices by local Jewish communities in Israel; signs of discord between American and Israeli members of the Jewish Agency Board of Governors; and a rise in the quality of the shrill rhetoric characterizing the ongoing dialogue.

1.4 Slated for the 1985-86 program year, AJC's Israel Office is co-sponsoring with Beit Hatefutsot (the Museum of the Diaspora) a series of five public lectures, later to be published in a separate monograph, on the contributions of American Jewish religious life to Israel. Four sessions will deal in depth with the status, problems and potential of each of the four major American Jewish religious denominations -- Orthodox, Conservative, Reform and Reconstructionist. The fifth session will deal with the subject from a cultural - anthropological point of view, describing the pitfalls, as well as the promises, of trans-culturated institutions and what the future might hold in the immediate years ahead.

2. INTERPRETING AMERICA AND AMERICAN JEWISH LIFE  
IN ISRAEL

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2.1 Co-sponsored with Bar-Ilan University, a pioneer course on a study of American Jewish life by examining American Jewish literature in three languages: English, Yiddish and Hebrew. The course was so popular and so applauded by faculty and staff that this full-term course, with credit, will be repeated.

2.2 In order to encourage study of the American political system and the American Character in Israel, AJC's Israel Office collected and produced a brochure describing the programs of American studies at Israeli universities. This was the first time any publication in this country displayed between two covers everything being taught in all schools, and it has been hailed as a most useful instrument for the interested student in deciding which course of study most meets each student's need. Extensive use of this brochure was made by the U.S. Embassy in Israel, as well as the American Cultural Center.

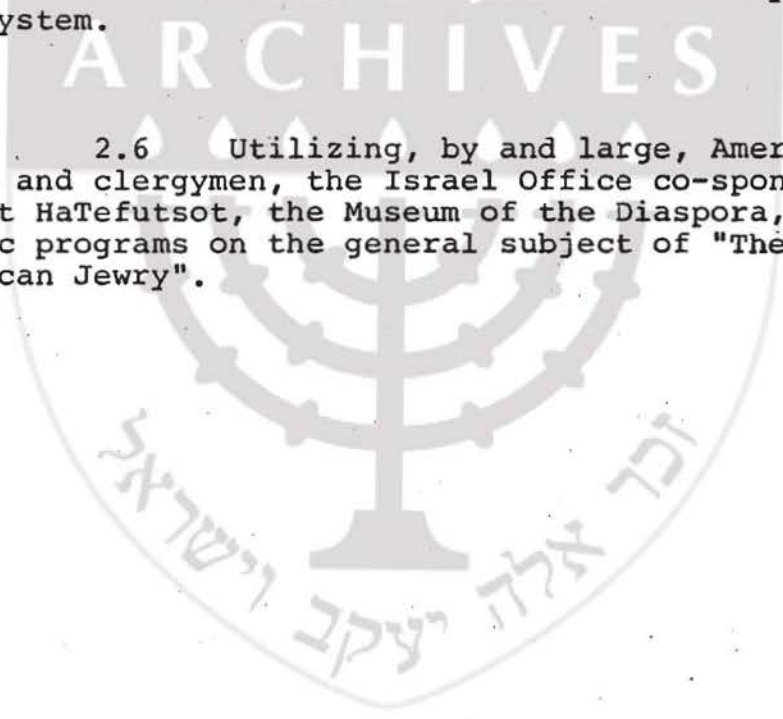
2.3 The Library Information Center, containing over 6,000 volumes, plus large numbers of monographs, pamphlets, articles and news clippings arranged by subject, and receiving more than 120 Anglo-Jewish periodicals regularly, is an ongoing instrument for the better understanding of American Jewish life and institutions.

2.4 Tefutsot Israel continues to be a major vehicle for the systematic transmission of information about the Jewish condition the world over. It is now a major reference source for university courses on Jewish life in the Diaspora. Titles of issues in the current series are devoted to such subjects as "Jewish immigration patterns", "Jewish-Black relations", "Israel-Diaspora relations", and "the status of Jewish education". This quarterly has been a regular publication of AJC's Israel Office since 1968.

2. INTERPRETING AMERICA AND AMERICAN JEWISH LIFE  
IN ISRAEL (cont'd.)

2.5 First with the history department of the Ministry for Education and Culture and then with the Bar-Ilan University Department for Extracurricular Activities, AJC sponsored and helped conduct a 16-session in-service training program for history teachers on the "Social characteristics of American Jews". Designed to enlarge knowledge about American Jewish life, the seminar was intended to provide history teachers with updated information about American Jewish life which could be transmitted informally in the school system.

2.6 Utilizing, by and large, American-born scholars and clergymen, the Israel Office co-sponsored with Beit HaTefutsot, the Museum of the Diaspora, a series of public programs on the general subject of "The uniqueness of American Jewry".



### 3. INTERRELIGIOUS ACTIVITIES

3.1 In association with others, planned and executed an all-day conference in March 1985 on the general subject of "The Christian Presence in the Jewish State". Subtopics included subjects never hitherto discussed: "Jewish conduct towards Christians", "Alleged Missionary Activities", and "The Status of the Hebrew Christians". The results of this experimental conference were recorded in confidential proceedings that are being used as a basis for planning future interreligious activities and, more important, anticipating and warding off problem areas.



## AMERICAN JEWISH ARCHIVES

3.2 Dr. Resnikoff, Director of AJC's Israel Office, represented Israel's interfaith community in the Martin Buber House in Germany at an international consultation on the subject "How Christian textbooks teach Judaism and the Jewish people". With representatives of world Christian bodies attending, the consultation took the form of three plenary sessions dealing with an analysis of textbooks now in use, what changes had to be made, and what guidelines should be followed in the future. The consultation, largeley considered successful, decided to publish written materials and their recommendations in order to plan next steps to be taken to move forward with the recommendations made. In addition, more than 10 specific suggestions were prepared and circulated for the benefit of teacher-training schools and independent seminaries, who might now correct distortions while revised texts are being produced.

### 3. INTERRELIGIOUS ACTIVITIES (cont'd.)

3.3 To examine how the Christian minority is faring in a Jewish state, AJC, together with others, organized a consultation entitled "Religious Liberty and the Law" that involved theologians from abroad, members of the Hebrew University law faculty, government officials in the Ministry of Religious Affairs, and clergymen from a number of denominations. With appendices devoted to legal documents, constitutional provisions concerning freedom of religion, extracts of basic laws, the rights of man, and a definitive article by Zalman Abramov entitled "Freedom of Conscience", the proceedings of this consultation stand as the definitive summary of the legal status of the Christian in Israeli society.

3.4 Now in its fourth printing, AJC (in conjunction with others) published "Discover Ecumenical and Interfaith Israel", a handy, pocket-sized 30-page brochure describing the Jewish, Christian and interfaith organizations operating in Israel, what they do, and, especially, what services they have to offer visiting Christians in Israel. Designed to expand beyond the legitimate interest of pilgrimage, the brochure is intended to help the visitor plan a trip to the Holy Land, utilizing existing resources for the fullest appreciation of modern Israel and its mosaic of different peoples and cultures.

3.5 A study of the history of relations between Jews and Christians throughout the centuries, in a popular form, was published by AJC's Israel Office in cooperation with a Christian and an interfaith organization, and was especially written for the sponsors by the late Father Jean Paul Lichtenberg. Designed to meet the need for a popular and readable summary of the history of relations between the two peoples, the brochure has been distributed all over the world and has been reprinted, by popular demand, a number of times.

3. INTERRELIGIOUS ACTIVITIES (cont'd.)

3.6 Co-sponsored with the Hebrew University's Beit Hillel a program for Christian students at the university dealing with such subjects as "The mystery of Israel", "The Christian in a Jewish society", "Interfaith understanding", and "A Christian theology of the Jewish people".

3.7 In memory of the late Reverend James Parks, AJC sponsored with others a public meeting at the Hebrew Union College on the subject "A new Christian theology of the Jewish-Christian reality", given by Professor Paul Van Buren, formerly of the Harvard University School of Theology.

3.8 AJC's Israel Office Director, Dr. Resnikoff, gave a series of lectures to the unaffiliated Christian pilgrim at the Christian Information Center on the subject of "Christian appreciation of Israel and the Jewish People".

3.9 Together with the Ecumenical Theological Research Fraternity in Israel, AJC is sponsoring the creation of a catalogue of all books and articles published after 1945 on the subject of Jewish-Christian relations available in Jerusalem. Originally initiated by a grant from the Cardinal Bea Foundation in Rome, the project is nearing completion.

4. STRENGTHENING DEMOCRACRATIC SYSTEMS  
AND INSTITUTIONS VIA PROGRAMS OF  
INTERGROUP RELATIONS

4.1 For the purpose of determining the status of and problems of press censorship in a democratic society that continues to be in a state of war, AJC's Israel Office organized a half-day consultation, primarily for foreign correspondents but with local journalists as well, including representatives of the Israel Government Press Office, that was entitled "Censorship in a democratic society -- a case study: Israel". Attended by most of the major papers, magazines and press bureaus, the consultation studied in depth the problems of censorship and concluded that, to the extent that there is censorship, it is relatively minor and understandable, given the state of affairs in the Middle East.

4.2 In an effort to enhance the role of the adult citizen as a volunteer in organizing Israeli society, AJC assisted in the production, first in English and then in Hebrew, of "Pleaders and Protestors: the future of Citizens Organizations in Israel", by Eliezer D. Jaffe, faculty member of the Hebrew University School of Social Work. In this pioneer report, Dr. Jaffe concludes that Israeli citizens will turn increasingly to grass-roots social activism to influence the allocation of social services and resources in this country.

4.3 In association with the Israel Interfaith Association, AJC conducted an all-day consultation at a kibbutz in the Judean Hills on the problems of religious intolerance in Israeli society and how to combat it. Participating in this consultation were Knesset members, university faculty, students, Jews, Christians and Moslems from all over the country. The results were widely distributed to interested and concerned organizations as a guide for future activities. The results were also used for a series of meetings held by the American Jewish Committee in association with the Israel Interfaith Association.

4. STRENGTHENING DEMOCRATIC SYSTEMS AND  
INSTITUTIONS VIA PROGRAMS OF  
INTERGROUP RELATIONS (cont'd.)

4.4 Recently, AJC's Israel Office ran a half-day consultation on the status of women in Israel, for the purpose of determining if there is a consensus on the dimensions and parameters of women's issues; to find what realistic actions can be taken within those parameters; to discuss how this work is already being done by existing groups; and to decide what yet has to be accomplished. Despite original resistance to having "an outside organization" get so directly involved in an internal Israeli problem, one of the major conclusions of the consultation was to ask AJC to continue using its good offices in a number of areas in order to dramatize the status of women in different opinion-making circles in the country.

4.5 "The Status of Religious Pluralism in Israel" was the subject of a national conference that AJC ran at the Van Leer Jerusalem Foundation, involving in teaching roles, a Supreme Court justice, Knesset members, a nationally prominent civil libertarian, historians and professors of theology. Recognizing "that the right of freedom of religion is not fully guaranteed to Jews in Israel", the participants dealt with such complicated subjects as the conflict between status quo and pluralism, social factors influencing religious pluralism, the recurring problem of "Who is a Jew", and the lessons which might be learned from the way religious pluralism is practiced in the U.S. The full proceedings of this national conference continues to serve in many quarters as a basis for planning and programming.



4. STRENGTHENING DEMOCRATIC SYSTEMS  
AND INSTITUTIONS VIA PROGRAMS OF  
INTERGROUP RELATIONS (cont'd.)

4.6 Cooperating with the "Bridging the Gap Unit" at Haifa University, public figures from underprivileged and developing areas were helped to study how to make their leadership roles more effective in a community development program that took place at the university itself. Participants included community leaders originating from Poland, Tunis, Morocco and Egypt, among other places.

4.7 In non-programmatic but consultative ways, AJC's Israel Office tries to be helpful in reducing group tension and makes its resources available to that end. Examples include: advising officials of Brigham Young University how to respond to complaints about the growing school program; sensitizing Border Police at the international airport on how to behave towards arriving American Blacks who might be fresh recruits for the Black Hebrew community in Dimona; advising Black Jews from Ethiopia how to cope with Israel's bureaucracy, and how to insure their guaranteed rights; work with Evangelical Christian communities in Israel in helping them to understand Jewish sensitivity to alleged missionary activities and to consider the most effective ways of responding to such allegations.

4.8 Give advice, support and consultative services to such diverse organizations as the Association for Civil Rights in Israel, which AJC's Israel Office helped found; East for Peace; the Citizens Committee Against Racism; the Consumers Union; and others.

## 5. JEWISH - ARAB RELATIONS

5.1 To strengthen relations and understanding between Jews and Arabs, AJC's Israel Office has given active leadership in developing and enhancing the Spafford Community Center, a recreational program for poor Moslem children in the Old City of Jerusalem, that is co-sponsored by a Board of Directors consisting of Jews, Christians and Moslems. AJC Israel Office Director, Dr. Bernard Resnikoff, acts as Vice-Chairman of the center and, under AJC's stimulation, the center has been encouraging the Moslem children of the Old City to move over to the west to start getting acquainted with the other residents of united Jerusalem

5.2 In the same way, AJC's Israel Office gives administrative support to the Fellowship in Israel for Arab-Jewish Youth, Inc., an American-based organization that raises thousands of dollars for distribution in this country to organizations committed to improving relations between Jewish and Arab young people. AJC Israel Office Director, Dr. Bernard Resnikoff, acts as Treasurer of the organization, and AJC's Israel office is used as the headquarters for the local committee, which consists of Moslems, Christians and Jews who formulate recommendations for the distribution of funds, based on visitations and evaluation procedures of a large variety of ongoing activities throughout Israel.

5.3 In an experimental educational program to enhance mutual understanding between the Jewish and Arab citizens of Israel, AJC supported the Leo Baeck School in Haifa in furthering its programs to teach Arab culture in the school and to promote extra-curricular activities between the youth of these two ethnic groups.

5.4 Two in-depth studies on the relations between Jews and Arabs continue to serve as basic source material for workers in the field. The first, by Ernest Stock, entitled "From conflict to understanding -- relations between Jews and Arabs in Israel since 1948" continues to be a basic teaching source in the school system. The other, by Harry M. Rosen, entitled "The Arabs and Jews in Israel: the Reality, the Dilemma, the Promise", still is the best summary of voluntary activities in the country designed to improve relations between Israel's Jewish and Arab citizens.

## THE AMERICAN JEWISH COMMITTEE

**date** October 4, 1985  
**to** Board of Governors and Steering Committee  
of the Commission on International Relations  
**from** Leo Nevas and Marc Tanenbaum  
**subject** Mexico

The recent earthquake in Mexico prompted our immediate concern both for the havoc it wreaked on the general population as well as its impact on the Mexican Jewish community, which is largely concentrated in Mexico City, the site of the worst damage. Given the presence of an AJC office in the capital city, we were also left for several days without any information about the condition of its director, Sergio Nudelstejer, and the other staff members.

As a consequence, at the same time that we were intensively pursuing a variety of diplomatic and private channels to establish contact with Mr. Nudelstejer, we quickly accepted the generous offer of Mr. Arthur Berner, president of the Houston AJC Chapter, and Dr. Robert Zurawin, a Spanish-speaking physician active in the Houston Chapter, to make a personal visit to Mexico City to seek out Mr. Nudelstejer, assess the earthquake's damage to the Jewish community, inventory medical and other needs, and express our concern and solidarity with Mexico and the Jewish community.

We are pleased to report that Mr. Nudelstejer and his family and the other AJC staff members are well. At the same time, however, at least six Jewish victims of the earthquake have been identified and damage to Jewish-owned businesses was quite extensive. To address these and other issues surrounding the earthquake's aftermath, we enclose two brief reports -- the first was written by Sergio Nudelstejer on September 23rd and only just received, the second was prepared by Arthur Berner shortly after his return to Houston from Mexico City.

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## THE AMERICAN JEWISH COMMITTEE

**date** September 26, 1985  
**to** David Harris  
**from** Arthur Berner  
**subject** AJC trip to Mexico taken by Arthur Berner and Dr. Robert Zurawin

We arrived in Mexico City on Kol Nidre evening, September 24, 1985, to assess the earthquake's damage to the Jewish community and to demonstrate American Jewish concerns for the tragedy. We took a taxi to the Maria Isabella Hotel in the Zona Rosa (pink zone), this area having been the site of the greatest earthquake damage.

Later that evening we met with Sergio Nudelstejer, who informed us that as far as the Jewish community was concerned:

1. No serious damage occurred in the predominately Jewish residential neighborhoods;
2. approximately 500 Jewish businesses, predominantly in textile and piece goods and which were located in the Pink Zone, were severely damaged or destroyed.

Sergio told us that the Jewish community has information that six Jewish people had died in the disaster. He also stated that the only Jewish institution to be damaged was the Ashkenazi Kehila (at #70 Acapulco Street.) This is the site of a number of Jewish offices, including the Jewish Agency, and adjacent to one of the large Orthodox synagogues.

Sergio told us that he had had a conversation with the Minister of Health and Government, and that Mexico was in no current need of medicine. He said that perhaps at a later date they might need medicine but at this point they were well stocked. He also informed us that the Jewish community in Mexico had voluntarily opened shelters for people whose homes were destroyed because of the earthquake. He said, however, that despite offering bed and clothing, few people came to use the facilities.

On Yom Kippur, prior to services, Bob Zurawin and I contacted a number of Jewish residents. We had been requested to give them messages from their families. We found out that, confirming Sergio's report, there was no damage to either property or persons of the people we contacted.

During Yom Kippur, we had conversations with the president of the Central Committee, Bernardo Weitzner, who told us that: (1) they did not need medicine; (2) at this point the Jewish community had not yet considered whether it would prove necessary to extend aid to those people who lost businesses; (3) they weren't sure of the cost of repairing the Ashkenazi Kehila; and (4) that they

might want to use money contributed by the American Jewish community to rebuild a governmental facility (e.g. hospital) as a public gesture from the Jewish community.

Bob and I also met with the President and Secretary of the Centro Deportivo Israelita (the Jewish Sports Center, which is equivalent to a mega-community center.) They also confirmed our conversations with Messrs. Nudelstejer and Weitzner to the effect that there was very little damage to Jewish property except for the businesses which were destroyed in the central district, and that six Jews had been confirmed dead. Mr. Kipnis, Secretary of the C.D.I, told us that he was not yet sure what the Mexican Jewish Community would do with donated funds.

Bob and I spent Yom Kippur at three services: the Orthodox, the Conservative (Beth El) and the Sephardic. We talked with a number of people who confirmed all the discussions noted above.

A099-Mexican Trip  
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## REPORT ON THE EARTHQUAKE IN MEXICO

By Sergio Nudelstejer  
Director, AJC Mexican/Central American Office  
September 23, 1985

The earthquake that shook Mexico City on Thursday, September 19th at 7:20 a.m. was the worst suffered in the history of the country. It affected many different districts of the city, some heavily populated, including sections of extreme poverty where poorly-constructed dwellings were especially vulnerable to damage. As of September 23rd, it has been officially estimated that 750 buildings were either totally or partially destroyed, among them a number of hotels catering to tourists. To date, the Mexican Government has identified more than 5,000 dead; however, the number is likely to rise given those who lie buried under the debris or are otherwise unaccounted for.

The Jewish community, through its representative body the Comité Central Israelita de México (Central Jewish Committee of Mexico), extended assistance to all the victims of the tragedy, and especially to the large number of people left homeless. It organized four shelters in different sections of the city which were stocked with cots, blankets, medicine, including first aid services, and food. Many Jewish youth began working from the very first day with the Mexican Red Cross and the Volunteer Corps. Several Jewish construction engineers have been offering their expertise, as well as needed heavy equipment, to assist where necessary. Jewish doctors and medical students have also cooperated extensively in the relief effort. In sum, the local Jewish presence and concern for the fate of the country at this critical moment has been strongly felt.

Concerning the impact of the tragedy on the Jewish community itself, the building of the Ashkenazi Kehila, located at Acapulco Street, 70, suffered serious damage, although the adjoining Great Synagogue remains in fairly good condition. Among the organizations maintaining offices in the Kehila building are: Central Jewish Committee of Mexico, Mexican Council of Jewish Women, B'nai B'rith, Jewish Agency, Jewish National Fund, Zionist Federation, Hebrew-Yiddish Seminar for Teachers, Ashkenazi Kehila, the Rabbinat, and a kosher restaurant. The building is now closed and will remain so until the extent of the damage can be evaluated and repairs completed. No other Jewish communal institution in Mexico City or elsewhere is reported to have incurred any damage.

To date, it has been confirmed that six members of the Jewish community died: two couples who perished when the building in which they lived collapsed and two others who died of heart attacks brought on by the fear and panic of the moment. All six victims were buried in the Jewish Cemetery on September 22nd.

In addition, many Jewish families live in such residential areas as Roma, Hipodromo, Condesa and Colonia del Valle where a number of buildings were destroyed. The whereabouts of several of these individuals is unknown and it is possible that some are still trapped under the debris.

over...

Certain sections of downtown Mexico City, where heavy industry, small factories and shops are concentrated, suffered extensive damage. Many Jewish-owned businesses were affected, causing considerable property loss.

In addition to emergency assistance from the United States and other major countries, Israel was also very quick to respond to the general plight. Medicine and appropriate equipment for disaster response, accompanied by several specially-trained personnel, were sent in two planes and put to immediate use.

The Mexican Jewish community has fully identified itself with its fellow citizens in these days of anguish, grief and loss, and will do its share to assist in the reconstruction of that which the earthquake so ferociously and indiscriminately destroyed.

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# NEWS

FROM THE

# COMMITTEE



**THE AMERICAN JEWISH COMMITTEE** Institute of Human Relations, 165 E. 56 St., New York, N.Y. 10022, (212) 751-4000

The American Jewish Committee, founded in 1906, is the pioneer human-relations agency in the United States. It protects the civil and religious rights of Jews here and abroad, and advances the cause of improved human relations for all people.

MORTON YARMON, Director of Public Relations

**FOR IMMEDIATE RELEASE**

NEW YORK, Sept. 20 -- The American Jewish Committee today expressed its sadness and solidarity with the Mexican people following yesterday's earthquake.

Messages went out today to President Miguel de la Madrid and to Bernardo Weitzner, President of the Comité Central Israelita de México, signed by Howard I. Friedman, AJC President; Leo Nevas, chairman of its International Relations Commission, and Rabbi Marc H. Tanenbaum, director of the International Relations Department.

Their message to President de la Madrid read:

"AMERICAN JEWISH COMMITTEE IS DEEPLY SADDENED BY TRAGIC LOSS OF LIVES OF MEXICAN CITIZENS RESULTING FROM EARTHQUAKE. WE EXPRESS TO YOU AND MEXICAN PEOPLE OUR SOLIDARITY AT THIS DIFFICULT HOUR. IF THERE IS ANY WAY WE CAN BE OF ASSISTANCE TO YOU, PLEASE CALL ON US. OUR HEART FELT PRAYERS FOR THE SPEEDY RECOVERY OF GREAT MEXICAN PEOPLE FROM THIS TRAGIC EVENT."

Their message to Mr. Weitzner read:

"AMERICAN JEWISH COMMITTEE DEEPLY SADDENED BY TRAGIC LOSS OF LIVES OF MEXICAN CITIZENS RESULTING FROM EARTHQUAKE. WE EXPRESS TO YOU, MEXICAN PEOPLE AND IN PARTICULAR TO MEXICAN JEWISH COMMUNITY OUR FRATERNAL SOLIDARITY AT THIS DIFFICULT HOUR. IF THERE IS ANY WAY WE CAN BE OF ASSISTANCE TO OUR MEXICAN BROTHERS AND SISTERS, PLEASE CALL ON US. OUR HEART FELT PRAYERS FOR THE SPEEDY RECOVERY OF MEXICAN PEOPLE AND JEWISH COMMUNITY FROM THIS TRAGIC EVENT. MAY THE NEW YEAR BRING MEXICAN JEWRY PEACE AND TRANQUILITY."

The American Jewish Committee is this country's pioneer human relations organization. Founded in 1906, it combats bigotry, protects the civil and religious rights of Jews here and abroad, and advances the cause of improved human relations for all people everywhere.

\* \* \*

85-960-177 EJP, HP  
B033-(PEI-1) /sm 9/20/85

Howard I. Friedman, President; Theodore Ellenoff, Chair, Board of Governors; Alfred H. Moses, Chair, National Executive Council; Robert S. Jacobs, Chair, Board of Trustees;

David M. Gordis, Executive Vice-President

Washington Office, 2027 Massachusetts Ave., N.W., Washington, D.C. 20036 • Europe hq.: 4 Rue de la Bienfaisance, 75008 Paris, France • Israel hq.: 9 Ethiopia St., Jerusalem 95149, Israel  
South America hq. (temporary office): 165 E. 56 St., New York, N.Y. 10022 • Mexico-Central America hq.: Av. Ejercito Nacional 533, Mexico 5, D.F.

CSAE 107



# NEWS

FROM THE

# COMMITTEE

**aje**

**THE AMERICAN JEWISH COMMITTEE** Institute of Human Relations, 165 E. 56 St., New York, N.Y. 10022, (212) 751-4000

The American Jewish Committee, founded in 1906, is the pioneer human-relations agency in the United States. It protects the civil and religious rights of Jews here and abroad, and advances the cause of improved human relations for all people.

*MORTON YARMON, Director of Public Relations*

FOR IMMEDIATE RELEASE

NEW YORK, Oct. 4. . . In one of the first reports made on the condition of the Mexican Jewish community since the earthquake, two American Jewish Committee representatives who just returned from Mexico City disclosed that as many as 500 Jewish-owned businesses in the Zona Rosa had been severely damaged or destroyed.

Arthur Berner, president of the Houston chapter of the American Jewish Committee, and Dr. Robert Zurawin, a Spanish-speaking physician practicing in Houston, left for Mexico City on the eve of Yom Kippur and spent two days meeting with Jewish leaders and assessing the condition of the community. In a report submitted to AJC's International Relations Department, at whose initiative they undertook the fact-finding mission, Mr. Berner and Dr. Zurawin declared that while the Jewish residential areas remained largely intact with only scattered damage, the business areas where mainly Jewish clothing and textile merchants were concentrated was badly hit.

They also reported that two Jewish couples were killed in the earthquake and that two women died of heart-attacks.

The offices of several Jewish organizations located in the Kehila Ashkenazi at Acapulco #70 in Mexico City were damaged, but no other Jewish religious or communal institutions reportedly were affected.

Immediately after the earthquake, David Harris, deputy director of the AJC's International Relations Department, was in continuous contact with a ham radio operator in New Jersey who maintained regular communication with a ham radio operator in Mexico City. Messages about medical needs and supplies, as well as information about the condition of families, was relayed by AJC to the American Jewish Joint Distribution Committee (JDC), other Jewish agencies, and scores of private families who had no other sources of communication with the afflicted areas.

The AJC mission also reported that the Mexican Jewish community has opened three shelters for homeless people and a medical center at the Centro Deportivo Israelita (C.D.I.), the Jewish Sports Center.

The local leaders expressed gratitude to AJC for its expression of solidarity in sending a mission to learn first-hand of their situation.

....more

Howard I. Friedman, President; Theodore Ellenoff, Chair, Board of Governors; Alfred H. Moses, Chair, National Executive Council; Robert S. Jacobs, Chair, Board of Trustees;

David M. Gordis, Executive Vice-President

Washington Office, 2027 Massachusetts Ave., N.W., Washington, D.C. 20036 • Europe hq.: 4 Rue de la Bienfaisance, 75008 Paris, France • Israel hq.: 9 Ethiopia St., Jerusalem 95149, Israel

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CSAE 1707

There are some 45,000 Jews in Mexico, 96 percent of whom live in Mexico City. Sergio Nudelstejer, AJC's director of Mexico and Central America, has been actively involved in the rehabilitation work of the Mexican Jewish community and has been a key liaison with Mexican government and relief officials.

Leo Nevas of Westport, Conn., is chairman of AJC's International Relations Commission, and Rabbi Marc H. Tanenbaum is director of the International Relations Department.

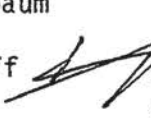
The American Jewish Committee is this country's pioneer human relations organization. Founded in 1906, it combats bigotry, protects the civil and religious rights of Jews here and abroad, and advances the cause of improved human relations for all people everywhere.

A, EJP, Rel, Z, HP  
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B009/PEI-1  
Oct. 4, 1985/smm



**THE AMERICAN JEWISH COMMITTEE**

**date** October 15, 1985  
**to** Marc H. Tanenbaum  
**from** Jacob Kovadloff   
**subject** RE SAO PAULO CONFERENCE

**memorandum**



Attached please find copies of the United Press wire and an item from EL DIARIO - LA PRENSA (New York).

JK/BJB  
atts.

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Original documents  
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R 1

RELACIONES 20-7 NLS

-- DEBATES EN BRASIL LAS RELACIONES JUDEO-CATOLICAS --

NUOVA YORK, OCT. 7 (UPI) -- LA IGLESIA CATOLICA Y GRUPOS JUDIOS CONVOCARON EN SAO PAULO UNA CONFERENCIA PANAMERICANA PARA ANALIZAR LAS REPERCUSIONES QUE TUVO EL CONCILIO ECUMENICO VATICANO II EN LAS RELACIONES JUDEO-CATOLICAS EN LAS AMERICAS, SEGUN SE INFORMO.

LA REUNION, A REALIZARSE DEL PRES AL CINCO DE NOVIEMBRE EN SAO PAULO, CUENTA CON EL AUSPICIO DE LA CONFERENCIA NACIONAL DE OBISPOS DE BRASIL, LA CONFEDERACION DE ASOCIACIONES JUDIAS BRASILENAS Y EL COMITE JUDIO AMERICANO.

EN LA SESION INAUGURAL HABLARA EL MINISTRO DE EDUCACION DEL BRASIL, MARCO MACIEL.

EL VATICANO ESTARA REPRESENTADO POR MONSEÑOR JORGE MEJIA, TITULAR DEL SECRETARIADO VATICANO PARA LAS RELACIONES CON LOS JUDIOS. ADEMAS ASISTIRAN, ENTRE OTROS, EL PRESIDENTE DE LA CONFEDERACION DE OBISPOS DEL BRASIL, MONSEÑOR IVO LORSCHTEITER; EL PRESIDENTE DE LA CONFERENCIA EPISCOPAL LATINAMERICANA, ARZOBISPO ANTONIO QUARRACINO Y EL ARZOBISPO DE PARIS, CARDENAL JEAN PAUL LUSTIGER.

TAMBIEN CONCURRIRAN EL RABINO HENRY SOBEL, POR LA CONFEDERACION ISRAELITA DE BRASIL; EL DIRECTOR DE RELACIONES INTERNACIONALES DEL COMITE JUDIO AMERICANO, RABINO MARC H. TAMENBAUM Y EL PRESIDENTE DEL CONGRESO JUDIO LATINAMERICANO, GREGORIO FAIGON.

LA REUNION CONMEMORARA EL VIGESIMO ANIVERSARIO DE LA DECLARACION NOSTRA RETATE DEL CONCILIO VATICANO II SOBRE LAS RELACIONES NO CRISTIANAS QUE HACE UN LLAMADO PARA "EL MUTUO RESPETO Y EL DIALOGO FRATERNAL" ENTRE LA IGLESIA CATOLICA Y EL PUEBLO JUDIO.

LOS COORDINADORES DEL PROGRAMA SON COORDINADO POR EL RABINO SOBEL Y EL DIRECTOR PARA ASUNTOS SUDAMERICANOS DEL COMITE, JACOBO KOVACLOFF.

UPI 10-08-85 04:33 PEO

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"EL DIARIO - LA PRENSA" (New York)

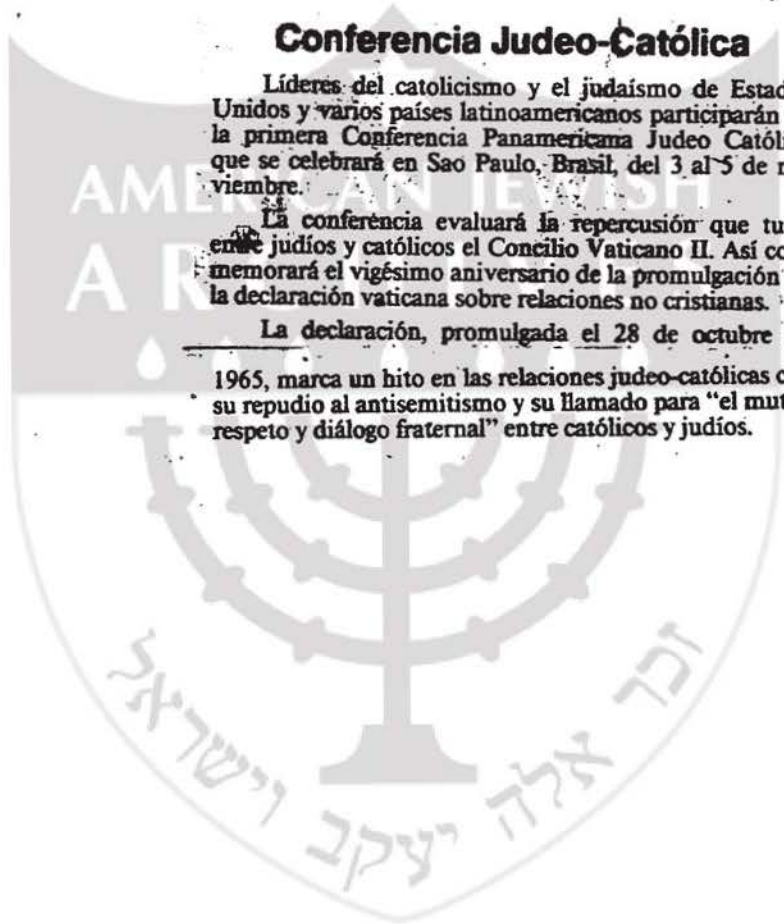
(October 13, 1985)

### Conferencia Judeo-Católica

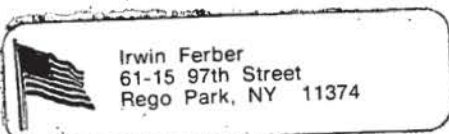
Líderes del catolicismo y el judaísmo de Estados Unidos y varios países latinoamericanos participarán en la primera Conferencia Panamericana Judeo Católica que se celebrará en Sao Paulo, Brasil, del 3 al 5 de noviembre.

La conferencia evaluará la repercusión que tuvo entre judíos y católicos el Concilio Vaticano II. Así conmemorará el vigésimo aniversario de la promulgación de la declaración vaticana sobre relaciones no cristianas.

La declaración, promulgada el 28 de octubre de 1965, marca un hito en las relaciones judeo-católicas con su repudio al antisemitismo y su llamado para "el mutuo respeto y diálogo fraternal" entre católicos y judíos.



OCT 15 1985



OCT 12 1985

RABBI MARK TANNONBAUM  
AMERICAN JEWISH COMACTYBO  
165 EAST 56 STREET  
NEW YORK, N.Y. 10022

Dear Sir,

Please do attach editorial by Willet A. Tatum  
editor of the New York Amsterdam News from the OCT 12 1985 issue  
I am sending him the article by your self and Rabbi Richman  
from the "Jewish Week" of Oct 11 1985.


I believe there has to be communication between blacks  
and Jews. The KKK (and similar groups) would love to see the blacks  
and Jews kill each other. The Jews understand this as there were  
two Jewish groups protesting the same day together spoke and  
30 000 Blacks were there to hear and cheer him. I hope many  
Blacks understand this was if her Farrah Fawcett does not  
(\* It went first because of the Holiday)

Respectfully yours  
Irwin Ferber



**THE AMERICAN JEWISH COMMITTEE**

**memorandum**

**date** October 16, 1985  
**to** Marc H. Tanenbaum  
**from** Jacob Kovadloff   
**subject**

Enclosed please find translations into English of the invitations we sent to religious leaders, both Jews and Catholics, to central Jewish organizations, inter-religious groups in Latin America.

Also, the same material was sent to the Hispanic bishops in the U.S.A. and to the Spanish press also in this country.

Of course, this mailing had attached the Spanish versions of the tentative agenda and the press release.

Your memo to the Area Directors, Steering Committee and IRC unfortunately was only mailed on September 23rd.

JK/BJB  
encls.

4  
(Transl. from the Spanish)

I N V I T A T I O N

MEMO

Date: New York, September 26, 1985

To: Religious leaders, Jewish-Christian religious associations, and central community organizations in Latin America and the U.S.

From: Department of International Relations - American Jewish Committee

Subject: JUDEO-CATHOLIC PAN AMERICAN CONFERENCE COMMEMORATING THE 20th ANNIVERSARY OF NOSTRA AETATE DECLARATION - SAO PAULO BRAZIL, NOVEMBER 3 - 5, 1985

We are pleased to announce that the above-mentioned Conference is definitely scheduled to take place, as outlined in our circular letter of April 9, 1985.

All particulars pertaining to the Conference are given in the press release and tentative agenda herewith enclosed.

You are hereby officially invited to participate in these sessions, which will undoubtedly be a milestone in our interreligious and humanistic endeavors, and which will prove beneficial to Pan American brotherhood as well.

We look forward to your participation in the Conference, and ask you to kindly confirm your attendance, at the earliest possible convenience, by writing to Rabbi Henry Sobel, Rua Rio de Janeiro 182, Conjs. S-2/S-3 - CEP 01240 - Sao Paulo, Brazil; Tels: [55-11] 256-7811 and 256-7427 (messages to be left with Mrs. Myriam, secretary).

Please forward a copy of your letter to us, if possible.

/.

A limited number of rooms, at reduced rates, have been reserved at the Gran Hotel Ca' d'Oro, Rua Augusta, 129, Sao Paulo, for the convenience of the participants and in order to facilitate transportation to the meeting places.

May we also suggest that those interested in submitting papers, in line with the conference agenda, forward these to Rabbi Sobel well in advance so that they may eventually be reprinted and translated.

We look forward to hearing from you as soon as possible, and remain, with best wishes,



AMERICAN JEWISH  
ARCHIVES

Fraternally yours,

Jacobo Kovadloff, Director  
South American Affairs and  
Spanish Media

Marc Tanenbaum, Director,  
Department of International  
Relations

Encs.

## THE AMERICAN JEWISH COMMITTEE

**date** New York, Septiembre 26, 1985

**to** A líderes religiosos, asociaciones religiosas judeo-cristianas, y entidades centrales comunitarias en América Latina y en los EE.UU.

**from** Departamento de Relaciones Internacionales - Comité Judio Americano

**subject** CONFERENCIA PANAMERICANA JUDEO-CATOLICA EN CONMEMORACION DEL 20 ANIVERSARIO DE LA DECLARACION VATICANA NOSTRA AETATE - SAO PAULO, BRASIL, NOVIEMBRE 3 al 5, 1985.

Es con profunda satisfacción que podemos anunciar que se ha concretado la realización de la Conferencia del epígrafe, conforme lo anticipado en nuestra carta-circular del 9 de abril ppdo.

Los detalles inherentes quedan explicitados en la nota de prensa y el programa provisorio respectivo, que adjuntamos a la presente.

Quedan pues Uds. formalmente invitados a participar de estas jornadas, las que sin duda alguna, marcarán un hito en nuestro quehacer común interreligioso y humanístico, a la vez que en favor de la hermandad panamericana.

Los encarecemos responder a la mayor brevedad posible confirmando vuestra asistencia que deseamos fervientemente ver concretada. Las comunicaciones deben ser dirigidas al Rabino Henry Sobel, Rua Rio de Janeiro 182, Conjs. S-2/S-3 - CEP 01240 - Sao Paulo, Brasil.

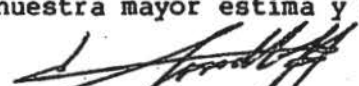
Sus teléfonos son 55-11, 256-7811 y 256-7427 (mensajes con su secretaria Sra. Myriam.

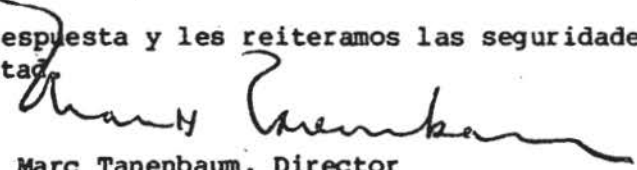
Apreciaríamos que en lo posible se nos hiciera llegar copia también a nosotros.

Para facilitar vuestras expensas un número limitado de habitaciones a precios reducidos han sido reservadas en el Gran Hotel Ca' d' Oro, Rua Augusta, 129 -São Paulo, a los efectos de concentrar los participantes y facilitar su traslado a las sedes de las sesiones.

Nos permitimos también recomendar a los interesados en presentar ponencias conforme el temario de la agenda para las sesiones, las hagan llegar al Rabino Sobel con la debida anticipación para su eventual reproducción y/o traducción.

Quedamos al aguardo de vuestra pronta respuesta y les reiteramos las seguridades de nuestra mayor estima y fraterna amistad.

  
 Jacobo Kovadloff, Director  
 Asuntos Sudamericanos y Medios  
 en Español.

  
 Marc Tanenbaum, Director  
 Departamento de Relaciones  
 Internacionales

Adjs.  
 JK/MT:ar

85-590-122

(Transl. from the Spanish)

A G E N D A

JUDEO-CATHOLIC PAN AMERICAN CONFERENCE

SAO PAULO, BRAZIL - NOVEMBER 3 to 5, 1985

COMMEMORATING THE 20th ANNIVERSARY OF "NOSTRA AETATE" DECLARATION

SPONSORED BY: NATIONAL CONFERENCE OF BRAZILIAN BISHOPS  
BRAZILIAN JEWISH CONFEDERATION  
AMERICAN JEWISH COMMITTEE  
LATIN AMERICAN JEWISH CONGRESS

Sunday, 3rd : at "A Hebraica" theater hall, Rua Hungria 1000.

8:00 P.M.

- Brazilian National Anthem.
- Welcoming address and invocation by Paulo Evaristo Arns, Cardinal Archbishop of Sao Paulo.
- Greetings by His Excellency, Dr. Marco Maciel, Minister of Education of Brazil.
- Address by Ivo Lorscheiter, President, National Conference of Brazilian Bishops.
- Address by Rabbi Dr. Marc Tanenbaum, Director, Department of International Relations, American Jewish Committee.
- Musical Interlude, sung by choirs of Congregación Israelita Paulista (Sao Paulo Jewish Congregation) and 'Baccarelli'.
- Closing Sermon.
- Hatikvah - ~~Hymn~~ <sup>ANTHEM</sup> OF Hope
- Cocktail reception tendered by Sociedad Hebraica de São Paulo (Jewish Ass'n of Sao Paulo)

Monday, 4th

9:00 A.M.

- Plenary session
- Paper by Rabbi Dr. Tanenbaum on Vatican Council II: Reflections of a Jewish Observer.
- Paper on The Impact of Nostra Aetate in Latin America (speaker to be designated by Nat'l Conf. of Brazilian Bishops).
- Discussions on ~~ABOVE PAPERS~~ *above papers.*

12:30 P.M.

- Luncheon

2:30 P.M.

- Plenary session. Papers and discussions on the following topics: "Jewish-Catholic Relations: a) experiences in the U.S.A.; b) experiences of Hispanics in the U.S.A.; c) experiences in Central America; d) experiences in Brazil; e) experiences in South America."

9:00 P.M.

Reception in honor of the participants.

Tuesday, 5th

9:00 A.M.

- Plenary session: "The Future of Judeo-Christian relations. Proposed common agendas in the context of the respective countries' sociopolitical problems." Papers and discussions on:
  - Freedom in the Bible and Liberation.
  - Religious freedom and cultural identity.
  - Freedom of speech.
  - Human Rights.
  - Social justice.
  - Prejudices which hinder relations.
  - Joint Holocaust commemorations.
  - The State of Israel.
  - Fifth Centennial since the Discovery of America.

12:30 P.M.

- Luncheon

2:00 P.M.

- Continuation of discussions and resolutions.

8:00 P.M.

- Open meeting devoted to religious leaders, seminary students, and educators.

Code...?



P R O G R A M A

CONFERENCIA PANAMERICA JUDEO-CATOLICA

SAO PAULO, BRASIL - NOVIEMBRE 3 al 5, 1985

EN CONMEMORACION DEL 20 ANIVERSARIO DE LA DECLARACION "NOSTRA AETATE"

INVITAN:                    CONFERENCIA NACIONAL DE OBISPOS DEL BRASIL  
                                  CONFEDERACION ISRAELITA DEL BRASIL  
                                  COMITE JUDIO AMERICANO (AMERICAN JEWISH COMMITTEE)  
                                  CONGRESO JUDIO LATINOAMERICANO

- Domingo 3 - En el salón teatro de "A Hebraica" - Rua Hungria, 1000.
- 8:00 p.m. - Himno Nacional del Brasil.
- Palabras de bienvenida e invocación del Cardenal Arzobispo de Sao Paulo, D. Paulo Evaristo Arns.
  - Salutación de S.E. el Sr. Ministro de Educación del Brasil, Dr. Marco Maciel.
  - Disertación del Presidente de la Conferencia Nacional de Obispos de Brasil, Monseñor D. Ivo Lorscheiter.
  - Disertación del Director del Departamento de Relaciones Internacionales del American Jewish Committee, Rabino Dr. Marc Tanenbaum.
  - Interludio musical a cargo de los corales de la Congregación Israelita Paulista y 'Baccarelli'.
  - Predica de cierre.
  - Hatikvah-Himno de la esperanza.
  - Cóctel recepción ofrecido por la Sociedad Hebraica de São Paulo.
- Lunes 4 - Sesión plenaria.
- 9:00 a.m. Ponencia del Rabino Dr. Tanenbaum sobre "El Concilio Vaticano II: reflexiones de un observador judío." Ponencia sobre "El Impacto de Nostra Aetate en América Latina (orador designado por la C.N. de Obispos del Brasil).
- Debates sobre las ponencias.

(al dorso)



12:30 p.m. - Almuerzo de confraternidad.

2:30 p.m. Sesión plenaria. Ponencias y debates sobre los siguientes temas:  
"Relaciones Judeo-Católicas: a) la experiencia en los EE.UU. de N.A.; b) la experiencia de los hispanos en los EE.UU. de N.A.; c) la experiencia en Centro América; d) la experiencia en Brasil; y e) la experiencia en Sudamérica.

9:00 p.m. Recepción en honor de los participantes.

Martes 5 - Sesión plenaria: "El futuro de las relaciones Judeo-Católicas.

9:00 a.m. Propuestas de agendas comunes en el contexto de los problemas socio-políticos de los respectivos países." Ponencias y debates sobre:

- Libertad en la Biblia y Liberación.
- Libertad religiosa e identidad cultural.
- Libertad de expresión.
- Derechos Humanos.
- Justicia social.
- Prejuicios que dificultan las relaciones.
- Conmemoraciones conjuntas del Holocausto.
- El Estado de Israel.
- El Quinto Centenario del Descubrimiento de América.

12:30 p.m. - Almuerzo.

2:00 p.m. - Continuación de los debates y resoluciones.

8:00 p.m. Acto público dedicado a líderes religiosos, seminaristas y educadores.

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9/26/85  
JK:ar

PARA PUBLICACION IMMEDIATA

CONFERENCIA PANAMERICANA JUDEO-CATOLICA

NEW YORK; Septiembre 26.....Una Conferencia Pan-americana que evaluará la repercusión que tuviera en las relaciones judeo-católicas en América Latina y los Estados Unidos del Norte, el Concilio Vaticano II, tendrá lugar en Sao Paulo, Brasil, del 3 al 5 de noviembre próximos. La Conferencia, auspiciada por la Conferencia Nacional de Obispos del Brasil, la Confederación de Asociaciones Judías Brasileñas, y el Comité Judío Americano (American Jewish Committee), cuenta también con la cooperación del Congreso Judío Latinoamericano.

Lo que se estima será la primera Conferencia Panamericana en este campo, conmemorará así el vigésimo aniversario de la promulgación de la declaración Vaticana Nostra Aetate sobre las religiones no cristianas. Esta declaración, promulgada el 28 de octubre de 1965, marca un hito en las relaciones judeo-católicas con su repudio al antisemitismo y su llamado para "el mutuo respeto y diálogo fraternal" entre la Iglesia Católica y el pueblo Judío.

Líderes del catolicismo y del judaísmo en varios países de América Latina y los EE.UU. participarán en esta Conferencia, la que será co-presidida por monseñor D. Sinesio Bohn, director para las relaciones con los judíos de la Conferencia Nacional de Obispos Brasileños; el rabino Henry Sobel de Sao Paulo por la Confederación Israelita del Brasil que preside el Dr. Benno Milnitsky; el rabino Marc H. Tanenbaum, director para Relaciones Internacionales del Comité Judío Americano; y el Ing. Gregorio Faigón de Buenos Aires, presidente del Congreso Judío Latinoamericano. Jacobo Kovadloff, de Buenos Aires y Nueva York, director para asuntos sudamericanos del Comité, es coordinador del programa de la Conferencia conjuntamente con el rabino Sobel.

Esta Conferencia habrá de enfatizar tanto en las ponencias como en sus resoluciones finales el estado actual de las relaciones judeo-católicas, en las palabras, entre otros, de monseñor D. Ivo Lorscheiter, presidente de la Conferencia Nacional de Obispos del Brasil; del cardenal arzobispo de Sao Paulo, D. Paulo Evaristo Arns; de monseñor José Falcao, arzobispo de Brasilia y representante de la Conferencia Episcopal Latinoamericana (CELAM); el arzobispo Antonio Quarracino, de Avellaneda, Argentina y presidente del CELAM. El Vaticano estará representado por monseñor Jorge Mejía, originario de Buenos Aires y titular del secretariado del Vaticano para las relaciones con los judíos. También y como invitado especial participará el cardenal Jean Paul Lustiger de París. El Ministro de Educación del Brasil, Dr. Marco Maciel traerá a la sesión de apertura la adhesión del gobierno brasileiro. El Dr. Eugene Fisher de Washington, D.C., secretario para las relaciones judeo-católicas de la Conferencia de Obispos de los EE.UU. será el informante del tema respecto a su país.

El rabino Tanenbaum, líder pionero en las relaciones judeo-cristianas en los últimos 25 años y el único rabino presente como observador en el Concilio Vaticano II, disertará sobre: "El Concilio Vaticano II: reflexiones de un observador judío".

Entre otros numerosos temas que la Conferencia analizará, figuran los relativos a derechos humanos, libertad de expresión, justicia social, libertad en la Biblia y liberación, el significado del Holocausto para cristianos y judíos, el Estado de Israel y el Quinto Centenario del Descubrimiento de América.

En la oportunidad se espera conocer un importante documento de la Conferencia Nacional de los Obispos Brasileños sobre el tema de esta convocatoria.

Las sesiones de esta Conferencia tendrán lugar en el Club Hebraica de Sao Paulo y se clausurará en un centro católico de esa ciudad.

Fundado en 1906, el COMITE JUDIO AMERICANO (AMERICAN JEWISH COMMITTEE) es la organización pionera en este país en materia de derechos humanos. EL COMITE JUDIO AMERICANO (A.J.C.) combate la intolerancia, protege los derechos civiles y religiosos de los judíos en el país y en el exterior, y promueve el mejoramiento de las relaciones humanas entre todos los pueblos del mundo.

9/26/85  
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SP, SPI, CSD, IRD  
JK/BJB  
85-960-179  
B014-ar



OCT 21 1985

Oct 23/24 1986  
[Signature]

Call - pay yes  
did you read  
him?



Virginia Commonwealth University

17 October 1985

Rabbi Marc H. Tanenbaum  
American Jewish Committee  
165 East 56th Street  
New York, N.Y. 10022

Dear Rabbi Tanenbaum:

A citizens' committee has been formed to commemorate the bicentennial of the Virginia Statute of Religious Freedom, and it is planning a year-long series of events including activities in public schools, civic fora, print and broadcast media, and culminating in a two-day conference on Thursday and Friday, October 23 and 24, 1986. On behalf of the committee, I would like to invite you to be a participant in the conference.

The conference will have several thematic sessions featuring leading scholars, and activists in the field of religious freedom, each followed by multiple workshops for teachers and other interested parties exploring some of the ideas set out by the speakers.

The Friday luncheon will have as its theme "The Role of Religion in Contemporary Society," and we would like three brief presentations on how different religious groups view the interplay between religion and public life. Invitations for this session are being sent to you, Cardinal Law, and the Rev. Sam Proctor (who has accepted). We very much hope you will be able to accept our invitation,

At this point I am afraid that I cannot be too specific on the honorarium, since we are in the mid-t of fund-raising. But we do expect to pay one, as well as the travel and subsistence expenses, and we would like you to be our guest at the other events of the conference. If you do accept (as we hope you will), would you be kind enough to indicate the honorarium you would expect.

I hope I have touched on all the major points, but if you have any additional questions, please feel free to call me at (804) 740-2100 or (804) 257-1635. We are all very excited about this program, and hope you can join with us in this celebration of freedom.

Sincerely,

[Handwritten signature of Melvin I. Urofsky]

Melvin I. Urofsky  
Professor of History

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# The American Jewish Committee

Institute of Human Relations • 165 East 56 Street, New York, N.Y. 10022 • 212/751-4000 • Cable Wishcom, N.Y.

October 18, 1985

**TO:** Members of the Board of Governors

**FROM:** Theodore Ellenoff, Chair

\*\*\*\*\*  
 \*           NEXT MEETING           \*  
 \* \* \* \* \*  
 \* Thursday, November 7, 1985 \*  
 \* 1:30 PM - 5:00 PM \*  
 \* Hyatt Regency Hotel, Miami \*  
 \* Orchid Room \*  
 \* \* \* \* \*  
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I hope you are all planning to attend the NEC weekend in Miami and the Board of Governors meeting preceding it. Enclosed you will find the minutes of our last meeting and a number of documents supporting our discussions and covering events and activities we have recently been engaged in.

Our agenda on November 7th will include a report on AJC's fact-finding mission to South Africa and a reassessment of the policy position we adopted in May, as well as a report from Sergio Nudelstejer, AJC's representative in Mexico City, on the recent earthquake and its impact on the Jewish community.

We will also hear an update on the agency's fiscal situation, including the outcome of recent fundraising events and strategies which have been implemented. As you know, during the first few months of our budget year, which begins on July 1, our campaign schedule is less extensive, due to the summer holidays. Therefore, while we monitor our income and expense figures carefully, it is somewhat difficult to determine the exact scope of our financial situation. By the time of our Miami meeting, we hope to be able to give you an accurate picture.

I would like to take this opportunity to emphasize that the role of the Governors in assisting the agency to meet its fiscal objectives is absolutely crucial. In the period ahead, we expect the Governors to assume a leading role in the campaign and to initiate a variety of fundraising operations. Following are the primary activities we hope you will personally undertake:

1. First and foremost, I urge you to assist us in identifying and securing honorees for additional plate dinners in your own community or elsewhere around the country, as well as encouraging local AJC leaders to do the same.

. . .more

HOWARD I. FRIEDMAN, President ■  
 THEODORE ELLENOFF, Chair, Board of Governors ■ ALFRED H. MOSES, Chair, National Executive Council ■ DAVID M. GORDIS, Executive Vice-President ■  
 EDWARD E. ELSON, Treasurer ■ SHIRLEY M. SZABAD, Secretary ■ DAVID H. PEIREZ, Associate Treasurer ■ RITA E. HAUSER, Chair, Executive Committee ■  
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2. As discussed at our last Board meeting, we must broaden financial support for the agency within the Jewish community. To do so, we have launched a major campaign among our members aimed at making 50% of them contributing members, with 15% giving \$1,000 and over. The success of individual solicitations in your community depends greatly upon your involvement, and we expect you to communicate this objective to chapter leaders and to personally assist the local endeavors.
3. We need your participation in identifying potential contributors of major gifts of \$20,000 and over. If deemed desirable, the actual solicitations will be done by national officers and/or senior staff, but your personal involvement in identifying such people and in facilitating contacts with them is a must.

To assist you in these activities, promotional material will be available from the national office very shortly. The Resources Development Department is working intensively with the chapters to implement our new fundraising strategies and launch our experimental direct mail campaign, while continuing to secure major plate dinners, which remain the cornerstone of our campaign.

I look forward to seeing you all in Miami and to discussing these important matters with you.

TE/br  
Enclosures  
85-100-175





Memo

October 23, 1985

TO: NJCRAC and CJF Member Agencies

FROM: Matthew B. Weinberg, Chair, and H. William Shure, Vice Chair,  
NJCRAC Commission on Israel

RE: EXECUTIVE COMMITTEE AND ISRAEL COMMISSION RECOMMENDATIONS ON  
THE JORDANIAN ARMS SALE

RECOMMENDATIONS

Unless and until there is a major change in the Administration's approach, the Executive Committee, acting on the recommendations of the Israel Commission urges a full-scale campaign as intense as the 1981 AWACS effort to secure Congressional disapproval of the proposed arms sale package to Jordan. These recommendations are deemed URGENT since a vote on the arms sale does not necessarily have to come toward the end of the 30-day notification period. At this time, the following steps are deemed essential:

1. Each of the 74 Senate co-sponsors of the Resolution of Disapproval should receive a massive outpouring of letters of commendation and appreciation for their position as one means of assuring their continuing opposition to the sale. At this juncture, we assume you are keeping in close touch with your Senators and know whether or not your Senators have signed on to the resolution. If you have any questions, do not hesitate to contact NJCRAC directly.
2. Special efforts should be undertaken to persuade the 26 Senators who have not yet signed on to the Resolution of Disapproval to do so.
3. Intense effort must also be applied on the House side where a majority of members have signed to date as co-sponsors of the Resolution of Disapproval. As recommended in the previous NJCRAC memorandum to the field, the Anglo-Jewish press, both independent and Federation, should be encouraged to contact members of Congress for interviews on their position regarding the Jordan arms sale. Interviews should not only elicit whether or not the House or Senate member intends to vote against the arms package, but as well, whether they will sustain this position in a vote to override a Presidential veto should that occur.
4. Personal visits to legislators in Washington--"fly-ins"--will help impress upon them the intensity of community concern. CRCs should get from their federations the list of their community's delegates to the CJF General Assembly, arrange a meeting to brief them on the substance of the issue before they go to Washington on November 13 and set up appointments for them with Senators and Congresspeople. In those states with several CRCs, efforts should be coordinated in jointly arranging for a statewide meeting of those delegates with Senators. At the General Assembly, NJCRAC will arrange for up-to-date final briefings for individual delegations. CRC directors are urged to accompany their General Assembly delegates for this purpose.

(more)

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5. In addition to all the substantive arguments against the sale which have been recently provided, special attention should be given to recent Jordanian actions which indicate, symbolically and practically that Jordan may not be serious about the peace process. Most notable was the Jordanian delegation's "walk-out" when Shimon Peres addressed the U.N. General Assembly.

Substantively, Jordan's rapprochement with Syria--an enemy of the peace process--may be the truest indicator of Jordanian intentions.

6. Also enclosed are excerpts from Shimon Peres' speech to the U.N. General Assembly setting forth Israel's readiness to advance the peace process. While Israel has, throughout its history, been ready to negotiate with King Hussein at virtually any place and any time, this speech details that readiness with unmistakable clarity and sincerity and should be shared widely with editorialists and opinion molders.

7. Additionally, the Israel Commission recommended the creation of a broad spectrum national coalition against the arms sale. Suggestions of prominent individuals who might be approached should be shared with NJCRAC before any approach is made.

#### BACKGROUND

The NJCRAC Commission on Israel, meeting on Sunday, October 20, and the NJCRAC Executive Committee meeting on Monday, October 21 addressed the then pending formal notification of the Administration's intention to sell Jordan a \$1.5 to \$1.9 billion package of advanced American armaments. The Commission, which dealt with programmatic aspects of the mobilization effort against the arms sale was briefed by Rabbi David Saperstein, Co-Director of the Union of American Hebrew Congregations Religious Action Center in Washington, DC. The Executive Committee heard Tom Dine, Executive Director of AIPAC, on the status of the arms sale package.

The Administration did, in fact, formally notify Congress of its intention to sell the arms package to Jordan on Monday, October 21. At the time of notification 73 Senators--now 74--had signed on to the Heinz-Kennedy Resolution of Disapproval which was circulated to you in a previous memorandum from NJCRAC. As the accompanying New York Times article indicates, and, as both Rabbi Saperstein and Mr. Dine reported, Republican Majority Leader Dole and Senate Foreign Relations Committee Chairman Lugar see an uphill battle for approval of the sale, and are, accordingly, fashioning an alternative resolution to approve the sale under as yet unspecified conditions related to Jordanian participation in the peace process. Precisely what those conditions might be, and whether they might also involve a reduction or change in the components of the proposed package, is not known at this time. Hence, it cannot be predicted at this moment whether members of the Senate will respond positively to this alternative approach. NJCRAC member agencies and AIPAC will be meeting as we did in Boston immediately after the Senate Foreign Relations Committee considers the Heinz-Kennedy resolution and the anticipated Lugar "compromise." By the time you see this, the media will probably have reported on the outcome of the Committee's deliberations. Those of you on the NJCRAC Instant Communications Computer Network should check your mail at least twice daily.

(more)



In the meantime, while the achievement of 74 co-sponsors of the Resolution of Disapproval is substantial, special effort must now also be directed to members of the House to secure their co-sponsorship of the corresponding House resolution. Moreover, the 1981 AWACS experience suggests that the Administration will begin the process of trying to "peel off" the "soft" supporters of the resolution.

Speaking before the United Nations on Monday, October 21, Prime Minister Shimon Peres put forward a detailed and open-ended proposal for direct negotiations with King Hussein. While Israel has throughout its history constantly sought direct peace talks with its neighbors, Prime Minister Peres' speech to the United Nations sets forth in clear and unambiguous detail its readiness to negotiate with Jordan without preconditions; to negotiate, as well, with Palestinians who "represent peace, not terror"; and invites the support of the permanent members of the Security Council of the United Nations which maintain diplomatic relations with both sides. Significantly, the Jordanian delegation to the U.N. General Assembly participated in the Arab League walk-out when Prime Minister Peres rose to offer his message of peace and reconciliation.

More than symbolically indicative of Jordan's intentions for the peace process are reports of a just-concluded two-day Jordanian-Syrian conference under Saudi auspices. Judith Miller, in today's Times article, enclosed, speculates that Jordan has become "impatient" with Arafat and is "embarrassed" by the PLO's involvement in the Achille Lauro affair. Yet, the reported rapprochement with Syria--an unyielding opponent of the U.S.-sponsored peace process--and the endorsement of the 1982 Fez proposal, rejecting any partial or unilateral peace agreement with Israel can only raise greater doubts at this time about King Hussein's readiness to enter direct negotiations with Israel.

\*\*\*\*\*

Kindly keep the NJCRAC office advised of developments with your legislators and share immediately all editorials and related material.

MBW/gl

O,X,XEC,CHAIR,I,IINF,PCO,CJFEX,CJFBD,ITFNU

# PERES PROPOSALS ON MIDEAST PEACE WELCOMED BY U.S.

## NEW ATTITUDE APPLAUDED

### Israel Seems Ready to Accept Hussein Insistence on an International Parley

By **BERNARD GWERTZMAN**

Special to The New York Times

WASHINGTON, Oct. 22 — The Reagan Administration today welcomed as "statesmanlike, thoughtful and forward-looking" the peace proposals outlined by Prime Minister Shimon Peres of Israel at the United Nations on Monday.

The Administration said that Israel, Jordan, Egypt and the United States agreed on "the urgency of moving forward in the peace process."

In particular, the Administration focused on the seeming willingness of Mr. Peres to take into account the insistence by King Hussein of Jordan that negotiations between Israel and Jordan could only occur under the umbrella of an international conference.

#### Hussein's Call for Conference

King Hussein has said that the United States, the Soviet Union, Britain, France and China, the permanent members of the United Nations Security Council, should be invited to such a meeting, along with nations from the Middle East.

The Israelis until recently had rejected the idea of a conference, because they did not want Soviet involvement.

At his appearances in Washington last week and at the United Nations on Monday, Mr. Peres was much more conciliatory. He said that although Israel did not favor an international conference, it would agree to go if that was needed by King Hussein, provided the Soviet Union restored diplomatic relations with Israel. The Soviet Union

broke relations in 1967 during the Six Day war.

"We don't need an international conference," Mr. Peres reiterated today in a television interview.

"But if Jordan feels very strongly that they need a sort of a silver lining, of an international character, why not?" he said on the NBC News program "Today." "Yet if the Russians want to participate, if they want to contribute, not just to come and spoil, and have some propaganda around, fine. Then they have to recognize, or re-establish their diplomatic relations with Israel."

He said that he did not believe that "anything serious" will occur with the Soviet Union before President Reagan and Mikhail S. Gorbachev, the Soviet leader, meet in Geneva next month.

The United States has earlier expressed sympathy for King Hussein's desire not to have to negotiate directly with Israel except under some international auspices. But aware of Israeli opposition to the idea, Washington was

trying to formulate an international approach short of a conference. Now that Mr. Peres seems more willing to consider an international conference, top Administration officials were said to see room for advancing the peace efforts.

Bernard Kalb, the State Department spokesman, said, "The Prime Minister's remarks should be viewed against Jordan's interest in the support of an international context for direct negotiations."

Mr. Peres's "suggestion obviously is designed to address this need, and we will study it in that light," Mr. Kalb added.

"This has been the focus of recent discussions between the United States, Jordan, Egypt and Israel," he said.

Over all, Mr. Kalb said, the United States appraisal of the Peres speech was that "it was a statesmanlike, thoughtful, and forward-looking exposition which underscored Prime Minister Peres's commitment to the peace process, and presented Israeli suggestions for getting the parties to direct negotiations, a goal shared by Israel, Jordan, Egypt and the United States."

"We welcome the Prime Minister's reaffirmation of the urgency of moving forward in the peace process, an urgency repeated in recent days by King Hussein, President Hosni Mubarak of Egypt and President Reagan," Mr. Kalb said.

Both King Hussein and Mr. Peres have described an international conference as a possible umbrella under which separate talks between Israel and the Arab parties could take place. On Monday, Mr. Peres said that such a "forum" while not being a substitute for direct negotiations, "can offer support for them." King Hussein has compared the international conference he has proposed with the Geneva conference on the Middle East that was convened in December 1973 under Soviet and American auspices.

That Geneva meeting met for one day and then broke off to allow Egypt and Israel to pursue an initial agreement to disengage their troops that had been confronting each other since the end of the October 1973 war. That first disengagement accord of January 1974 led to subsequent accords culminating in the 1979 Egyptian-Israeli peace treaty.

At the White House this morning, Mr. Reagan and Secretary of State George P. Shultz met with the Republican leadership in Congress and, according to Senator Richard G. Lugar of Indiana, the chairman of the Foreign Relations Committee, both the President and Mr. Shultz gave the impression of being optimistic that some progress might occur "in the next few days." The discussion about the Middle East was held in the context of the Administration's decision to press for a \$2 billion arms package for Jordan despite considerable Congressional opposition.

Mr. Lugar said that the President seemed to pin his hopes on overriding the opposition through movement in the Middle East peace process.

White House and State Department officials said that whatever optimism may have been conveyed by Mr. Reagan and Mr. Shultz was based on the outward signs of movement through the public and private statements of both King Hussein and Mr. Peres. They said that no breakthrough had occurred.

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## Jordan Says It Is Still Studying Peres's Peace Plan

By JUDITH MILLER

Special to The New York Times

AMMAN, Jordan, Oct. 22 — Jordanian officials said today that they were still studying a peace proposal made Monday at the United Nations by Prime Minister Shimon Peres of Israel.

Two newspapers that usually reflect Government thinking — the English-language Jordan Times and the Arabic daily Al Rai — quoted an official as having rejected Mr. Peres's call for direct Israeli talks with a Jordanian or a combined Jordanian-Palestinian delegation, and his readiness to attend an international peace conference if it were to open in Amman this year.

Other Jordanian officials said that the proposals were still under consideration and that King Hussein had not offered any public response. Western and Arab diplomats have not given the initial press reaction much credibility.

Jordanian officials and Western diplomats appeared more interested in a three-point agreement announced Monday between Syria and Jordan.

After two days of talks in the Saudi Arabian capital of Riyadh, Prime Minister Zaid al-Rifai of Jordan and Prime Minister Abdel-Raouf al-Kassem of Syria outlined what they called a common position on Middle East peace. The two sides agreed to resume talks in Amman and Damascus at an unspecified date.

Syria severed diplomatic relations with Jordan in 1980 after having accused Jordan of harboring members of the Moslem Brotherhood, a fundamentalist group that had blown up buildings

and killed Syrian officials and civilians in its campaign against President Hafez el-Assad's secular Government.

Jordanian-Syrian relations had been particularly strained by Syrian opposition to the accord signed by Yasir Arafat, chairman of the Palestine Liberation Organization, and Jordan. That agreement also outlined the principles of a joint peace bid, but Syria has opposed Mr. Arafat's leadership of the P.L.O. and the accord.

Jordan has grown impatient with what it views as Mr. Arafat's waffling on his commitment, diplomats said. They noted that Jordan had been embarrassed by the P.L.O.'s involvement in the hijacking of the Italian cruise liner Achille Lauro. This was said to have been compounded by the collapse of talks last week between Britain and a joint Jordanian-Palestinian delegation because one of the P.L.O. delegates refused to sign a declaration renouncing violence.

A well-informed Arab diplomat said Jordan's decision to begin healing the rift with Syria signaled further pressure on Mr. Arafat and would clearly enhance tension between Jordan and the P.L.O. The diplomat said there was speculation that Jordan might be willing, under certain conditions, to enter peace talks with Syria and the dissident P.L.O. members supported by Syria.

King Hussein met today with Khaled al-Hassan, an aide to Mr. Arafat. Neither side commented on the meeting.

The Syrian-Jordanian agreement, which did not mention the P.L.O., commits the two countries to resolutions of Arab summit meetings and provides for adherence to a peace plan adopted at the 1982 summit meeting in Fez, Morocco, calling for a "comprehensive Middle East peace in the context of an international peace conference to be held under United Nations auspices and attended by all parties."

Finally, the statement rejected all partial and unilateral peace agreements with Israel.

The Fez peace plan recognized the P.L.O. as the sole legitimate representative of the Palestinian people, but it was drafted before the rift within the P.L.O. It also called for the creation of an independent Palestinian state on territories occupied by Israel. The Feb. 11 accord between King Hussein and Mr. Arafat called for the creation of a state confederated with Jordan.

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CO-SPONSORS OF THE HEINZ-KENNEDY RESOLUTION OF DISAPPROVAL

UPDATED: October 22, 1985

TOTAL: 74

James Abdnor (R-S.D.) X  
 Mark Andrews (R-N.D.) X  
 William Armstrong (R-Colo.) X  
 Max Baucus (D-Mont.) X  
 Lloyd Bentsen (D-Tex.) X  
 Joseph Biden (D-Del.) X  
 Jeff Bingaman (D-N.M.) X  
 David Boren (D-Okla.) X  
 Rudy Boschwitz (R-Minn.) X  
 Bill Bradley (D-N.J.) X  
 Dale Bumpers (D-Ark.) X  
 Quentin Burdick (D-N.D.) X  
 Robert Byrd (D-W.Va.) X  
 John Chafee (R-R.I.) X  
 Lawton Chiles (D-Fla.) X  
 Thad Cochran (R-Miss.) X  
 William Cohen (R-Maine) X  
 Alan Cranston (D-Calif.) X  
 Alfonse D'Amato (R-N.Y.) X  
 John Danforth (R-Mo.) X  
 Dennis DeConcini (D-Ariz.) X  
 Jeremiah Denton (R-Ala.) X  
 Alan Dixon (D-Ill.) X  
 Chris Dodd (D-Conn.) X  
 Robert Dole (R-Kan.) X  
 Pete Domenici (R-N.M.) X  
 David Durenberger (R-Minn.) X  
 Thomas Eagleton (D-Mo.) X  
 John East (R-N.C.) X  
 Daniel Evans (R-Wash.) X  
 James Exon (D-Neb.) X  
 Wendell Ford (D-Ky.) X  
 Jake Garn (R-Utah) X  
 John Glenn (D-Ohio) X  
 Barry Goldwater (R-Ariz.) X  
 Albert Gore (D-Tenn.) X  
 Slade Gorton (R-Wash.) X  
 Phil Gramm (R-Tex.) X  
 Charles Grassley (R-Iowa) X  
 Tom Harkin (D-Iowa) X  
 Gary Hart (D-Colo.) X  
 Orrin Hatch (R-Utah) X  
 Mark Hatfield (R-Ore.) X  
 Paula Hawkins (R-Fla.) X  
 Chic Hecht (R-Nev.) X  
 Howell Heflin (D-Ala.) X  
 John Heinz (R-Pa.) X  
 Jesse Helms (R-N.C.) X  
 Ernest Hollings (D-S.C.) X  
 Gordon Humphrey (R-N.H.) X

Daniel Inouye (D-Hawaii) X  
 J. Bennett Johnston (D-La.) X  
 Nancy Landon Kassebaum (R-Kan.) X  
 Robert Kasten (R-Wisc.) X  
 Edward Kennedy (D-Mass.) X  
 John Kerry (D-Mass.) X  
 Frank Lautenberg (D-N.J.) X  
 Paul Laxalt X  
 Patrick Leahy (D-Vt.) X  
 Carl Levin (D-Mich.) X  
 Russell Long (D-La.) X  
 Richard Lugar (R-Ind.) X  
 James McClure (R-Idaho) X  
 Mitch McConnell (R-Ky.) X  
 Charles Mathias (R-Md.) X  
 Spark Matsunaga (D-Hawaii) X  
 Mack Mattingly (R-Ga.) X  
 John Melcher (D-Mont.) X  
 Howard Metzenbaum (D-Ohio) X  
 George Mitchell (D-Maine) X  
 Daniel Moynihan (D-N.Y.) X  
 Frank Murkowski (R-Alaska) X  
 Don Nickles (R-Okla.) X  
 Sam Nunn (D-Ga.) X  
 Bob Packwood (R-Ore.) X  
 Claiborne Pell (D-R.I.) X  
 Larry Pressler (R-S.D.) X  
 William Proxmire (D-Wisc.) X  
 David Pryor (D-Ark.) X  
 Dan Quayle (R-Ind.) X  
 Donald Riegle (D-Mich.) X  
 John Rockefeller (D-W.Va.) X  
 William Roth (R-Del.) X  
 Warren Rudman (R-N.H.) X  
 Paul Sarbanes (D-Md.) X  
 James Sasser (D-Tenn.) X  
 Paul Simon (D-Ill.) X  
 Alan Simpson (R-Wyo.) X  
 Arlen Specter (R-Pa.) X  
 Robert Stafford (R-Vt.) X  
 John Stennis (D-Miss.) X  
 Ted Stevens (R-Alaska) X  
 Steve Symms (R-Idaho) X  
 Strom Thurmond (R-S.C.) X  
 Paul Trible (R-Va.) X  
 Malcolm Wallop (R-Wyo.) X  
 John Warner (R-Va.) X  
 Lowell Weicker (R-Conn.) X  
 Pete Wilson (R-Calif.) X  
 Edward Zorinsky (D-Neb.) X

## Reagan Presses Jordan Arms Sale to an Unwilling Congress

Special to The New York Times

WASHINGTON, Oct. 21 — The Reagan Administration formally notified Congress today of a plan to provide Jordan with up to \$2 billion in advanced planes and air defense systems despite overwhelming opposition in Congress.

The sale will go ahead unless Congress approves a resolution of disapproval by majority votes in both houses in the next 30 days. President Reagan can then veto the resolution, and Congress would then need two-thirds majorities to overturn the veto.

Opponents in Congress have asserted they have the needed two-thirds votes in the Senate and nearly that number in the House. They said the arms sale was heading toward certain defeat unless King Hussein of Jordan begins direct talks with Israel in the meantime.

The opposition in Congress is based on concern that advanced aircraft in the hands of Arab countries not at peace with Israel could be used against Israel if war broke out again. Also, opponents of the sale have argued that it should be held in abeyance as an incen-

tive to promote direct peace talks between Jordan and Israel.

Senior Administration officials said today that they recognized that the votes on the sale were against the Administration, but said they believed that in the end Congress would not want to undercut the Administration's efforts to encourage King Hussein to proceed further with his peace efforts in the Middle East. Those efforts, which have had the backing of the Palestine Liberation Organization, have become stalled in the aftermath of a new cycle of violence in the region.

The arms package was initially disclosed informally to Congress last month. It remained unchanged as the Defense Department officially informed Congress this afternoon.

Its main component is the sale of 40 advanced aircraft, either F-20A Tigersharks or F-16C's, to provide Jordan with two squadrons of fighters. Jordan will decide which plane it wants on the basis of an Air Force decision next year on which will be chosen for its own use.

The package also includes 12 mobile

improved Hawk surface-to-air missile firing units, and an upgrading of Jordan's existing 14 Hawk batteries to make them mobile. The Jordanians would also be sold 108 Stinger shoulder-fired anti-aircraft missiles, 300 Sidewinder air-to-air missiles and 32 M-3 Bradley cavalry fighting vehicles.

The total cost ranges from about \$1.5 billion to \$1.9 billion, depending on whether the Jordanians receive the F-16's or the less expensive F-20's, Pentagon officials said.

The timing of the sale has been disturbing to some of the Administration's key supporters in Congress, such as Senator Richard G. Lugar, Republican of Indiana, chairman of the Foreign Relations Committee.

On Friday he asked Secretary of State George P. Shultz to put off the sale until sentiment was more favorable in Congress. He has said that since Mr. Shultz insisted on the sale out of a sense of commitment to King Hussein, a compromise must be sought that would meet Jordan's military needs while guaranteeing Israel's security.

Mr. Lugar said he could conceive of a deal by which the arms sale might be allowed to go forward, but with conditions that would bar the delivery or financing by American sources until peace talks had begun.

The delivery of advanced planes would probably take about three years, Administration officials said.

Larry Speakes, the White House spokesman, said the Administration would be willing to discuss any Congressional proposal for compromise, the first explicit admission that a deal might be struck.

The Israelis oppose the arms sale, not because they fear an attack from Jordan, but because they argue that the United States should not sell arms to any Arab state not at peace with Israel. But the United States says Jordan needs the arms to bolster its defenses against possible attack from Syria, which has opposed Jordan's peace plan.

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# Excerpts From Peres's Speech Proposing Talks

Special to The New York Times

UNITED NATIONS, N. Y., Oct. 21 — Following are excerpts from a speech today by Prime Minister Shimon Peres of Israel, as issued by the Israeli Mission:

Terrorism is bent on injuring the peace process, but we have an equal determination: it will not stop progress toward peace.

We reject the absurd claim that resisting terrorism — rather than terrorism itself — undermines efforts for peace.

Mr. President, nobody brought more tragedy on the Palestinians than P.L.O. terrorism. Our enemy is not a people, a race, a religion, or a community. Our enemy is belligerency, hatred, and death. We know that there is a Palestinian problem. We recognize the need to solve it honorably. We are convinced that there is no solution but through diplomatic means. From this rostrum, I call upon the Palestinian people to put an end to rejectionism and belligerency. Let us talk. Come forth and recognize the reality of the State of Israel — our wish to live in peace and our need for security. Let us face each other as free men and women, across the negotiating table.

Let us argue, but not fight. Let us arm ourselves with reason. Let us not reason with arms.

Ever since the beginning of the dispute between us, we have urged our Palestinian neighbors to reach an accommodation.

For all these years, our hand remained outstretched in vain, and the reply we heard was the echo of our own voices.

## Visit by Sadat

When President Sadat came to Jerusalem, the course of history for all of us was changed. He found Israel willing, open and as courageous as he was in the pursuit of peace. The world

looked on in wonder as a conflict which had seemed insoluble for more than 30 years, turned soluble in less than one.

Between the 48 million Egyptians and 4 million Israelis there is today peace. Peace with Egypt was to accomplish several objectives:

¶Sinai was returned to Egypt.  
¶A solution to the Palestinian problem, in all its aspects, was to be reached. It was agreed that full autonomy to the residents of the territories could be a promising step in that direction.

¶Peace between Egypt and Israel — never intended to be an isolated episode — was to become the cornerstone of a comprehensive peace strategy in our region.

¶Peace between us was to be filled with constructive content.

This treaty survived tests none of us foresaw. Its full implementation is a challenge and a hope.

We turn to our Egyptian friends with the invitation to breathe life into our relations and to raise our peoples' spirits. Let us not allow gloom and doom to overshadow our worthiest accomplishment. Let us make our peace a success, a source of encouragement to others.

## Relations With Jordan

The most complex issue — yet the most promising — involves our neighbor to the east: the Hashemite Kingdom of Jordan. An issue confined not only to borders, it reaches across peoples and states. Its settlement should also comprise the resolution of the Palestinian issue.

Middle East archives are filled with negotiating plans, but its diplo-

macy is short of negotiating partners. Thus, this is the hour for decisions and statesmanship.

I invite this organization to depart from the tired and timid norm and to fulfill its destiny as enshrined in its walls, but ushering the parties to the conflict into a new diplomatic initiative.

Let all parties to the dispute facilitate a new phase in Arab-Israeli peace by renouncing the use of violence.

This new initiative should be based on the following principles:

1. The objective of these negotiations is to reach peace treaties between Israel and the Arab states, as

well as to resolve the Palestinian issue.

2. Neither party may impose preconditions.

3. Negotiations are to be based on United Nations Security Council Resolutions 242 and 338 and on willingness to entertain suggestions proposed by other participants.

4. Negotiations are to be conducted directly, between states.

5. If deemed necessary, these negotiations may be initiated with the support of an international forum, as agreed upon by the negotiating states.

6. This gathering can take place before the end of this year, in Jordan, Israel or any location, as mutually agreed upon. We will be pleased to attend an opening meeting in Amman.

7. Negotiations between Israel and Jordan are to be conducted between an Israeli delegation on the one hand and Jordanian — or a Jordanian-Palestinian — delegation on the other, both comprising delegates that represent peace, not terror.

## Possible Blueprint

Aware of the nature of this undertaking, I propose the following as a possible blueprint for implementation:

¶Negotiations may produce intermediate as well as permanent arrangements. They may deal with the demarcation of boundaries as well as the resolution of the Palestinian problem. The Camp David Accords provide a possible basis for the attainment of these objectives.

¶The permanent members of the Security Council may be invited to support the initiation of these negotiations. It is our position that those who confine their diplomatic relations to one side of the conflict, exclude themselves from such a role.

¶This forum, while not being a substitute for direct negotiations, can offer support for them. Indeed, nothing should undermine the direct nature of these negotiations.

¶To expedite this process, the agenda, procedure and international support for negotiations can be discussed and agreed upon at a meeting of small working teams to be convened within thirty days.

Mr. President, distinguish delegates, let us put this process into motion. Let us shield this flickering hope from threatening winds. Let us not consign this moment of hope to the fate of missed opportunities.

Let us look our younger generation in the eye and vow to do all that is humanly possible so that never again will a young boy die in a war we failed to prevent.

The sons of Abraham have become quarrelsome, but remain family nonetheless.

I hereby proclaim: The state of war between Israel and Jordan should be terminated immediately. Israel declares this readily in the hope that King Hussein is willing to reciprocate this step.

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National Jewish Community Relations Advisory Council

(over)

The American Jewish Committee  
165 East 56th Street  
New York, N.Y. 10022  
PLaza 1-4000

Date October 24, 1985

TO: Marc Tanenbaum

FROM: Milton Himmelfarb

For approval

For your information

Please handle

Please talk to me about this

Read and file

Returned as requested

Your comments please

No need to return

Remarks:



**THE AMERICAN JEWISH COMMITTEE**

**date** October 15, 1985

**to** David Gordis

**from** Milton Himmelfarb

**subject** Roper Report on opinion about Bitburg

**SUMMARY**

The major findings of the poll on Bitburg that Roper did for the American Jewish Committee are these:

Three months after Bitburg began to make news, two of five Americans felt either particularly good about President Reagan or were most critical of him on account of Bitburg. Of these, two were critical for every one who felt good-- 28 and 14 per cent, respectively.

Approval was not linked to antisemitism, nor disapproval with its absence. On the contrary, the young and the educated approved of Bitburg more than average, and they tend to be low in antisemitism. The elderly and less-educated approved less than average, and they tend to be higher in antisemitism.

To determine the aftereffects of Bitburg on American opinion, the American Jewish Committee asked the Roper Organization to do a poll in July 1985, three months after the controversy about President Reagan's planned visit had started. The chief findings of that poll follow.

MEMORANDUM



1. Respondents were asked which of seven policies or actions of President Reagan had made them feel either "particularly good" or "most critical" about him. Among these was "his visit to the German military cemetery at Bitburg." About Bitburg the ratio of "critical" to "good" was 2 to 1, 28 per cent to 14 per cent. Only "aid to the rebels in Nicaragua" and "moves to cut back on federal social programs" had higher ratios of disapproval to approval, 3.9 and 2.8 respectively.

Table 1

	Feel good about Bitburg	Feel critical	Ratio of "critical" to "good"
All	14%	28%	2.0
Non-Jewish whites	14	26	1.9
Blacks	12	35	2.9
Men	12	32	2.7
Women	15	24	1.6
Age			
18-29	16	20	1.3
60+	12	30	2.5
At least some college	17	27	1.6
Non-high-school graduates	9	31	3.4
Liberal	14	24	1.7
Moderate	12	30	2.5
Conservative	15	29	1.9

\* The higher disapproval ratio of blacks may reflect a generalized disapproval of Reagan.

\* Polls consistently show men to be more hawkish and women more dovish. Bitburg was probably seen as a ceremony for burying the hatchet, because doves approved more than hawks.

\* The young were born years after the end of World War II. The old remember it well.

\* The educated probably saw Reagan's visit as a contribution to international amity and the healing of old wounds, and therefore to be approved. The less-educated are more nationalist.

\* For probably much the same reason, the disapproval ratio of liberals was a bit lower than of conservatives.

There was a negative rather than positive correlation between approval of Bitburg and antisemitism.

Educated Americans are known to be less antisemitic than uneducated ones, but the uneducated disapproved of Reagan's visit more than twice as much as the educated. Young Americans are known to be less antisemitic than the elderly, but the elderly disapproved of the visit twice as much as the young.

The conventional wisdom, as expressed for instance in William Bole's "Bitburg--Who Spoke Out, Who Didn't" (Present Tense, Summer 1985), was that liberals were more anti-Bitburg than conservatives. This poll shows the opposite, conservatives a little more anti-Bitburg.

2. The second question was about remembering things that had been in the news some time earlier, and again Bitburg was one of 7 items. The average for "remember a lot" was 40 per cent. The figure for Bitburg was strikingly higher, 58 per cent. In combined "remember a lot" and "remember something about,"

Bitburg was first. As was to be expected, more of the educated than of the less-educated said they remembered a lot--65 per cent and 44 per cent, respectively.

The high rate of remembering Bitburg could be due to its having received greater and more sustained news coverage than the other items that were listed.

3. The third question asked whether "the Holocaust is something we need to be reminded of annually, or do you think that after 40 years Jews should stop focusing on the Holocaust?" Only eleven chose "to be reminded" to the ten who chose "Jews should stop focusing on the Holocaust."

Table II

	<u>Be reminded of Holocaust</u>	<u>Jews stop focusing</u>	<u>Ratio of "reminded" to "stop focusing"</u>
All	46%	40%	1.2
Non-Jewish whites	47	40	1.2
Blacks	31	45	.7
Men	45	40	1.1
Women	47	40	1.2
Age			
18-29	47	38	1.2
60+	44	43	1.0
At least some college	52	35	1.5
Non-high-school graduates	38	44	.9
Liberal	55	31	1.8
Moderate	49	38	1.3
Conservative	43	45	1.0

Liberals and the educated were most in favor of being reminded. More blacks and less-educated opposed than favored it, and even those most in favor fell below a 2-to-1 ratio for being reminded. There would appear to be a widespread desire to invoke a kind of statute of limitations on being reminded of the Holocaust.

4. This emerges even more clearly with respect to finding Nazi war criminals--"continue" vs. "the time has come to put it behind us."

AMERICAN JEWISH ARCHIVES  
Table III

	Continue efforts to find Nazi war criminals	Put it behind us	Ratio of "put it behind us" to "continue"
All	41%	49%	1.2
Non-Jewish whites	41	50	1.2
Blacks	30	49	1.6
Men	43	49	1.1
Women	40	48	1.2
Age			
18-29	39	48	1.2
60+	38	53	1.4
At least some college	43	48	1.1
Non-high-school graduates	37	50	1.4
Liberal	42	49	1.2
Moderate	44	46	1.0
Conservative	40	50	1.3

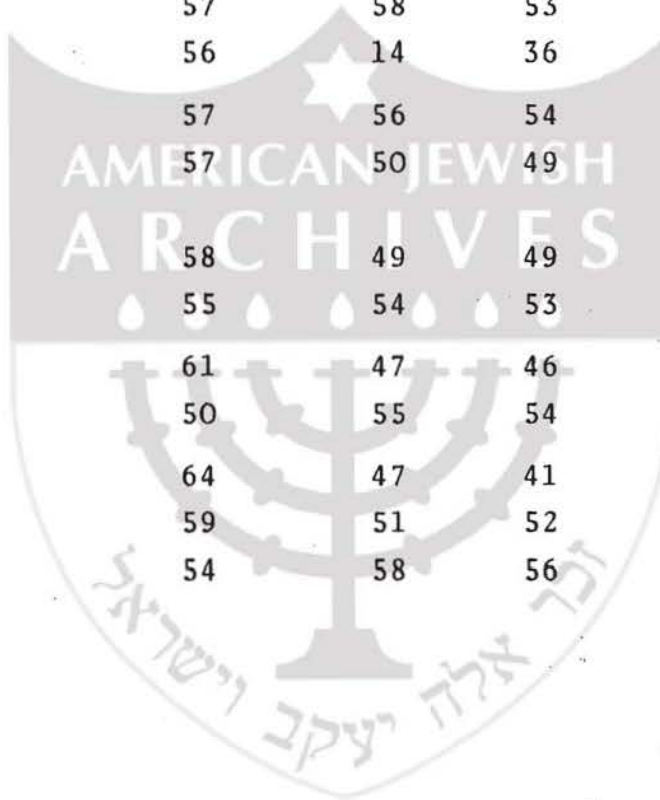
In not one of these categories did more people want to continue than to discontinue the search for Nazi war criminals. The most opposed to continuing the search were blacks, the less-educated, and the elderly.

Query: Do non-Jews interpret Jewish insistence on continuing the hunt for Nazi war criminals as further evidence for what they think they know about Judaism? "Everyone knows" that the Jewish God is a wrathful and vindictive God, and the Christian God is a God of love and forgiveness.

5. The fifth and last question asked whether each of nine groups "makes too much fuss," or "too little fuss," or "responds in the right way" in the pursuit of its interests. Four of these groups are proponents of causes or ideologies. One was economic or occupational; farmers. The remaining four were racial, ethnic, or religious: Hispanics, blacks, Catholics, and Jews. Jews came out sixth among all nine as making too much fuss, and third among the four racial, ethnic, or religious groups.

Table IV

	<u>Pro-abor-</u> <u>tion groups</u>	<u>Anti-abor-</u> <u>tion groups</u>	<u>Blacks</u>	<u>Women's</u> <u>rights</u>	<u>His-</u> <u>panics</u>	<u>JEWS</u>	<u>Environ-</u> <u>mentalists</u>	<u>Cath-</u> <u>olics</u>	<u>Far-</u> <u>mers</u>
All	57%	57%	53%	51%	31%	29%	20%	18%	12%
Non-Jewish whites	58	57	58	53	32	30	21	18	13
Blacks	48	56	14	36	16	26	12	18	6
Men	57	57	56	54	33	31	24	19	15
Women	56	57	50	49	29	26	16	17	10
Age									
18-29	56	58	49	49	27	27	12	18	11
60+	55	55	54	53	34	29	24	13	13
At least some college	57	61	47	46	26	30	20	19	13
Non-high-school graduates	56	50	55	54	32	26	19	15	12
Liberal	55	64	47	41	28	28	16	20	12
Moderate	58	59	51	52	32	29	20	14	11
Conservative	58	54	58	56	33	30	23	30	13



There is a relatively narrow range around the 29 per cent of all respondents who thought Jews make too much fuss, between a low of 26 and a high of 31 per cent. Much of this seems to be explainable by the greater or lesser attention that different kinds of people pay to the media, and therefore to reports on the "fuss" of various groups.

For the perception of the fuss made by other groups, other explanations are also plausible--ideology, identification, sympathy, annoyance, and the like.

About Jews, it may be useful to look more closely at the variation in the responses of non-Jewish whites, and especially to look at the ratio of "responds in the right way" to "makes too much fuss."

Table V

	<u>Jews make too much fuss</u>	<u>Jews respond in right way</u>	<u>Ratio of "right way" to "too much fuss"</u>
All non-Jewish whites	30%	47%	1.6
Men	32	46	1.4
Women	28	48	1.7
Age			
18-29	28	48	1.7
60+	30	45	1.5
At least some college	32	51	1.6
Non-high-school graduates	26	41	1.6
Liberal	28	50	1.8
Moderate	30	50	1.7
Conservative	31	46	1.5

The ratio of favorable ("responds in the right way") to unfavorable ("makes too much fuss") for all non-Jewish whites is 1.6, and the range is again quite narrow, from a low of 1.4 to a high of 1.8. Oddly, education here has no effect, both the most and the least educated having the same 1.6 ratio. The greatest differences are between the liberals' 1.8 and the conservatives' 1.5, and between the women's 1.7 and the men's 1.4.



## AMERICAN JEWISH

As in most other polls, so in this, anomalies or contradictions are not lacking. Blacks, the elderly, and the less-educated were high in disapproval of Bitburg. Why were they also high in disapproval of remembering the Holocaust and continued effort to find Nazi war criminals?

Similarly, "anti-abortion groups" tied for first in being seen as "making too much fuss," with 57 per cent, while Catholics were next to last, with only 20 per cent. But though not all anti-abortionists are Catholic nor all Catholics anti-abortionist, surely there is considerable overlap between the two. Yet one group is condemned, so to speak, and the other is exonerated.

A parallel is to be found in the 1984 National Survey of American Jews, conducted by Professor Steven M. Cohen for the American Jewish Committee. Jews rated blacks, conservatives, Catholics, mainstream Protestants, and fundamentalist Protestants--which is to say, Christians--as highest in antisemitism,



and Democrats as lowest. But who are nearly all Democrats if not, precisely, blacks, Christians, and conservatives? (A plurality of Democrats call themselves moderate, but of the remainder more call themselves conservative than liberal.)

Finally, a word about some technical matters. The sample consisted of 1997 respondents, including 217 blacks and 54 Jews. The non-Jewish white sample was the only one large enough to warrant comparison between relatively small subgroups. (Roper provided data for many more subgroups than were singled out for inclusion in this report.)

Only the question about groups that "make too much fuss" was asked of the entire sample. Of the others, the questions about feeling good or critical about Reagan on account of Bitburg were asked of half the sample, and the question about remembering past news events was asked of the other half. Likewise, the question about being reminded of the Holocaust was asked of one half, and the question about continuing the effort to find Nazi war criminals was asked of the other half.

A reproduction of the actual questions in Roper's questionnaire is attached.

MH:rg  
85/180/6  
10/85

4X Here is a list of things President Reagan has done or taken a position on. (HAND RESPONDENT CARD) Which two or three of those things make you feel particularly good about Reagan, if any?

	4. Feel good about	5. Critical of
a. His moves to cut back on federal social programs	1 24/	1 25/
b. His moves to increase defense spending.....	2	2
c. His position on giving aid to the rebels in Nicaragua.....	3	3
d. His plan to reform the income tax system.....	4	4
e. His visit to the German military cemetery at Bitburg.....	5	5
f. His decision to invade Grenada.....	6	6
g. His support of a space-based defense system.....	7	7
None.....	8	8
Don't know.....	Y	Y

5X Which two or three of those things are you most critical of about Reagan, if any? (RECORD ABOVE)

No Cols. 26-30

4Y Here is a list of some things that have been in the news during the past few months. (HAND RESPONDENT CARD) Would you read down that list, and for each one tell me whether you remember a lot about the details of it, or remember something about it, or whether it was something you really haven't followed enough to remember much about? First, (read item). (ASK ABOUT EACH ITEM)

	Remember a lot about	Remember something about	Haven't followed	Don't know	
a. President Reagan's income tax reform proposal.....	1	2	3	Y	24/
b. The controversy over the high prices of spare parts on military equipment.....	1	2	3	Y	25/
c. The efforts to locate and prosecute Dr. Josef Mengele for Nazi war crimes..	1	2	3	Y	26/
d. The riots in South Africa.....	1	2	3	Y	27/
e. The controversy over President Reagan's visit to the German military cemetery at Bitburg.....	1	2	3	Y	28/
f. The Congressional debate over U.S. aid to the rebels in Nicaragua.....	1	2	3	Y	29/
g. The alleged CIA involvement in the Beirut car bombing .....	1	2	3	Y	30/

5Y OMITTED ON THIS FORM

11. In World War II the Nazis murdered many millions of people, including 6 million Jews. This is known as the Holocaust. Do you think the Holocaust is something we need to be reminded of annually, or do you think that after 40 years, Jews should stop focusing on the Holocaust?

Need to be reminded annually.....	1	42/
Jews should stop focusing on Holocaust	2	
Don't know.....	Y	

11. A number of Nazi war criminals and collaborators escaped from Germany after World War II and came to the United States. How do you feel about efforts to find these people--do you think that efforts to find them and bring them to justice should continue, or do you think that after 40 years the time has come to put it behind us?

Efforts should continue.....	1	42/
Time to put it behind us.....	2	
Don't know.....	Y	

# AMERICAN JEWISH ARCHIVES

34. Many groups in our society have special interests that they are particularly concerned about, and about which they speak out when issues involving these interests arise. Here is a list of some different groups. (HAND RESPONDENT CARD) Would you read down that list, and for each one tell me whether you think, generally speaking, when it comes to issues involving their interests, that group makes too much fuss, too little fuss, or responds in about the right way? First, (name group). (ASK ABOUT EACH GROUP)

	Too much fuss	Too little fuss	Responds in right way	Don't know	
a. Women's rights groups.....	1	2	3	Y	31/
b. Hispanics.....	1	2	3	Y	32/
c. Blacks.....	1	2	3	Y	33/
d. Catholics.....	1	2	3	Y	34/
e. Jews.....	1	2	3	Y	35/
f. Pro-abortion groups.....	1	2	3	Y	36/
g. Anti-abortion groups.....	1	2	3	Y	37/
h. Farmers.....	1	2	3	Y	38/
i. Environmentalists.....	1	2	3	Y	39/

**THE AMERICAN JEWISH COMMITTEE**

**date** October 28, 1985  
**to** Eugene DuBow, Irving Levine, Yehuda Rosenman,  
**from** A. James Rudin and Marc Tanenbaum  
**subject** David M. Gordis *W*  
"Toward a Restructuring of AJC's National Organization"

**AMERICAN JEWISH**

I am enclosing a copy of the proposal on reorganization which I will be discussing with you as well as the officers and leadership. We will be dealing with it in our Steering Committee discussions, and I hope you will read it carefully.

Best regards.

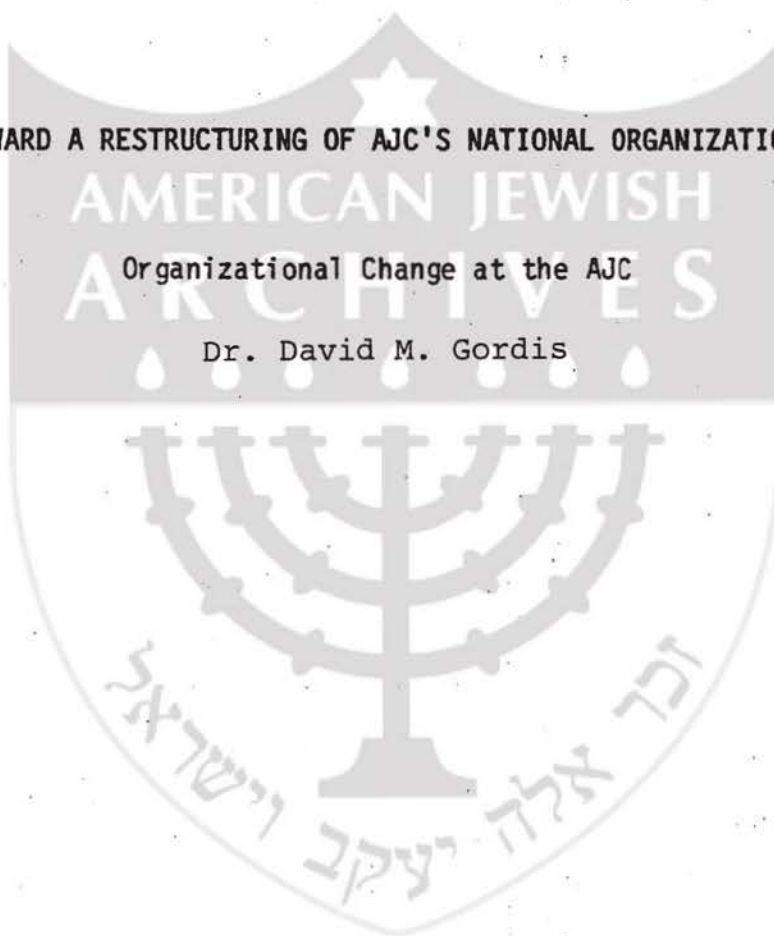


TOWARD A RESTRUCTURING OF AJC'S NATIONAL ORGANIZATION

AMERICAN JEWISH  
ARCHIVES

Organizational Change at the AJC

Dr. David M. Gordis



October 28, 1985

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## I INTRODUCTION

Since its founding 80 years ago, the American Jewish Committee has compiled a remarkable record of achievement as a unique and vital moral force in American Jewish life and on the broader American and international scene. Through research and strategic planning, social and political action, a network of relationships with diverse groups and key influentials, public education and interpretation, AJC has contributed significantly to the eradication of persecution and intolerance, the creative survival of Jews in the U.S. and abroad, the promotion of pluralistic and democratic values and intergroup and interpersonal understanding. Four major areas of activity have been central to our concerns: fighting anti-Semitism and all other forms of prejudice; building understanding and support for Israel's needs and her aspirations for peace and enhancing the relationship between American Jews and Israel; protecting the civil and human rights of Jews and others throughout the world; enriching the quality of Jewish life and helping Jews participate fully in the life of America.

AJC's culture is that of a transforming organization engaged in the process of formulating innovative ideas, pioneering new approaches, shaping opinions and affecting social change. AJC's world view is an organic one which relates philosophical principles, ideals, traditions and history to our methods of operation and to our planning for the future.

Emerging social and political trends, however, as well as current institutional challenges suggest the need for a systematic review of our organizational structure, a re-examination of our key activities and a



fresh evaluation of our organizational work patterns. How AJC must face the challenges of new conditions while drawing upon our acknowledged strength to build an effective and secure AJC for the future is the subject of this proposal and its purpose.

The plan described herein proposes changes in the program and organizational departments of AJC. While extensive, the proposal does not aim to be comprehensive. For the present, it leaves unaddressed AJC's administrative services and a number of other entities within the agency. The proposed changes have short and long range implications and are bound to have an impact on AJC's governing structures both nationally and in the communities.

It is the premise of this plan that a restructuring of AJC's national staff organization will assist the agency in its pursuit of excellence; sharpen and clarify its image; maximize its effectiveness, efficiency and productivity; facilitate decision making; enhance its ability to respond flexibly to evolving events and to capture program opportunities. Also, it will enable us to take advantage of advances and changing technologies in the field of management, thus introducing to the agency a vigorous and continuing process of self-evaluation and organization renewal.

A final note: the plan is evolutionary, not revolutionary. It attempts to introduce appropriate change and preserve continuity with the essence of AJC, its character and its style.

## II PHILOSOPHICAL FOUNDATIONS AND OPERATING PRINCIPLES

### What AJC Stands For

This section identifies AJC's system of core values and shared organizational premises which have been formed and have guided our work throughout the years. We believe that it is important to reaffirm these convictions because people associated with an organization need to attach meaning to their work, and because articulating them in the context of AJC's current organizational environment will serve to renew motivation in our leadership and staff, revitalize the alignment of forces in the organization essential to create focus and synergy and to reinforce our status as a strong and independent Jewish organization.

The following are the principles and convictions that guide our work, draw attention to our organization, nurture the allegiance of lay and staff and together form a coherent vision for AJC.

### The American Experience

AJC views the American society as unique in terms of its overall social and political landscape. It is a society dedicated to the democratic way of life and to unifying in diversity a wide range of religious, ethnic and national groups which together contribute to our pluralist community. Our vision of America as a just society mandates advocacy of individual rights, egalitarian principles and equal opportunity for all. We have been in the forefront of activities to promote and protect social justice and civil rights for all groups and individuals.

### Jewish Experience in America

AJC views the American experience as unique in the history of the Jewish Diaspora. America offers full participation and fulfillment for individual Jews and allows creative communal development, institutional, cultural and political. AJC views American Jewry as integral in American society and assumes for Jews an exemplary role within the society as a whole helping to shape America and working with others to achieve common political and social goals. The AJC has attempted to help American Jews focus on the critical task of applying a deepened and enriched Jewishness to the work of creating a model pluralistic society in which they can pursue their unique destiny as both Americans and Jews.

### The Jewish Communal Arena

We perceive the American Jewish community as a viable and creative force in Jewish life and are committed to protect its pluralistic nature and diversity. We strive for cooperation between the various groups that make up the American Jewish community, and pursue the enrichment of the quality of Jewish life and Jewish identity.

Our work in areas such as the Jewish family, intermarriage and Jewish education has made substantial contributions and is considered pioneering and seminal.

### U.S.-American Jewish-Israeli Relations

AJC is committed to Israel's creative survival and growth and works to foster American Israeli relations. We assert that no incompatibility exists, ideologically, politically, or historically, between a secure and creative American Jewish life and Jewish national rebirth in Israel. We embrace

a positive and affirmative conception of the American diaspora as a formidable force in Jewish life and Jewish national rebirth in Israel. We embrace a positive and affirmative conception of the American diaspora as a formidable force in Jewish life, even as we accept the significant role of Israel in Jewish consciousness. We believe in interdependence and mutual responsibility as basic premises of the relationship between American Jews and Israel and we consider the cultivation of partnership between our communities a primary issue for the organization. Indeed, much of our political, educational and intergroup activity has related to Israel and Israel-Diaspora relations.

#### World Outlook

AJC upholds a world outlook which affirms the interdependence of humankind and views the fate of Jews as inextricably bound to the fate of democracy. Shaped by the promise of American life and the imperatives of Jewish values, these perceptions infuse our programs and reinforce our dedication to the promotion of human rights and the strengthening of pro-democratic and pro-American forces the world over. At the same time, we are vigilant and concerned about the threats to Jewish existence posed by the forces of bigotry, fanaticism and totalitarianism in the world. Since our founding, we have worked to create and cultivate relations with other communities, governments and world leaders as the best assurance of the Jewish future. We believe that a society that tolerates anti-Semitism will tolerate other forms of discrimination and prejudice and that bigotry directed at one group in our society threatens all groups. That conviction led to the founding of our organization. We consider this a subject to be studied carefully and understood in its historical context.

### Ideology and People

With all its philosophical premises, coherent belief system and intensive involvement in a broad spectrum of social and political issues, the American Jewish Committee remains a pragmatic organization and does not subscribe to a particular partisan ideology. AJC does not claim to represent the American Jewish community. No single organization should, in our view, make that claim. We are, nevertheless, in many ways representative of American Jewry. We attract to our midst a diverse constituency of men and women of high achievement and prominence, who share a moral vision, a capacity for exploring ideas and for analytic and synthetic reasoning. The men and women who have been involved with the work of AJC have historically constituted an elite group. Yet AJC is not an elitist or an exclusionary organization. Our non-partisan position, the influential role of our constituents and the quality of our work are widely acknowledged and have traditionally been the fundamental sources of our success in achieving our goals.

### The Primary Criteria of AJC's Work

Our character as an organization and the sources of our appeal and criteria for decision making are to be found in the synthesis of Jewish values mediated through the Jewish experience and translated into the modern idiom, the American value system with its emphasis on positive value of diversity and the protection of individual rights, and a commitment to humanistic and democratic values rooted in our understanding of the history of western civilization.

We have confidence in the ability of human beings of good will to make moral decisions and to generate ethically responsible behavior. Our work reflects the active and constant continuing effort to synthesize these sources.

#### How AJC Works

AJC's strategies, modes of operation and organizational styles emerge naturally out of those value systems and convictions and are an integral part of our organizational culture.

#### Research and Publication

Central to our activities has been our emphasis on innovative social research aimed at gathering information, identifying new trends, uncovering root causes and exploring alternate approaches to guide AJC policy oriented decisions. We aspire to play a central role as strategic planners for the Jewish community. We are convinced of the capacity of human intelligence to deal effectively with the complex problems and issues facing American and world Jewry.

AJC's diverse publications cover a range of concerns and are reflective of our non-partisan, non-ideological, research oriented approach. Our magazines, Commentary and Present Tense, often mistakenly thought to be the Committee's voices, represent different and distinctive world views, and are published by the Committee as a contribution to public discourse.

#### Network Relationships

We pursue our objectives and interests through a network of inter-group, inter-ethnic and inter-religious relations. We advance goals,

advocate interests and deal with conflicts between groups through the strategy of coalition building and identification of bridge issues. We maintain contacts with political, cultural and business leaders in the U.S. and abroad, both publicly and privately. These networks of extended relationships have become an important source of our influence.

### Political and Social Action

AJC's political and social action is conceived and formulated through concerted efforts of our leadership and staff on the national and local levels. It is directed from our national headquarters through our Washington representative, chapters in communities and offices abroad. We view legislation as a way to embody social and political values and we therefore will participate in a variety of fora dealing with legislative matters. Other modes of operation and organizational style which characterize AJC:

- \* Seeking areas of consensus that can be utilized for cooperative action with others;
- \* Using public education, consciousness raising techniques and persuasion, rather than confrontation, to influence attitudes and opinions.

### Lay-Staff Partnership

We are unique among American Jewish organizations, in that we are directed by our lay leadership. Our policies and programs are established by a lay constituency through consensual decision making process and in creative partnership with professional staff.

### III WHY RESTRUCTURE?

Concerned as it is with contemporary issues, AJC has always demonstrated the capacity to respond to new and emerging needs of American and world Jewry while sustaining its fundamental values and character. A series of new and changing realities now exists which create the need for some structural modification.

#### Responding to World and Communal Challenges

Several changes in the American and international socio-political landscape merit our attention as they may portend serious threats to world Jewry. Resurgent fundamentalism and fanaticism have become a world-wide phenomenon. In the United States, pluralism is being threatened by the suggestion that Christian values are the solution to a moral spiritual vacuum, thus threatening the separation of church and state, a fundamental principle of American society. Economic pressures have made many vulnerable to the appeals of bigots and racists.

Internationally, no adequate response has evolved to terrorism and extremism which are put forth as legitimate forms of political behavior. This diminishes the prospects of peace in the Middle East and strengthens totalitarian regimes, and is therefore a matter of vital concern for the security of Jewish communities in various parts of the world. Powerful personalities have emerged in the Black community of America, trying to move its agenda from civil rights issues to a total world view encompassing both the national and international scene. Nationally, their separatist and polarizing agenda is based on a real disappointment with the failure of the "Great Society" programs to solve the problems of the most needy elements in the Black community. Internationally, they identify with Third World



ideology and countries while advocating anti-Israel and anti-American attitudes. These attempts, laced as they are with anti-Jewish rhetoric and exploiting some real and some perceived differences of opinion on issues such as South Africa and affirmative action, jeopardize the historic alliance between Blacks and Jews and in the eyes of some legitimize anti-Semitic behavior.

In addition, the growing number of groups in the American society seeking political power and vying with one another for a "piece of the pie" may breed antagonism between the diverse communities that make up America's pluralistic society.

These and other daunting problems challenge us to reaffirm our vision of America and our conviction that Americanness and Jewishness are compatible and mutually enhancing.

Internal threats to the Jewish community also concern us. We must explore and respond to the impact of changing family patterns on the quality of Jewish life. We are committed to be helpful in improving the quality of Jewish education. We are anxious to use our human relations and intergroup skills to mitigate the increasingly strident intra-Jewish relationships, both in the U.S. and in Israel. We are very concerned about the schisms between the Orthodox right and other parts of the community, between the universalists and particularists, between the assimilationists who have opted out and the loyalists who maintain their involvement through diverse forms of activity, and between diaspora Jews generally and their brothers and sisters in Israel.

Last, but not least, we are perturbed about the ominous economic and social problems in Israel and the intergroup, ideological and religious tensions afflicting Israeli society.

This litany is not meant to invoke a sense of despair. We are a strong and resolute organization wise in the ways of democratic pluralistic policies, willing and able to forge coalitions which serve our objectives while accommodating the legitimate interests of other political, ethnic and religious groups. But in order to maintain our continued effectiveness, we must respond to these new realities. These trends challenge our world view and social ideology. It is critical that we continue to be a major presence to counter these forces vigorously, marshalling our resources effectively and refining and reforming our programs and strategies. And we have begun to do this. Recently, for example, we initiated a response to anxiety in the Jewish community concerning anti-Semitism among fringe groups and individuals affected by the farm crisis. We drew upon our long-standing intergroup relationships and upon experts in several departments and from different parts of the country. It becomes increasingly clear that we must enhance our capacity to manage crisis situations in order to expeditiously counter prejudice and anti-Semitism, to use our influence to advance Jewish interests and serve as a catalyst to deter adversaries and to bring about understanding between groups in the Jewish and general community. The improvement of our capacity to deal with the issues faced by our community is the major purpose of our suggestions for organizational restructuring.

*How  
different  
than in  
the past?*

#### Marketing and Visibility

The American Jewish Committee prides itself on the scope of its activities. Yet that very breadth of concerns and activities challenges us to be more effective in defining our place in the current constellation of

American Jewish organizations. The nature and extent of perceived threats to Jewish security, the competing demands on the lay constituency which supports Jewish organizations, and a new aggressiveness on the part of some organization, may place us in a relative disadvantage in developing a sense of recognition and identity in the community, in contrast to other organizations with narrower scopes of activities.

The American Jewish Committee works effectively in areas that are crucial to Jewish survival, and that according to all analyses, are of primary concern to the Jewish community. These include anti-Semitism, Israel and challenges to religious pluralism. While AJC is universally respected, its critical work in these areas is not generally recognized adequately.

We are in the forefront in these key areas in unique, disciplined and important ways. Our research is unparalleled. We have pioneered intergroup skills and are the human relations specialists in the Jewish community. Our policy positions are based on careful and reasoned analysis, and we serve as the principal resource for community planning. Our work in Israel-Diaspora relations is responsible and creative. Our international activities on behalf of Jewish and American concerns and our efforts to foster internal Jewish cooperation and interaction are exceptionally effective and unique.

Yet the perception of our work falls short of the reality. Our current inability to communicate to the community the nature of our agenda and our work in these "cutting edge" areas has an adverse effect on the level of commitment to the agency and commensurate financial support. It is, therefore, necessary for us to re-examine our structure and programs in these areas and attempt to remedy these misperceptions. Also, as a

reflective organization that respects both the contemplative and the active life existing in a society that values action, our future marketing structures and strategies must be designed to demonstrate more clearly both our activities and the ideas, values and approaches that guide them.

### Effectiveness

As presently structured, our programs in several areas are divided between various departments in a way that fragments our efforts, impedes the attainment of our objectives and diminishes our impact. Centralization and amalgamation of our programs in selected disciplines such as Israel and Intergroup Relations will enhance our overall effectiveness.

### Limiting Spans of Management and Verticalization

Many of AJC's present structures have evolved in an exaggerated vertical fashion creating miniature and independent entities within the agency. Involving a variety of activities and skills, professional staff and lay constituency, many of our departments work with an insufficient degree of coordination, lack of integration of program and too often bring about both among lay people and staff a fragmented commitment to the total organization. At the same time, spans of management have become excessive and not conducive to long range planning, determination of specific objectives, overseeing the implementation of activities, supervision of staff, quality control and productivity. Our departmental structure has become highly rigidified and even petrified. Some changes in departmental structure will enable us to maintain diversity and further the

development of skills and expertise of each department, and at the same time ensure better integration and coordination between various entities in the agency.

#### Development of Middle Management Staff

Over the course of time successful organizations such as ours develop a cadre of very skilled and upward-bound professionals. It is important for the continuity of the organization to create opportunities for them to move into positions of authority and responsibility appropriate to their talents and experience. Increasing the number of desks and decentralizing decision making will allow some current middle-managers to administer semi-independent units. (The Personnel Department is in the process of devising staff evaluation and appraisal instruments that will enable us to assess the potential of staff in terms of performance, leadership, work related skills and to explore mobility opportunities on a regular basis.) A dividend of this process will be the freeing of some senior staff for a greater role in general organizational tasks such as marketing, fund raising, and long range planning.

#### Enhancing Chapter-National Relationships

AJC's chapters fulfill several inter-connected functions. They constitute important arenas in which the national policies and programs are articulated and implemented, thus influencing local levels of government and shaping public opinion. They assist in securing broad based support for the agency, both in terms of fundraising and the recruitment of members. They are a principal arena for the public education functions of the agency,

communicating views and concerns to the national agency and functioning as an instrument for channeling national agency views to the larger community.

We believe that in order to achieve our goals, it is necessary for the chapters to be actively involved both in the organizational work of membership recruitment, fundraising and in active and innovative programming. We must grow in order to maintain our vitality as we depend on a substantial membership base in projecting positions and programs and in securing funds. A comparison of our field staffing patterns and those of other organizations suggests that a strengthening of our staff presence in the field will be necessary, perhaps implying an adjustment in national office staff-field staff ratios. We must work to diminish the built-in tensions that often exist between national offices of organizations and their chapters in the communities, and from which AJC is not entirely free. In order to prevent the development of adversarial feelings, we must close gaps of communication and restore a sense of unity and commitment to the total organization.

#### Relevancy of Activities

We must review specific activities and structures in light of their relevance and relative importance to our mission and in light of their effectiveness in carrying out our objectives. We must create structures and systems that will enable us to initiate activities in response to new conditions and changing circumstances, as well as withdraw from projects once they are completed and abandon issues once they become obsolete.

Even absent any of the previous objectives of restructuring, an organization which is interactive with community and world events and is

subject to changing environments must periodically re-examine its modes of operations and structures in order to insure constant transfusion of creative energy and thinking. Moreover, this re-examination and re-shaping will allow us to deal with a number of deficiencies and blockages that affect many organizational environments: financial difficulties, a certain degree of incongruity and organizational confusion, inadequate communication and coordination on essential issues, failure to accomplish objectives and meet schedules, lack of synergistic team work, slow decision making and insufficient attention to accountability and supervision. All these present a challenge to us which we believe can be met through these suggestions for restructuring of the American Jewish Committee.

#### IV. SUGGESTIONS FOR CHANGE

This proposal for restructuring the national staff organization is organic and unique to AJC. It builds upon the agency's belief systems, key concepts, strategies and modes of operation; it takes into consideration existing expertise and skills as well as those necessary for the future; it attempts to design the modified structure around key activities and to consolidate various dimensions of specific program areas. It takes into account patterns of decision making as well as required and meaningful relationships and work teams. As noted in the Introduction, the restructuring plan proposes changes in the program and some of the organizational departments, but leaves other areas for future consideration.

## Program Departments

### Research and Information Department

Information and research services should be elevated to a full programmatic department charged with the responsibility to set forth an overall research agenda for AJC through analyses of the condition of the Jewish community and to determine major issues and phenomena that must be studied in order to formulate appropriate policies and strategies for the future. The department will be the architect of major research thrusts of the agency as a whole and will help restore our position in the forefront of research based policy. "Project 2000," a major research study of anticipated and emerging needs and problems which may affect world Jewry in the year 2,000 and beyond, is among the projects currently under active consideration. It will serve the following functions: recommend, design and implement major research projects, assist other departments in their limited research and survey projects, sharpen proposals, explore alternative methodologies, identify appropriate researchers, ensure cost effectiveness and quality control. It will work closely with the Publications Department to ensure proper dissemination of findings.

Specific components include a staff research committee (already functioning) which serves in a clearing, coordinating and advisory capacity, The Blaustein Library, an important resource not only for the Agency, but for the larger community as well, and a lay advisory committee which will be formed to work with the department in all its functions.



### Establishment of an Israel Affairs Department

Currently scattered through the agency, Israel oriented programs should be brought together in an Israel Affairs Department, the purpose of which is to coordinate, enhance coherence and focus attention to AJC's very extensive involvement with Israel. The new department will house a number of programs dealing with Israel and currently administered by different departments.

These include:

- Advocacy of political and economic support for Israel
- Seminal work in Israel-Diaspora relations
- Assisting Israel with its internal socio-political concerns

While other departments may still sponsor activities involving Israel, the primary responsibilities for long range planning and formulating directions and policy will be in this new entity. Specific components will include:

- Middle East Desk
- The Institute on American-Jewish Israeli Relations
- The proposed Israel Institute of Human Relations (Center for the Advancement of Pluralism)

Overall supervision of the Israel Office will remain in the purview of the Executive Vice President working with the Israel Affairs Department.

### Establishment of a Department to Combat Anti-Semitism, Prejudice and Extremism

Its main purpose will be to centralize AJC's activities aimed at delegitimizing anti-Semitism and related attitudes and preventing these from becoming ideological political forces in the United States and elsewhere.

It will bring together the functions for fact finding information gathering, analysing, reporting and monitoring ideological and political trends, both here and abroad, as well as determining course of action to counter anti-Semitism. Its mere creation and coherent administration will focus attention on AJC's significant concepts and unique strategies and activities in this field.

Specific aspects include:

- Trends analysis
- Center for study of fanaticism and prejudice
- Holocaust commemorations and education

The Establishment of a Department for Intergroup Relations

This department will continue the interreligious and inter-ethnic functions of AJC to enhance the impact of our network of diverse relationships and reinforce our ability to mobilize allies in other religious and ethnic communities to advocate common interests and when Jewish security is at stake. It will enable a re-conceptualization of AJC's intergroup experience and activity and a re-assessment of the importance of different groups in the American society in connection with issues and concerns that affect us as Jews. It will enable the employment of the AJC approaches and techniques in comprehensive long range programs and strategies. Specific functions and components will include:

- The Institute on American Pluralism
- The Interreligious Task Forces on Black-Jewish Relations and Soviet Jewry

*under whose direction?*

*no JAD*

- The Nathan Appleman Institute for Christian-Jewish Understanding
- The Institute for Media, Ethnicity and Behavior
- Human Relations Training

The International Relations Department (or World Affairs Dept.)

Its purpose will be to conceptualize, implement and facilitate our participation in the broad range of international issues that may affect human rights and Jewish interests. It will design strategies and programs to enhance our relations with representatives of foreign governments, international organizations and world Jewish communities. It will gather information, analyze trends and formulate policies in the area of world affairs. The removal of Israel Affairs (a kind of sui generis international relations issue for AJC) from the scope of the Department's responsibilities will enable it to pursue more profoundly program opportunities and relationships in Western Europe and to some extent Eastern Europe, Latin America and possibly Asian and African countries.

Specific functions and entities will include:

- The Jacob Blaustein Institute for the Advancement of Human Rights
- Network of offices and correspondents abroad
- Bi-lateral American international relations and issues
- Contacts with Foreign Embassies
- International-Interreligious Issues
- Promoting Pro-American and Democratic Values abroad
- Relations with Jewish communities in other countries

- International Jewish Issues
- International Exchange Programs

Establishment of the Department of Social Policy and Action

Its major focus will be the shaping and formulating of social and political policy and programs affecting American society. Issues will include fostering American humanistic, democratic and pluralistic values, social justice, poverty, economic security, etc. It will enable the pursuit and infusion of Jewish values, ethics and interests in general American societal objectives.

Specific functions and entities will include:

- Task Forces on Social Policy, Acculturation and Immigration
- The Skirball Institute on American Values
- Coordination of Election Year Projects
- American Values Education, Development of new Curriculum Approaches

The Jewish Communal Affairs Department

The current functions of this department will continue but will be affected and directed by our assessments of changing internal threats and developing schisms in the Jewish community as discussed in previous sections of this paper. The department will focus more on formulating strategies to overcome divisions between diverse Jewish organizations and groups promoting intra-group relations while implementing techniques and strategies developed through our inter-ethnic interreligious activities. It will continue to pursue relationships with the Jewish academic community - faculty, administration and students. It will research particular Jewish communal issues and will serve as a generator of Jewish education within the agency

to enhance a sense of identity and knowledge as our leadership and staff interact with the general community. Specific entities will continue to include:

- The Academy of Jewish Studies
- The William Petcheck National Jewish Family Center
- The Academicians' Seminar in Israel

Organizational Departments and Functions

Resources Development

The principal technique that the organization has used for its fund-raising has been the plate dinner which we perceive as an opportunity to convey our message in the general community as well as our central fund raising method. We anticipate that this will continue to be the central feature of our campaign. However, the marketplace for plate dinners has become more crowded. Competition is much sharper and the expandibility of this technique has, therefore, become limited. We will have to broaden the structure of our campaign to make it possible to produce the kind of revenues that will be needed to meet the inflationary costs and to sustain and expand our programs in a conservative and evolutionary way. We have already begun to broaden our campaign to include new strategies to deal with our current fiscal pressures and to prevent their future recurrence.

AJC's multi-faceted campaign methods will include, in addition to the plate dinners, a major gifts campaign (annual gift of approximately \$15,000 and over) and the formation of a compatible leadership group structure offering major contributors special access to the organization. This group will serve to reinforce the ties of these pacesetters with the agency, through special activities, publications and reports.

A direct mail campaign is currently being implemented on a trial basis. Based on this experiment, a more comprehensive and systematic direct mail campaign will be planned and may require the expansion of our expertise either through in-house personnel or outside consultants. Other campaign strategies will include seeking foundation grants, annuities and planned giving programs, endowment funds and gift opportunities which will allow contributions of \$100,000 and over to have, in perpetuity, name association with AJC through publication and research funds, and fellowships covering the full range of AJC programs and activities.

Reinforcement of AJC's campaign in the communities including setting specific goals such as: additional events, transforming non-contributing members to contributing members, tightening fiscal responsibility and raising the level of giving among chapter board members, participating in major gifts campaigns, etc.

Campaign Publications - Our new campaign strategies will require creative promotional literature including: case presentations, attractive institutional pieces, packaging of gift opportunities, and newsletters reporting on campaign events and honorees, acknowledging major contributions. These new marketing strategies will assist in changing the climate in AJC regarding the financial challenges facing us and the perception of personal responsibility of all staff and lay leadership for the financial well-being of the agency.

The acceleration of our plate dinner schedules and the implementation of the new strategies to ensure AJC's financial health and to accomplish our specific objectives for the coming years may require organizational and staff changes in the department.

Assistant to the Executive Vice President for Marketing and Communications

We have begun the search for a professional whose responsibility will be planning overall marketing strategy for the agency and specifically to ensure development of fiscal resources. The position's specific functions will include:

- Supervision of Art Department
- Writing and designing campaign promotional literature
- Supervision of the direct mail campaign
- Working with P E & I in marketing our programs and sharpening our image and devising techniques and strategies for maximizing the public relations values of programmatic and campaign events and personalities.

The Field Operation Including Chapter Review

We believe that chapter-national relations can and must be enhanced through a variety of strategies and organizational activities. Improved Communications: To reinforce greater visibility in the communities of AJC programs and people, we have launched a campaign for improved printed communication which includes the AJC Journal and a new format for chapter newsletters which will be consistent with national design patterns and will contain nationally produced copy. It is aimed at dispelling a perception of AJC as a federation of communities and enhancing understanding of AJC as a national organization with core tenets and programs to be represented in the communities through chapter structures, offices and individual members.

Chapter Program: Enhancement of the Program Development Function of the Field Operation:

It is our intention to enhance AJC chapter programming by expanding on site supervision and consultation, improving quality control of chapter programs, packaging programs for chapter implementation and reinforcing relations between national departments and chapters, by studying, planning, reporting and evaluation systems.

We are currently exploring the expansion of AJC activity on a level between chapter and national. We wish to create the opportunity for organizational involvement of members in a way that links chapters together and bridges and geographical and structural distance between national and the communities.

Chapter Review: Lay and staff structures of AJC in the communities have developed by and large without periodic and systematic evaluation and, for the most part, as mirror images of the national organization.

It is time for an assessment of the professional support system in the communities and the nature of the relationship between national and chapters. We propose instituting a review of our current activities in communities with an eye to their future potential in terms of the various functions that chapters fulfill - community relations, membership-leadership, fundraising, etc. The review process and evaluation will include assessment of the role of the chapter vis-a-vis the Jewish community and general community, the uniqueness and contribution of our activities, the growth patterns of the Jewish and general communities, the economic infra structure and potential of the general community and economic characteristics of the Jewish community, as well as AJC's staff and



Leadership patterns. This information will be useful in determining future chapter development potential, optimal structures, length of service of key chapter officers, size of office, services required, etc.

#### Re-establishment of the Department of Leadership and Board Services

To reinforce the Community Service Department effectiveness in the field, and its role as the translator of community needs and concerns, the Leadership and Board services functions will be separated from the field operation and will once again be linked to central management. The specific functions of the Leadership and Board Services Department will include the ongoing development of a comprehensive approach for leadership recruitment, utilization and training, providing services to the Board of Governors and national leadership, leadership programs and delegations, Hilda Katz Blaustein Leadership Development Program and Annual Meetings. A program of staff development, currently being developed in consultation with the Executive Vice President, will be administered by the department.

#### Other Organizational Matters

Planning, Reporting and Accountability, and Evaluation: AJC must impose upon itself a discipline of long-range planning, and continuous and systematic evaluation of its mission, objectives and activities. Our statement of mission must be transformed into clear, specific and measurable aims and activities, noting time periods and schedules, specifying sought after outcomes and financial projections.

We propose the development of a five year master plan for the agency to include the above mentioned components. Such a plan will help us dispel the impression that our sustained programs are episodic and reactive to the point of absence of an overall long-term direction.

The continuing review of our objectives and activities will enable us to identify those that no longer serve our purpose or have proven unattainable and will help determine unsatisfactory performance. This process must be the structural equivalent for us of the more quantifiable measures of effectiveness available in the private, for-profit sector. A systematic involvement in such a process requires cooperation of lay leadership and staff, departments and commissions' senior management and other levels of staff and above all, a commitment to constructive change.

To enhance accountability, staff members will be asked to assume direct responsibility for specific projects and portfolios in addition to the general responsibilities inherent in their positions. This will increase the level of expertise in the organization and will ensure accountability.

Reporting: We have recently instituted a regular and comprehensive reporting system as all levels of work. A systematic, yet not cumbersome, reporting system will enhance accountability and give recognition to our activities and those responsible for carrying them out.

#### Task Forces and Integrated Program

In appropriate areas, we propose to establish task forces and interdepartmental teams managed by project directors to deal with the kind of complex program issues and institutional matters that cross departmental lines and require an interdependent, intergrated program approach.

Working as the arms of Executive Vice President and/or Associate Director, such structures will be endowed with authority and expected to demonstrate accountability.

## V GOVERNING STRUCTURES

While this document does not attempt to deal with AJC's governing structures, we assume that reorganization of staff will have bearing on lay structures both nationally and in the chapters. It may be essential to form new and/or additional lay committees compatible to new staff entities. For example, AJC's Research and Information function will greatly benefit from the advice of a lay group representing diverse disciplines and viewpoints in the organization. It is our contention that the lay entities of the future will move away from the model of expanded commission structures and follow program imperatives requiring flexibility and a task-oriented approach.

The commission structures, which have a significant role in formulating policy and program directions, may benefit from limiting their membership to Governors. Such a change may tighten the relationships between the Board of Governors and its commissions as well as broaden their decision making opportunities.

We may want to consider the establishment, when deemed effective, of task forces with specific objectives and limited activity period, thus increasing participation and input of chapter leaders in national activities and providing training for national leadership positions.

The narrower scope of the task forces in terms of program and demands of time will increase participation of leaders in national activities, provide a sense of accomplishment and create real leadership "tasks." Of course, the success of the task force structure as a vehicle for policy examination and program initiation will depend greatly on the level of professional servicing of these structures.

## VI FINAL NOTES

We believe that this restructuring plan will engage the agency in a systematic and creative exercise to remove organizational blockages. It will stimulate synergistic work patterns in the agency, will foster a climate of trust and dedication to common values and objectives, will facilitate decision making, enhance expertise and entrepreneurship, and reinforce the distinctive functions of each department. It will demonstrate the importance of people to the organization, creating the awareness that their best efforts, loyalty and commitment are essential and that they will share in the satisfaction and rewards of the agency's excellence. We trust that through this plan the AJC will be able to increase its scope of activities, multiply its publication, studies and research and reinforce its influence. The more our presence signifies a formidable force on the overall national and international scene, the more effective we will be in our continued endeavors to ensure the creative survival and security of Jews everywhere.