



# 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 104, Folder 2, General correspondence, memos & working papers, August-December 1989.



*Send 8/15  
Tanenbaum*

**Sir Sigmund Sternberg** O.St.J. KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

Date

Our ref 14 August 1989

Your ref

Rabbi Marc Tanenbaum  
World Jewish Congress

FAX 0101 212 319 0975

I attach copy of the piece in today's Times.

SIGMUND STERNBERG





[start]

Original documents  
faded and/or illegible



# THE



# TIMES

TUESDAY AUGUST 15 1989

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AMERICAN JEWISH  
ARCHIVES

WORLD ROUNDUP

## Auschwitz mediation

A leading member of the British Jewish community, Sir Sigmund Sternberg, intervened yesterday to plead for an early end to the increasingly fractious dispute between Christians and Jews over a Carmelite convent at the Auschwitz death camp site (Clifford Longley writes).

He cabled the Archbishop of Cracow, deploring his statement that plans to move the convent had been withdrawn because of a "brutal" Jewish demonstration there. He enclosed a message from the Chief Rabbi of Great Britain, Lord Jakobovits, which dissociated the Jewish community from the demonstration and declared "violent incidents of this kind are incompatible with the laws of Moses and are alien to our ethical and moral principles."

[end]

Original documents  
faded and/or illegible



Aug. 18, '89

Rabbi Marc H. Tanenbaum  
American Jewish Committee  
New York, N. Y.

Dear Marc:

The enclosed letter comes from a lifelong friend of mine, Don Malvern, with whom I grew up and went to high school in Weatherford, Okla., and roomed with in college. A good buddy. He recently retired as president of McDonnell Douglas, and has taken up this volunteer job of revving up Wings of Hope, an outfit that uses old air industry hands to service and supply small planes for missions and other humanitarian projects in the outlands.

It's an high-minded purpose, as I read it, and he's asking to put your name, as a well-known Jewish leader, on an advisory council. As a friend of both of you, I just wanted to offer this personal word that he's a reliable, conscientious person of utmost integrity. You'd be in good company, so far as he's concerned, and so would he.

However, he's got your title wrong, no matter how many doctorates you have, and I'm so advising him that it should be Rabbi Marc H. Tanenbaum.

I'm still on the job, but plan on retiring about the end of the year, I keep saying, but will get that piece I planned done beforehand. I saw your name in a wire story the other day out of Rome, a peceptive comment among the flock of others about the tiff with the pope. I trust that book, and nomination, are percolating well.

Best,

George Cornell



cc/DM



# HUNTER COLLEGE

of The City University of New York

Department of Sociology • 695 Park Avenue, New York, N.Y. 10021 • (212) 772-5587

Aug. 18. 1989

Dear Rabbi Tanenbaum,

Today I have read about your retirement in The Times and your piece in The N.Y. Post on the Auschwitz convent (presumably a reply to Pat Buchanan's strong column [N.Y. Post, Aug. 16]).

I am doing research on the Holocaust and I write to ask you for the reference (presumably in french) to Albert Cardinal Decourtray of Lyon — is that statement of his available in pamphlet form (published by the Am. Jewish Committee perhaps)? or in any other form?

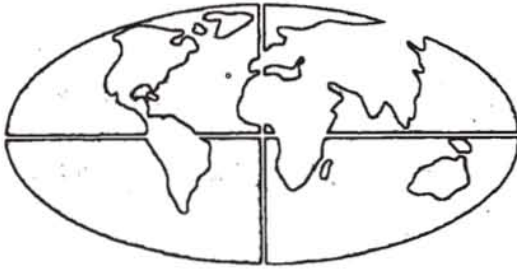
In any case, I would be most grateful for either a xerox of the original or a citation to a source.

Thank you very much!

Yours,

Prof. John Murray Cuddihy

P.S. On p. 15 of the 1989-90 "92<sup>nd</sup> St Y" Catalog a talk of mine is announced.



INTERNATIONAL CONSULTANTS, INC.

303 EAST 83RD STREET

NEW YORK, N.Y. 10028

(212) 794-2852 or 679-5260

August 18, 1989

Rabbi Marc H. Tanenbaum  
c/o The American Jewish Committee  
165 East 56th Street  
New York, NY 10022

Dear Marc:

Jerry Meyerowitz and I want to pay tribute to your forty years of manifold activities on behalf of the Jewish People, particularly in the field of Jewish-Christian relations.

We are glad that we shall be able to continue benefitting from your eloquent ideas on Jewish and world issues at the Sutton Place Synagogue and at the AJC.

May you continue to go from strength to strength!!

With best regards,

Sincerely yours,

Dr. Susan A. Gitelson  
President

SG:as

120 78



OFFICE OF THE DIVISION CHAPLAIN



DATE 21 Aug 85

TO: Rabbi Marc Tansmanbaum

Thanks for your note and the newspaper articles. I am in a new job now, and, as you can see from the Fayetteville, NC, Times, I am more directly involved with soldiers and military families.

It was an honor to meet you and spend a short time together. God's blessings on you and your ministry.

D:SV

Bill Hoj

**Sir Sigmund Sternberg** O.S.I.J. KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

Telex to  
H.E. TADEUSZ MAZOWIECKI  
PRIME MINISTER ELECT,  
81-2753 00/583  
Warsaw Poland

Date  
23 August 1989  
Our ref

Your ref

On behalf of many thousands of Jewish leaders throughout the world, we wish to extend to you our heartfelt congratulations and best wishes on your assumption of the office of Prime Minister of Poland. The Jewish people have had a long and complex history with the nation of Poland, we eagerly support every movement toward the establishment of democracy, economic justice and human rights.

We are confident that Jewish leaders in the worlds of commerce, trade and finance will want to play an appropriate role in helping Poland achieve economic growth and stability. We hope it is not misunderstood if we make reference to the fact that the current impasse over the removal of the Carmelite Convent from the grounds of Auschwitz to the agreed upon new site could become an obstacle to persuading the Western World of the new sensibilities of the emerging democratic Poland. We are prepared to do whatever is necessary to help in the calm and mutually respectful resolution of this highly publicized problem.

Again, please rest assured of our heartiest best wishes and our prayers for God's richest blessings over you, your family, the Solidarity Movement and the future of a revived democratic Polish Nation and People.

Respectfully yours

Rabbi Marc H. Tanenbaum,  
Immediate Past President International Jewish Committee for  
Interreligious Consultations.

Sir Sigmund Sternberg  
Knight Commander of the Pontifical Equestrian Order of St.  
Gregory the Great. Recently awarded the Polish Silver Order of  
Merit for work in Christian/Jewish Relations.

Received Sep 5/89

THE  
NEW YORKER

25 WEST 43RD STREET  
NEW YORK, N. Y. 10036



EDITORIAL OFFICES  
(212) 840-3800

August 23, 1989

Rabbi Marc Tannenbaum  
Director, International Relations  
The American Jewish Committee  
165 East 56th Street  
New York, New York 10022

Dear Rabbi Tannenbaum:

I'm presently gathering material for a biography of Bayard Rustin, to be published by Harper & Row, a work that has the cooperation of Mr. Rustin's former associates at the A. Philip Randolph Institute.

From your acquaintance with Mr. Rustin -- during his and your involvement in a range of human rights causes -- would you be kind enough to share a few impressions and reminiscences with me? If so, I would appreciate receiving a letter under the title, "How I Remember Bayard Rustin." It may be as brief and informal as you wish -- since I would not want to intrude too seriously upon your time.

Thanks for any help you're able to give, and I look forward to hearing from you.

Sincerely,

Jervis Anderson

Rakki

whether  
intentionally  
or not - you  
may have  
just <sup>gotten</sup> selected  
Mr. Guiliani

Shavers  
again!  
Erin.



800 Fifth Avenue  
New York, New York 10021

28 August 1989

Dear Rabbi Tanenbaum:

As a member of the American Jewish community, I congratulate you for your courage in all of your responses to issues of concern to Israel in the course of your television interview on Sunday, 27 August.

Having had my heart broken so often by the dangerous pronouncements of A. J. C. officials & friends, it was thrilling to know that Rabbi Tanenbaum, for his part, will not publicly tear down Israeli defense policy. ~~and~~ Your brief contribution today to the precious American Jewish unity behind Israel is commendable.

Welcome to "my" Temple (Sutton Pl. Syn) for the halway!  
Respectfully,  
(Mrs) Doris Smith

Rabbi Marc Tennenbaum



The American Jewish  
Committee

הוועד היהודי אמריקני  
רח' המלך ג'ורג' 16  
ת.ד. 1538  
ירושלים 91014  
טלפון 02-228862, 225281

Israel Office  
16 King George Street  
P.O.B. 1538  
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מנהל

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מנהל אמריטוס

Dr. M. Bernard Resnikoff  
Director Emeritus

יעקב פניני  
מרכז המשרד

Yaacov Pini  
Office Co-ordinator

August 28, 1989

Dr. J. Wieberdink  
Secretary  
Wieberdink  
Kudelstaartseweg 148A  
1433 GN Kudelstaart  
Nederland

AMERICAN JEWISH  
ARCHIVES

Dear Mr. Wieberdink,

Upon my return to my desk, after an extended visit abroad - a working session plus a vacation - I found your letter of May 21. I'm glad to note, however, that my secretary wrote you upon receipt of your letter that I was away, so that you should not think that your inquiry has been neglected.

I was sorry to learn that your letter back in May addressed to our Rabbi Marc Tennenbaum concerning your projected "Anthology of Christian Literature on Jews and Judaism" has not been answered.

I permit myself to speculate that your letter was not answered mostly because Rabbi Tennenbaum chose an early retirement and he is no longer the head of our National Department. I would have hoped that a responsible official, in his stead, might have taken the initiative of responding.

I continue to believe that your idea is sound and I am hoping, with you, that the necessary funds will be found. To that end, but without too much hope. I am taking the liberty of forwarding the copy of your original May 19 letter to other officials in my organization with the hope that a prompter response will be forthcoming. You can be sure, as soon as I hear one way or another, I will let you know.

Be well, please accept my respectful regards.

Sincerely yours,

Dr. M. Bernard Resnikoff



Kudelstaartseweg 148a  
1433 GN Kudelstaart  
tel. 02977 - 25440 (NL)

Bank: Algemene Bank  
Nederland 56 51 46 343  
Postbank: 5181748

To Rabbi Marc Tannenbaum  
Director Internal Relations Department  
American Jewish Committee  
165 E 56 Street  
New York NY 10022 - U.S.A.

Copies to Dr. M. Bernard Resnikoff  
(Director of the Israel Office of the American Jewish Committee)  
Prof. Geoffrey Wigoder, Jerusalem  
Prof. Dr. R.J. Zwi Werblowsky, Jerusalem

Dear Mr. Tannenbaum, AMERICAN JEWISH May 19th 1989

Some time ago (April 25th 1988) I have drawn your attention to our project 'Anthology of Christian Literature on Jews and Judaism' as Dr Resnikoff had suggested to me in Jerusalem that your Committee might be willing and able to support it financially. Authorities like professor Werblowsky and professor Wigoder have added hope to this view during my visit to Israel in 1988. Since, some promising developments have taken place, which might influence your opinion on our enterprise and the desirability of your participation. This letter is intended to make your information up to date.

As to the scientific aspects of the project the International Council of Christians and Jews (ICCJ) has suggested to organize with us a scholars consultation in order to formulate recommendations concerning the contents of the book and the selection of the international editorial board. This approach has been welcomed by us, while Dr. Schoneveld has informed us that the officers of the ICCJ have approved the plan. As a consequence, preparations of this meeting are in progress.

At least one well-reputed international publisher has shown serious interest in our enterprise, which in the course of 1988 has been divided into three parts :

a) an anthology of some 600 pages providing in the English language a rather strict selection of christian texts and destined for private historians, theologians and interested laymen.

b) an encyclopaedia of about the same size, providing a most wide choice of references to texts.

These two books can appear within a few years, as they don't require a large editorial board. In fact they can be largely derived from Dr. Jansen's archive, as might be understood from the reading of his curriculum vitae (enclosed).

c) the four-volumes-anthology providing all important original texts with an English translation, as described in our earlier circulars. The past year has confirmed the need of this source of research in university and other scientific libraries of the Western world and in Israel. The production of this book requires more preparation (like the above-mentioned scholars consultation), work and money. The economical means to be collected for this purpose are estimated at \$ 750 000.

WETENSCHAPPELIJK ONDERZOEK VAN CHRISTELIJKE LITERATUUR OVER JODEN EN JODEN  
(FOUNDATION RESEARCH INTO CHRISTIAN LITERATURE ON JEWS AND JUDAISM)

Kudelstaartseweg 148a  
1433 GN Kudelstaart  
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Bank: Algemene Bank  
Nederland 565146343  
Postbank: 5181748

brought considerable support from institutions already mentioned in earlier letters, while recently the 'Stichting Algemene Loterij Nederland' (Foundation General Lottery of the Netherlands) gave 250 000 Dutch guilders unconditionally and the promise of this amount again if foreign donors will contribute substantially. This means that from this source some 250 000 U.S. dollars will be available as the gratifying international scientific approval can be expected to result in considerable material support from various countries in Western Europe and the Americas.

Summarizing our financial situation I can report that since the start of our Foundation some two years ago the requirements of the 'great anthology' have been met about halfway. As particularly this book will allow the scientific refute of religious myths on which Jew hatred is based I cherish the hope that the American Jewish Committee will be willing to help filling the remaining economical gap in our enterprise. As reported earlier we'll welcome suggestions with regard to some formal participation of your organisation, while we'll appreciate it highly if you personally might be willing to join our recommending committee (list of members enclosed).

Yours sincerely,



Dr. J. Wieberdink, secretary  
Kudelstaartseweg 148 a  
1433 GN Kudelstaart  
telephone 02977.25440  
The Netherlands



Replied Aug 10/89



Religion in American Life  
360 Park Avenue South, 15th Floor  
New York, NY 10010  
212 545 0344

August 29, 1989

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Rabbi Dr. Marc H. Tanenbaum  
Director, International Relations  
American Jewish Committee  
165 East 56th Street  
New York, NY 10022

Dear Marc:

As we prepare to make a move of the offices to Princeton September 1 and shift the archival materials to the historical collection at Drew University, materials come to light that bring smiles of recognition and remembrance.

The enclosed print of a photograph of you with Dr. Pleasant is an extra and so we thought you might like to have it. It is one more way of saying thanks for your contributions to RIAL as a former board member, and as a follow-up on the Pleasant Award for 1983-4.

Our best wishes to you as we both move into a new phase of life and activities.

Shalom,

Nicholas B. van Dyck

Enc.

August 1989

Rabbi Dr. Marc Tanenbaum and RIAL

As Executive Director of The Synagogue Council of America, he served as a RIAL board member (1954-1961) and then as Director of Interreligious Affairs with the American Jewish Committee (1961-1965) 1954-1965

He was Vice Chairman of the RIAL Board 1955-1959.

He was a member of the Committee for the Fall RIAL Rally 1955.

He was a member of the Copy Committee 1957-1960 (Chairman 1957-59) and again 1964-1965.

He was a member of the Religious Group Support subcommittee 1957-1958.

He was a member of the Budget & Personnel Committee 1964-1965.

He assisted with the Interfaith Conference for RIAL, at Holiday Hills, August 19-21, 1966. 1966

He was a panelist at the RIAL meeting and consultation in September 1974 at The Interchurch Center. 1974

He was the recipient of the 1983-84 Earle B. Pleasant Award for outstanding leadership in interreligious affairs. 1983-84

As Marc Tanenbaum retires from service with the American Jewish Committee, RIAL salutes him. Mazel Tov!

A new chapter begins...



The Earle B. Pleasant Award  
for distinguished leadership in interreligious  
affairs

The award is a memorial:

It is named for the Congregational (United Church of Christ) clergyman who believed in the power of advertising and headed the national United Church Canvass back in the 1940s. He, along with others of vision--concerned for freedom of choice in religious matters, and the maintenance of religious values in American life--created the RIAL program. They worked with The Advertising Council to do this in 1949. When the United Church Canvass was phased out and Religion In American Life, as an organization, was created in 1952-53, Dr. Pleasant became its first executive director and worked as such until his retirement in 1969. At his death in 1978 the interreligious, distinguished-leadership award program was established in his memory.

Recipients of the award:

1979-80	Msgr. George Higgins	Secretary for Special Projects National Conference of Catholic Bishops
1980-81	Archbishop Iakovos	Primate, Greek Orthodox Archdiocese of North and South America
1981-82	Dr. Martin E. Marty	Fairfax Cone Professor of History University of Chicago and the Divinity School...editor and author
1982-83	Drs. Norman Vincent and Ruth Stafford Peale	Senior Pastor and Partner/Wife Marble Collegiate Church, New York City
1983-84	Dr. (Rabbi) Marc H. Tanenbaum	Director, International Relations American Jewish Committee (prior to 1983, Director of Interreligious Affairs, AJC)
1984-85	Dr. David W. Gockley	President & CEO Religion In American Life, Inc. (RIAL), 1969-1985
1985-86	Dr. James R. Crumley, Jr. Dr. Will L. Herzfeld  Dr. David W. Preus	Bishop, Lutheran Church in America Bishop, Association of Evangelical Lutheran Churches Presiding Bishop, The American Lutheran Church
1986-87	TBA	

How the recipient is selected:

The chairman of the board of RIAL heads the committee to select the awardee. Both laity and clergy are eligible for consideration. Nominations are sought in January of each year...from RIAL's board and councils. Final selection is made by the RIAL Executive Committee.

The presentation:

The award may be presented on some suitable occasion such as, but not limited to, a denominational meeting, an interfaith/interreligious gathering, a special conference or convention, a special luncheon or dinner. An inscribed plaque/obelisk is presented to the awardee.

PAUL SIMON  
ILLINOIS

Replied Dep V 10/89

COMMITTEES:  
LABOR AND HUMAN RESOURCES  
JUDICIARY  
FOREIGN RELATIONS  
BUDGET

# United States Senate

WASHINGTON, DC 20510

August 29, 1989

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

Dear Friend:

It was good to see The New York Times story about your semi-retirement and that of Rabbi Wolfe Kelman.

You have contributed immensely over the years, and I am one of those who is very grateful for your contribution to greater understanding.

Sincerely,



*Paul Simon /js*

Paul Simon  
United States Senator

PS/ead

(Dictated by Paul Simon and signed in his absence.)

230 S. DEARBORN  
KLUCZYNSKI BLDG., 38TH FLOOR  
CHICAGO, IL 60604  
312/353-4952

3 WEST OLD CAPITOL PLAZA  
SUITE 1  
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618/398-7707

250 WEST CHERRY  
ROOM 115-B  
CARBONDALE, IL 62901  
618/457-3653





EMBASSY OF THE  
UNITED STATES OF AMERICA  
TO THE HOLY SEE  
Rome, Italy

August 29, 1989


Dear Marc:

Thank you for all your generosity in the past few weeks. I have cherished for some time my contact with you and the A.J.C.

Margaret and I wish to confirm our invitation for you to join us for dinner at the residence next time you are in Rome.

With warmest regards, I am,

Very sincerely yours,



Thomas P. Melady  
Ambassador

Dr. Marc H. Tannenbaum,  
International Relations Consultant,  
The American-Jewish Committee,  
Institute of Human Relations,  
165 East 56 Street,  
New York, NY 10022-2746

LEO CHERNE  
90 FIFTH AVENUE  
NEW YORK, N. Y. 10011-7696

August 31, 1989

Rabbi Marc H. Tanenbaum  
Apartment 18F  
45 E. 89th Street  
New York, New York 10128

Dear Marc:

That excellent article in The New York Times made me all the more proud of our friendship, and I am especially delighted that our association on the IRC Executive Committee will continue to bring us together with some frequency.

Among the things which I personally value was that I learned so much more about you, and all that I learned, both added to and confirmed the reasons for my very deep admiration.

Be well.

Affectionately,



P.S. After I dictated the above, which also was an indication of how far I am in my correspondence, I saw you for that extended interview. You could hardly have been on a program whose content was more important and, at the same time, often difficult. You rarely hesitated more than a second or two before answering the most complex questions. There was literally not one response of yours which I did not think represented the very peak of wisdom, dignity, and candor clothed in diplomacy of a rare order. I have forgotten the name of the program and the person who interviewed you. What remains, and will continue to be vivid in my recollection, is the genius of your thought and expression.

*Archbishop Iakovos  
Primate of the Greek Orthodox Church  
in North and South America*

September, 1989

My dear Rabbi Tanenbaum:

I was deeply moved by your kind expression of love and genuine concern during my recent illness.

Please be assured that I am most grateful to you for your prayers and I thank God that I am now on the way to a full recovery.

I ask that you continue to keep me in your prayers and know that I shall beseech Our Lord to ever bless you and your loved ones with good health and happiness.

Prayerfully,

*Archbishop Iakovos*

Rabbi Marc H. Tanenbaum  
45 East 89 Street 18F  
New York, New York 10128

**Sir Sigmund Sternberg** O.St.J. KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

Date

Our ref

4 September 1989

Your ref

Rabbi Marc Tanenbaum  
World Jewish Congress

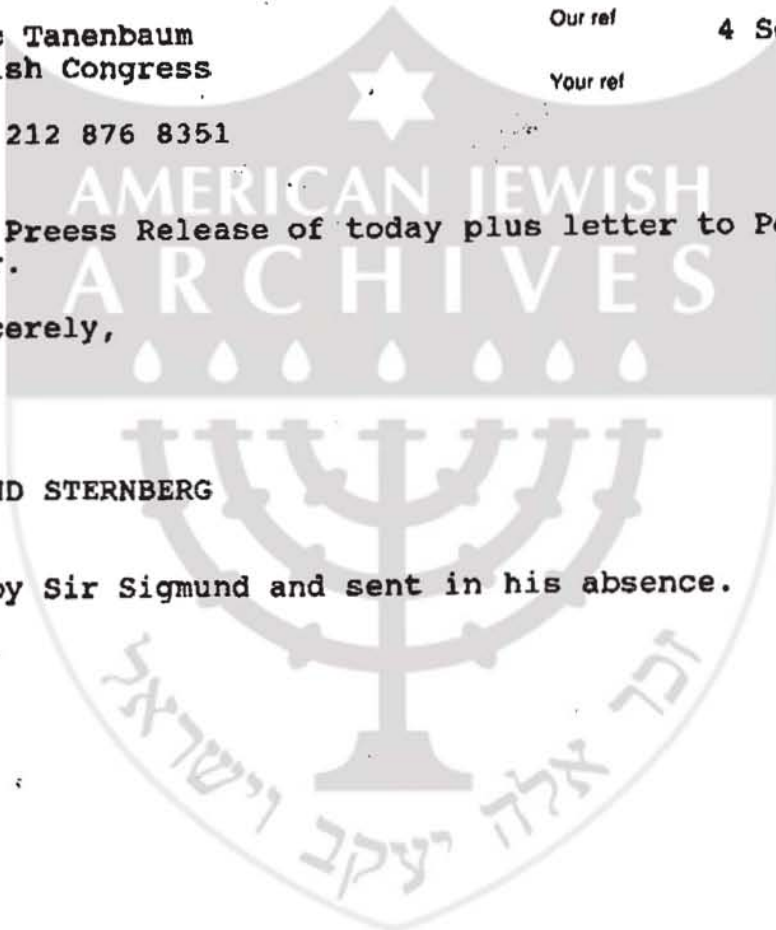
FAX 0101 212 876 8351

I attach Press Release of today plus letter to Polish  
Ambassador.

Yours sincerely,

SIR SIGMUND STERNBERG

Dictated by Sir Sigmund and sent in his absence.





## Rabbi Marc H. Tanenbaum

September 6, 1989

PERSONAL AND CONFIDENTIAL

The Honorable George Bush  
President of the United States  
The White House  
Washington, D. C.

Dear President Bush,

I wanted to express at the outset my gratitude for the persuasive message you communicated to the nation on the drug epidemic. If our citizens will comprehend that you are launching a "process" for counteraction rather than a finished package, it will lend realism to the long-term, patient, and consistent effort that you rightly indicate will be required to meet this enormous challenge.

My added reason for writing to you now is to put before you a profound concern that may well have lasting foreign relations implications. As remote as it may appear, it centers on the intense controversy that has developed over the past four years around the establishment of the Carmelite convent on the grounds of the Auschwitz death camp.

As I have indicated numerous times in my writings and on television, no Jewish person I know criticizes the right of Polish Catholics, or Christians in general, to pray for the souls of the Polish Catholic martyrs. Indeed, if any people will understand that spiritual need, the Jewish people will.

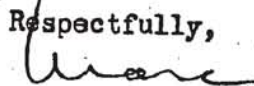
The issue boils down to not over the right to pray, but where to pray. As of now, the pattern has been developing of transforming Auschwitz into a Catholic holy place that ignores or displaces the recollections of the destruction of two-and-a-half million Jews in Auschwitz, the largest Jewish cemetery in the world.

Normally, I would not raise this issue if this were only a "church-state" or "a Catholic-Jewish" issue. But the controversy has been unfolding with devastating negative reactions to the image of Poland and her standing as a democratic society in the world community.

Your recent visit to Poland, I believe, was an outstanding success, with great potential meaning for the future of Polish-United States relations. I fear, however, that this conflict - highlighted by the anti-Jewish homily of Cardinal Glemp and his planned forthcoming trip to the United States at the end of September - can undermine much of the achievement that you began with Poland.

There are people both in the Polish Catholic Church and in Solidarity who are eager to resolve the issue of moving the convent to another site nearby Auschwitz before the controversy does much more damage. My reason for writing to you about this is that given its geopolitical consequences, that you will use your good offices in whatever ways you deem appropriate to help support those tolerant and democratic forces in Poland who wish to resolve this question in a constructive manner.

If there is any way in which I might be personally useful, I hope you will free to call on me.

Respectfully,  


yes - Sept 12, '89



THE COUNCIL  
OF  
THE CITY OF NEW YORK  
CITY HALL  
NEW YORK, N.Y. 10007

PETER F. VALLONE  
VICE CHAIRMAN

TELEPHONE  
212-566-5250

September 6, 1989

Rabbi Marc Tanenbaum  
45 East 89th Street  
Apartment 18F  
New York, New York 10128

Dear Rabbi Tanenbaum:

We would like you to join us for a special Reconciliation Ceremony on Thursday, September 21, 1989 at 11:30 A.M. in the Council Chambers at City Hall.

This gathering of religious and civic leaders from throughout the city will be a call for renewed harmony and understanding. The recent tragic events that have saddened us all must lead to further efforts towards social justice and unity and must finally erase limited thinking about any ethnic group.

We hope that this ceremony will add to the healing efforts now underway and we pledge that the City Council will do all in its power to promote equality and justice.

Sincerely,

Wendell Foster, Chair  
Committee on International  
Intergroup Relations and  
Special Events

Peter F. Vallone  
Vice Chairman and  
Majority Leader

WF/PFV/dr

R.S.V.P. 212/566-5250



## Rabbi Marc H. Tanenbaum

September 6, 1989

PERSONAL AND CONFIDENTIAL

The Honorable George Bush  
President of the United States  
The White House  
Washington, D. C.

Dear President Bush,

I wanted to express at the outset my gratitude for the persuasive message you communicated to the nation on the drug epidemic. If our citizens will comprehend that you are launching a "process" for counteraction rather than a finished package, it will lend realism to the long-term, patient, and consistent effort that you rightly indicate will be required to meet this enormous challenge.

My added reason for writing to you now is to put before you a profound concern that may well have lasting foreign relations implications. As remote as it may appear, it centers on the intense controversy that has developed over the past four years around the establishment of the Carmelite convent on the grounds of the Auschwitz death camp.

As I have indicated numerous times in my writings and on television, no Jewish person I know criticizes the right of Polish Catholics, or Christians in general, to pray for the souls of the Polish Catholic martyrs. Indeed, if any people will understand that spiritual need, the Jewish people will.

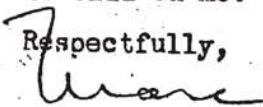
The issue boils down to not over the right to pray, but where to pray. As of now, the pattern has been developing of transforming Auschwitz into a Catholic holy place that ignores or displaces the recollections of the destruction of two-and-a-half million Jews in Auschwitz, the largest Jewish cemetery in the world.

Normally, I would not raise this issue if this were only a "church-state" or "a Catholic-Jewish" issue. But the controversy has been unfolding with devastating negative reactions to the image of Poland and her standing as a democratic society in the world community.

Your recent visit to Poland, I believe, was an outstanding success, with great potential meaning for the future of Polish-United States relations. I fear, however, that this conflict - highlighted by the anti-Jewish homily of Cardinal Glemp and his planned forthcoming trip to the United States at the end of September - can undermine much of the achievement that you began with Poland.

There are people both in the Polish Catholic Church and in Solidarity who are eager to resolve the issue of moving the convent to another site nearby Auschwitz before the controversy does much more damage. My reason for writing to you about this is that given its geopolitical consequences, that you will use your good offices in whatever ways you deem appropriate to help support those tolerant and democratic forces in Poland who wish to resolve this question in a constructive manner.

If there is any way in which I might be personally useful, I hope you will free to call on me.

Respectfully,  




Grove Press

DIVISIONS OF WHEATLAND CORPORATION



Weidenfeld  
& Nicolson

52 Vanderbilt  
420-5800

September 6, 1989

Rabbi Mark Tannenbaum  
45 East 89 Street, Apt. 18F  
New York, NY 10128

Dear Mark:

I write to let you know that I am leaving Grove Weidenfeld and will take up my new responsibilities as Editorial Director at Ticknor & Fields starting the first week in October. My years at Weidenfeld & Nicolson (now Grove Weidenfeld) have been rewarding and productive, but it is now time to move to new pastures. I am excited about the position at Ticknor & Fields and look forward to being in touch with you in the future.

With all good wishes.

Sincerely,

John Herman  
Vice President,  
Editor-in-Chief

JH/pc



(UNOFFICIAL TRANSLATION)

CHAIRMAN OF THE COUNCIL OF MINISTERS  
OF THE  
POLISH PEOPLE'S REPUBLIC

Warsaw, 8 September, 1989.

Dear Sir,

May I convey my warmest thanks to you and Rabbi Marc Tanenbaum for the wishes you have sent me.

I am particularly thankful for the prayers in synagogues throughout Britain and the United States remembering Poland on the 50 anniversary of the outbreak of World War II, of which my country was the first victim.

I was so deeply moved by Rabbi Hugo Gryn's words quoted in your letter which he used in his sermon in the West London Synagogue, words of friendship and respect for my people. I wish to reciprocate by the same affection, for this day and the days to come, the affection best epitomized in your great, beautiful salute: *Shalom*.

May I assure you that when we look back at this atrocious war we do remember the untold suffering of the Jewish people whose each and every member stands unequalled among all martirized nations. The tragedy and sacrifice of *shoah* defies any comparison. It will remain a warning for all until the end of this world.

I wish to ask you, Sir Sigmund, to convey my greetings to all the Jewish communities who joined us in the prayer to our common Father on the day fifty years after the outbreak of World War II. In Poland, the same prayer gave us strength during those historic days which we have lived to see now.

I do hope that an opportunity will arise for me to meet you and the members of the Religious Press Group. I wish to invite you, Sir Sigmund, to visit Poland at your convenience.

Please accept the assurances of my sincere respect,

(-) Tadeusz Mazowiecki

Sir Sigmund STERNBERG  
Star House,  
Grafton Road,  
London NW5 4BD



SIMON SCHOCHET, Ph.D.  
68 MONTAGUE STREET  
BROOKLYN HEIGHTS, N. Y. 11201

September 11, 1989

Rabbi Marc H. Tanenbaum  
American Jewish Committee  
165 E. 56th Street  
New York, NY 10022

Dear Rabbi Tanenbaum:

I take the liberty of writing to you in connection with the homily given by Cardinal Glemp in Jasna Gora on August 26, 1989.

Needless to say, as a Jew born in Poland who is now an American citizen, the Cardinal's statements were extremely offensive and hurt me deeply. In reading the entire text of the homily, I discovered a statement which referred to the presence of Jewish Officers in Katyn. I would not have expected the admission of this fact by a Polish clergyman although there were Jewish Officers there. Katyn is now a holy symbol for Poles but unfortunately there are still some Poles who believe that the massacre was perpetrated by the Jews. The Nazis skillfully propagated this idea when the massacre came to light in order to further set the Poles against their unfortunate countrymen.

As an historian, I believe that I was the first to attempt to identify the Jewish Officers murdered in Katyn and the results of my research into this subject were first published in Niepodleglosc, a Polish historical journal published by the Pilsudski Institute of New York and London. It was then published by Yeshiva University as per the enclosed copies. This research paper was cited and quoted from by many eminent Polish historians and in the American+Polish Press. I was also interviewed on this subject by Radio Free Europe and this was transmitted in Poland on April 23rd of this year. I received many letters from members of families and of friends of the killed officers as a result of the airing of the interview and many asked if there was going to be any memorial planned for the commemoration of the deceased. I consulted with some of these families as well as with doctors of Polish origin about how we might procede to organize such a memorial but it was decided that because of the poltical situation in Poland and because the Soviet Union has still not admitted responsibility for the massacre, the time was inopportune to pursue this memorialization. Furthermore, we anticipated that the largest obstacle might come from the Polish Church as the officers were murdered not

SIMON SCHOCHET, Ph.D.  
68 MONTAGUE STREET  
BROOKLYN HEIGHTS, N. Y. 11201

September 11, 1989

- 2 -

as Jews but as Poles of whom the majority were Catholics. The project was thus abandoned.

I believe that this situation may have changed with the admission by Cardinal Glemp. I do fully realize that right now in the midst of the Auschwitz controversy it may not be advisable to bring up this subject but I do feel that plans for the future should be made to honor the Jewish Officers who died in Katyn. We lost there the leaders of the Polish Jewish Intelligentsia as well as the Chief Rabbi of The Polish Armed Forces, Rabbi Baruch Steinberg. They deserve memorialization.

If you consider such a project to be valid and worthy of consideration by the Jewish organizations here and abroad, I should very much appreciate your letting me know how I can be helpful to you and looking forward to your response, I remain in the meanwhile with all best regards and good wishes,

Yours sincerely,



Simon Schochet, Ph. D.

THE  
NEW YORKER  
25 WEST 43RD STREET  
NEW YORK, N. Y. 10036



EDITORIAL OFFICES

(212) 840-3800

September 14, 1989

Rabbi Marc Tannenbaum  
45 East 89th Street (#18F)  
New York, New York 10128

Dear Rabbi Tannenbaum:

Thanks for replying to my letter seeking your recollections of Bayard Rustin, for the biography I'm now preparing.

I do understand and sympathize with the pressure of your present writing schedule, especially since the book you're now writing is one of great importance.

If you'd kindly make a note of my name and my project, I shall be glad to wait until you find it convenient to set down your thoughts on Mr. Rustin.

Accept my best wishes for all your endeavors -- literary and spiritual.

Sincerely,

  
Jervis Anderson





# COVENANT HOUSE

460 WEST 41 STREET, NEW YORK, N.Y. 10036  
(212) 613-0300

FR. BRUCE RITTER  
PRESIDENT

September 15, 1989

Rabbi Marc Tannenbaum  
American Jewish Committee  
165 East 56th Street  
New York, NY 10022

Dear Marc,

It was good to see you again. I'm very grateful that you were able to come by yesterday. Maybe I'm a little envious of your ability to tear yourself away from your book-writing project. I'd have to closet myself from the world if I were writing a book.

As always, Marc, your sage counsel was welcome. I'll proceed along the lines that we discussed and develop some letters that can be used.

We should make a great "team."

Meanwhile, you remain in my prayers. Please give me the privilege of remembering me in yours.

Peace,



Fr. Bruce

FBR:wko

FAX COVER SHEET

MARC H. TANENBAUM  
International Consultant  
American Jewish Committee

45 East 89th Street  
New York, NY 10128

212-831-2952 FAX: 212-876-8351

DATE: - Sept 20, 1989  
TO: Sir Sigmund Sternberg 485.  
FAX #: - 011 - 44 - 1 - 482 - 4116 (4512)

TOTAL NUMBER OF PAGES  
INCLUDING COVER SHEET - 3

MESSAGE AREA

Dear Aggie, I informed the New York Times  
about your meeting with Glump and they made  
reference to it in Enclosed story. Hope you got my  
other faxes including proposed text for Glump meeting.  
My best best! Marc

IF THIS BOX IS CHECKED, PLEASE FAX BACK TO CONFIRM RECEIPT  
OF THIS FAX.

RESPONSE AREA

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THE ABOVE FAX WAS RECEIVED GARBLED. PLEASE RESEND FAX.

## Rabbi Marc H. Tanenbaum

September 22, 1989

His Eminence  
Jan Cardinal Willebrands  
President  
Pontifical Council for Promoting Christian Unity  
Vatican City State 00120

My Dear Cardinal Willebrands,

It is the source of great personal joy for me to offer heartfelt congratulations and Mazal Tov on the occasion of your birthday observance.

I deem it one of the great privileges of my life and career to have been associated with you since the days of Vatican Council II in the promotion of fraternal relations and friendship between the Catholic Church and the Jewish People.

Much of the significant growth in mutual understanding between our two great faiths and peoples derives from the inspired and stalwart leadership that you have consistently given to our common cause over more than three decades.

The recent Vatican declaration on the Carmelite convent at Auschwitz and Cardinal Gamp's latest statement in London are testimonies to the fruits of Jewish-Christian dialogue when conducted in an atmosphere of reason and good-will.

Those qualities and moral virtues have been the hallmark of your life of service to the Church and to the historic cause of Catholic-Jewish solidarity, and I thank God for your presence in our midst.

I wish you many more years of strength and good health, until the Biblical promise of one hundred and twenty years.

With affection and every personal good wish, I am,

Respectfully yours,



**Rabbi Marc H. Tanenbaum**

FAX # 212-876-8351

JUNE 17, 1989; 12:45 P.M. (New York)

THE MOST REVEREND PIERRE DUPREY  
PONTIFICAL COUNCIL FOR PROMOTING CHRISTIAN UNITY  
VATICAN CITY STATE 00120

FAX # 011-396-698-5378<sup>65</sup>

DEAR FATHER DUPREY,

THANK YOU VERY MUCH FOR YOUR PROMPT REPLY.

I HAVE BEEN TRYING TO TELEPHONE CARDINAL WILLEBRANDS SINCE TWELVE NOON, AS YOU SUGGESTED.

IT HAS BEEN IMPOSSIBLE TO MAKE TELEPHONE CONNECTIONS FROM NEW YORK.

WOULD IT BE POSSIBLE FOR THE CARDINAL TO TRY TO REACH ME TOMORROW MORNING, WEDNESDAY, AT (212-831-2952)?

THANK YOU FOR YOUR UNDERSTANDING.

SINCERELY YOURS,

*Marc H. Tanenbaum*

# JEWISH ASSOCIATION OF RETIRED PROFESSIONALS AND EXECUTIVES

of the New York Federation of Reform Synagogues  
the Union of American Hebrew Congregations 838 Fifth Avenue, New York, N.Y. 10021 Tel: (212) 249-0100

September 22, 1989

Rabbi Marc Tannenbaum  
Office of International Relations  
American Jewish Committee  
165 East 56th Street  
New York, New York 10022

Dear Rabbi Tannenbaum:

I hope the past summer has been a fine and happy one for you.

Some time last Fall when we talked about your speaking at one of our meetings, you indicated that you would be able to arrange it for this year.

Would a date in November be possible - perhaps November 21? If not, could your office schedule a date for March (20), April (19) for May (17) 1990, or a date approximating those days?

Attendance at our meetings is usually 100 to 125 men and women.

I look forward to what I know will be an inspiring message from you, and to hearing which date you prefer?

With warmest wishes for a happy holiday and a very rewarding New Year.

Cordially,



Gerry R. Prosnitz  
Chairperson



CARDINAL'S OFFICE  
1011 FIRST AVENUE  
NEW YORK, NY 10022

September 26, 1989

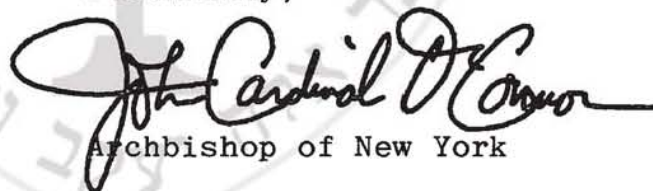
Dear Rabbi Tanenbaum:

Once again you are preparing to celebrate Yamim Noraim. This period is filled with such rich tradition and meaning for you and your families.

If I may, Yamim Noraim will have a special meaning for me this year. My prayer is that Rosh ha-Shanah will continue to build healthy relationships between our two faith communities and I pray that Yom Kippur will be a healing of whatever strains and tensions may exist between our two communities.

As you celebrate these Days of Awe, I pray that God will be gracious to you and your family and throughout this New Year.

Faithfully,

  
Archbishop of New York

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





THE CONSUL GENERAL OF ITALY  
IN NEW YORK

SEP 29 89 011741

Sept 28, 1989

Dr. Marc H. Tanenbaum  
The American Jewish Committee  
165 E 56th St.  
New York, NY 10022-2746

AMERICAN JEWISH  
ARCHIVES

Dear Dr. Tanenbaum ,

As you may already know, the President of the Republic of Italy, Mr. Francesco Cossiga, has been invited by the President of the United States for an official visit to the United States, scheduled to take place from October 10th through October 17th.

On October 16th, President Cossiga will be in New York, where the Italian-American Community, in cooperation with the Ellis Island Restoration Commission, will host a black tie Dinner in his honor. The event will take place at the Central Railroad Terminal at Liberty State Park, an impressive, meaningful location graciously made available for the occasion by the Ellis Island Restoration Commission.

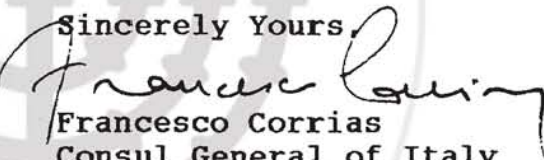
The evening is scheduled to start with a reception at 7:00 p.m., followed at 8:00 p.m. by the dinner, during which a formal program will take place.

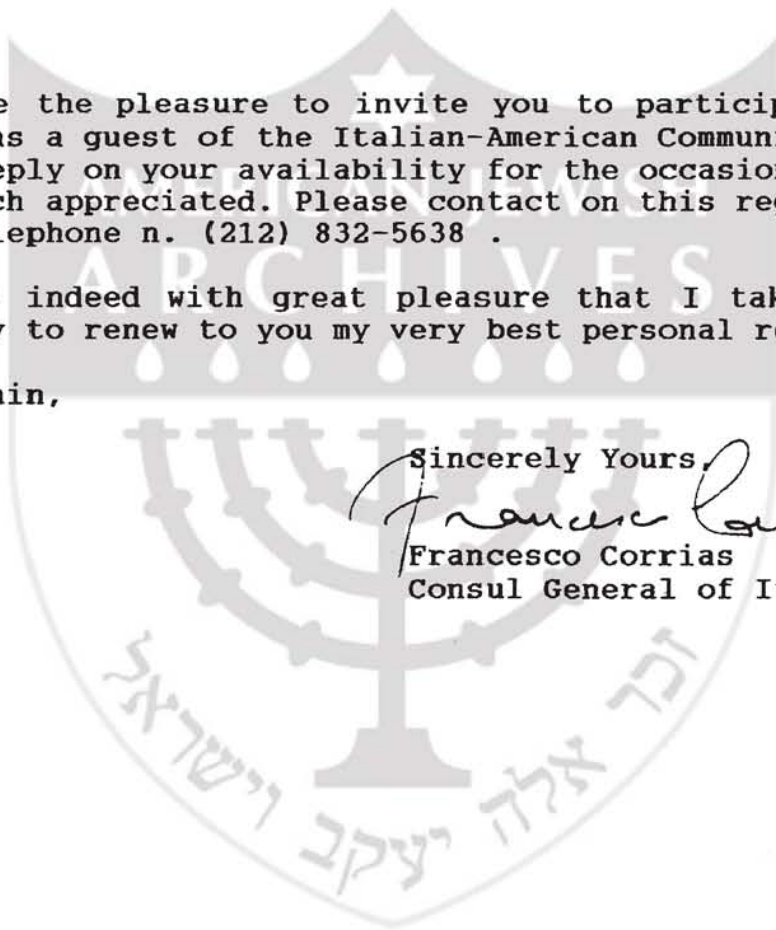
I have the pleasure to invite you to participate in the event as a guest of the Italian-American Community. An early reply on your availability for the occasion would be very much appreciated. Please contact on this regard my office, telephone n. (212) 832-5638 .

It is indeed with great pleasure that I take this opportunity to renew to you my very best personal regards.

I remain,

Sincerely Yours,

  
Francesco Corrias  
Consul General of Italy



GREEK ORTHODOX ARCHDIOCESE  
8 EAST 79TH  
NEW YORK NY 10021 29AM

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4-010975I272 09/29/89 TWX ESL62811951 NYAB  
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RABBI MARC H TANENBAUM  
DIRECTOR OF INTERNATIONAL AFFAIRS  
AMERICAN JEWISH COMMITTEE  
165 EAST 56 STREET  
NEW YORK NY 10022

AMERICAN JEWISH

RELIGIOUS HOLIDAYS ARE TO REMIND US OF OUR EVER PRESENT DUTY TO REPENT,  
TO REFORM AND TO RENEW THE PATTERN AND STYLE OF LIFE, BOTH AS  
INDIVIDUALS

AND AS A NATION, THE MESSAGE OF GREATER GODLINESS, SPIRITUALITY AND  
MORALITY SHOULD SOUND STRONGER AND CAPTURE AND TRANSFIGURE OUR WHOLE  
PHILOSOPHY OF LIFE. IT IS WITH THIS HOPE AND WISH THAT I GREET YOU ON  
THIS FEAST OF ROSH HASHANAH AND BESEECH THE ALMIGHTY TO BESTOW UPON  
YOU ALL HIS ABUNDANT BLESSINGS.

ARCHBISHOP IAKOVOS  
GREEK ORTHODOX ARCHDIOCESE OF NORTH AND SOUTH AMERICA

15:52 EST

MGMCOMP



COUNTRY: \_\_\_\_\_

FAX NO. 876-8351

TIME: \_\_\_\_\_

INTERNATIONAL RESCUE COMMITTEE  
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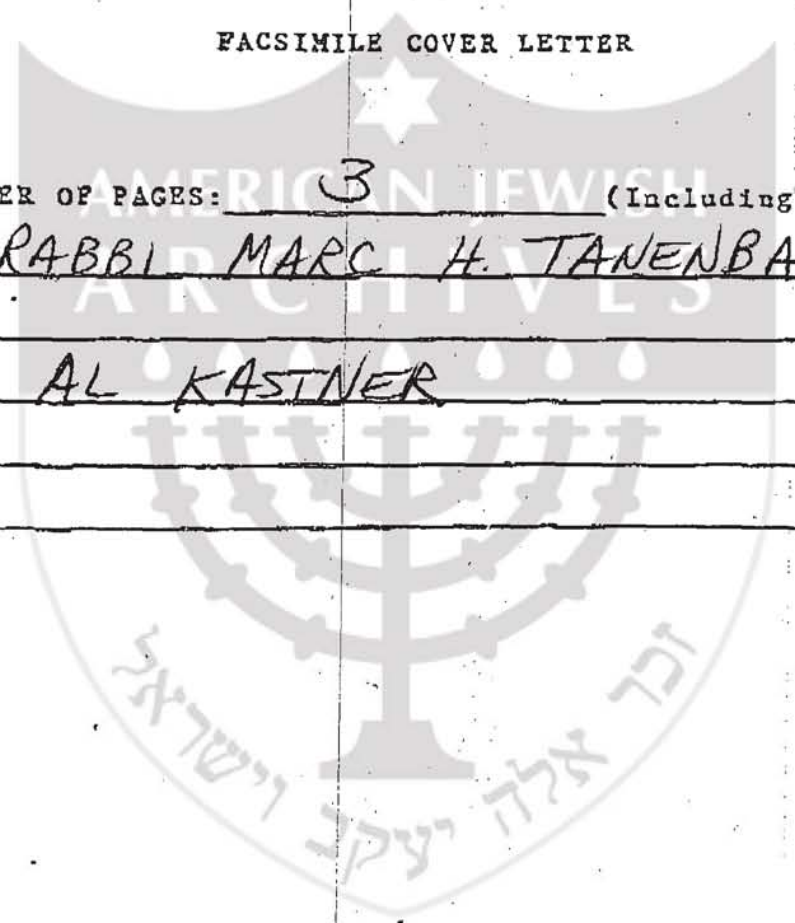
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TOTAL NUMBER OF PAGES: 3 (Including Cover Sheet)

TO: RABBI MARC H. TANENBAUM

FROM: AL KASTNER

COMMENTS: \_\_\_\_\_



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**\*EXECUTIVE COMMITTEE**

October 3, 1989

His Eminence  
John Cardinal O'Connor  
Archdiocese of New York  
1011 First Avenue  
New York, NY 10022

Dear Cardinal O'Connor:

I am writing to invite you to participate in the International Rescue Committee's Freedom Award Dinner honoring Lech Walesa, the leader of Solidarity, on Thursday, November 16, at the Sheraton Center Hotel. Governor Hugh Carey and Monsignor James Murray have expressed their support for your participation.

Lech Walesa has informed us that he would be profoundly honored if you would attend the Freedom Award Dinner. He has, in fact, specifically asked if you could be seated beside him at the head table, and if you would deliver the invocation.

We anticipate an international audience of up to 1,000 leaders from the government, business, union, diplomatic and public service sectors. We are honoring Lech Walesa for his extraordinary contributions to the cause of freedom and human dignity.

The IRC was founded in 1933 and today is the leading nonsectarian American voluntary agency devoted to helping refugees worldwide. The IRC Freedom Award has been presented to a select number of individuals for their outstanding service in the cause of human rights and freedom. Among those previously honored have been Winston Churchill, Willy Brandt, George Meany, Lucius Clay, Hubert Humphrey, Lane Kirkland, Elie Wiesel and, most recently, Prince Sadruddin Ali Khan. We know of no other person more deserving of this award today than Lech Walesa.

President George Bush has been asked to serve as Honorary Chairman, a role he has had in past Freedom Award Dinners. The Honorable Peter Peterson, Chairman of the Council on Foreign Relations and of The Blackstone Group, and Albert Shanker, President of the American Federation of Teachers, will serve as Co-Chairmen of a distinguished Dinner Committee. A private reception will start at 7:00 p.m., to be followed, at 7:30 p.m., by the dinner and

OVERSEAS OFFICES  
DOMESTIC OFFICESCosta Rica El Salvador Geneva Hong Kong Madrid Malawi Munich Pakistan Paris Rome The Sudan Thailand Vienna  
Atlanta Boston Dallas Los Angeles Miami San Diego San Francisco San Jose Santa Ana Seattle Washington, D.C. West New York, N.J.  
Contributions to the International Rescue Committee are tax deductible.

- 2 -

award ceremonies. The event will be concluded no later than 9:30 p.m.

The Co-Chairmen of the Freedom Award Dinner and the Board of Directors of the International Rescue Committee join Lech Walesa in the hope that you will be with us on this special occasion. A response at your earliest opportunity would be deeply appreciated. The Executive Director of IRC, Robert P. DeVecchi, is available to answer any questions that you or your staff may have, as I, of course, will also be.

Respectfully yours,

AMERICAN JEWISH  
ARCHIVES

Leo Cherne  
Chairman

LC:jc

cc: Governor Hugh Carey  
Monsignor James McCarthy  
Monsignor James Murray





# SUTTON PLACE SYNAGOGUE

Jewish Center For the United Nations

225 East 51st Street  
New York, New York 10022  
(212) 593-3300

*Responded  
Oct 29, 89*

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Harriet A. Janover  
Executive Director

October 10, 1989

Rabbi Marc Tanenbaum  
45 East 89th Street. #18F  
New York, N.Y. 10128

Dear Rabbi Tanenbaum,

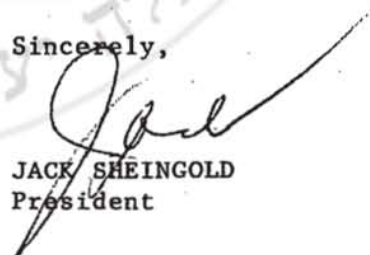
It is a privilege to be able to thank you once again for conducting our Auditorium Parallel High Holy Days Services.

Your congregation, which consisted of your loyal following at Sutton Place Synagogue and many of our new members, were deeply moved and uplifted by your leadership and we are proud to have a man of your stature and deep knowledge of Judaism conduct our High Holy Days Services.

We pray that you may be blessed with many years of lasting health and happiness so that you may continue your outstanding efforts on behalf of Jewry everywhere.

Our best wishes to you and your loved ones for a happy and peaceful 5750.

Sincerely,

  
JACK SHEINGOLD  
President

JS/hb

OIE/

# Eglise Evangélique Libre des Peuples Africains

ACADEMIE DE L'OUEST

E. L. E. P. A.  
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INSTITUT UNIVERSITAIRE de TECHNOLOGIE

Division de l'Enseignement

N/Réf: E.L.P. / 543 / 89.

MIOMBA, le 15/10/89

Objet :Recommandation  
candidature Ingénieur  
Agronome OKOLE NYANGUILE  
(ex-Sébastien) pour 1990.  
-----O-----  
D Demande de bourse  
d'Etudes.

A Monsieur le Directeur Général  
Service Mondial des Juifs "A.J.W.S"  
c/o Jewish American Committee  
165 E. 56th St N.Y. NY 10022  
USA.

Monsieur,

Nous sommes une Communauté Evangélique Libre, basée au Nord du Zaïre, dans la Région de l'Equateur où, en plus de l'évangélisation nous nous occupons activement de l'Enseignement Technique et Professionnel et des Coopératives Agropastorales Paysannes.

Devant la non-qualification de nos Cadres-Enseignants, nous sommes contraints de spécialiser un de nos enseignants (Ingénieur Agronome), le Citoyen OKOLE NYANGUILE (ex-Sébastien), dont dossier en annexe, au C.N.E.A.R.C. de Montpellier en France comme en témoigne l'attestation de Pré-inscription en annexe.

Nous sommes financièrement pauvres pour prétendre supporter les frais de Stage de Spécialisation de notre Professeur en Europe. Et pourtant ça s'impose: nous devons disposer d'un Enseignant Qualifié à l'Enseignement Agricole et Rural pour notre réseau polytechnique agricole existant.

Au nom de Dieu, et pour l'amour des Peuples Déshérités du Zaïre (Psaume 41), ne pourriez-vous pas avoir l'amabilité de bien vouloir accepter d'octroyer à notre Candidat une BOURSE DE STAGE de Spécialisation à l'APTITUDE D'ENSEIGNER DANS LES COLLEGES AGRICOLES et RURAUX, ainsi qu'une bourse de voyages internationaux éventuels (billets)

Cette Spécialisation durera d'Octobre 1990 en juin 1992, et sera suivie alternativement à Montpellier et à Toulouse.

Convaincus que la misère du Tiers-Monde vous préoccupe aussi, nous vous remercions d'avance de la réponse que vous allez nous réserver, et vous prions de croire, Monsieur le Directeur Général, en l'expression de tous nos respects dûs à votre honorable rang.

Dr. Rév. Pasteur  
= OKOLE. I. NY =  
Représentant Légal.

LE REPRESENTANT LEGAL?  
LE REVEREND PASTEUR DOCTEUR,  
= OKO L.H. IL =  
RECTEUR



Siège : MIOMBA, - (Région de l'Equateur) -

Activités : Evangélisation - œuvres Chrétiennes - Coopératives Agropastorales - Développement Communautaire - Promotion Sanitaire - Orphelinats - Formation Professionnelle, - Activités Féminines. et Juvéniles. Soins aux Enfants Handicapés, -



**ATTESTATION DE PRE-INSCRIPTION**

\*\*\*\*\*

Je soussigné A. MARAGNANI, Responsable du cycle "Formation d'Agronomes Formateurs", certifie avoir pré-inscrit Monsieur NYANGUILE Sébastien (Nationalité: Zaïroise) pour le stage FORMATION DE FORMATEURS EN MILIEU RURAL (préparant au Certificat d'Aptitude à l'Enseignement en Collège Agricole) qui aura lieu au CNEARC à Montpellier (France) du mois d'octobre 1990 au mois de juin 1992.

Monsieur NYANGUILE Sébastien sera définitivement inscrit, sous réserve de l'obtention d'une bourse couvrant les frais de subsistance (hébergement, repas, déplacements en France et couverture sociale : prévoir 7.000 FF environ par mois) et après signature d'une convention entre le CNEARC et l'organisme financeur des frais de formation qui s'élèveront environ à 73.000 FF pour la formation ci-dessus mentionnée.

Cette attestation est délivrée pour servir et faire valoir ce que de droit.

Montpellier, le 19 septembre 1989



Alain MARAGNANI  
Responsable du Cycle  
"Formation d'Agronomes Formateurs"



NEVAS, NEVAS, CAPASSE, RUBIN & SAREZKY

ATTORNEYS AT LAW

COLONIAL GREEN

246 POST ROAD EAST

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BERNARD A. NEVAS (1942)

LEO NEVAS

EDWARD J. CAPASSE

ROBERT H. RUBIN

LAURENCE SAREZKY\*

JAMIE KAY GERARD

OF COUNSEL  
STEPHEN TATE  
STEPHEN E. NEVAS\*\*

LEGAL ASSISTANTS  
ELVIRA LEWIN SERBY  
JANET DIPRISCO

\*ADMITTED ALSO IN  
VIRGINIA AND D.C.

\*\*ADMITTED ALSO IN MASS.

October 18, 1989

Mr. Ira Silverman  
Executive Vice President  
American Jewish Committee  
165 East 56th Street  
New York, New York 10021

Dear Ira:

I today received what purports to be the minutes of the Board Meeting of September 18, 1989 which I find substantially lacking. In some instances, though perhaps accurate in reporting what was stated, it conveys a truly improper and incorrect statement of the facts.

The minutes purport to deal with what was the most important part of the business of the meeting, namely the financial aspects and the resolutions, in less than a page although in point of time, this consumed at least two hours of the total meeting. It has a highly selective and edited report of that discussion and, omits what I consider some rather important comments made by several people as well as by me. Morton Blaustein made a very important statement that is treated lightly without proper reference to his concerns. I believe that the concerns expressed by me with respect to the failure to collect unpaid pledges and the duty of the members of the Board to pay their pledges promptly in the light of the financial circumstances that exist merit some concern and consideration. I also spoke about the necessity to cut expenses now and not wait until after the deficit has further accumulated. Those comments were selectively eliminated.

What I consider a very serious distortion was the treatment of the resolution in the minutes and the submission of what are incorrect reports of what occurred. Not of the greatest importance, but nevertheless totally inaccurate, is the list of the officers authorized to borrow money and sign checks. It was proposed by me that it was not appropriate to have a non-officer having nothing to do with the finances, such as the Director of Leadership and Board Services, to have that kind of authority and Al Moses specifically stated that was correct and amended the



resolution. It has found its way back into the resolution as now presented.

I also feel that the discussions surrounding the resolution and how it was to be acted upon should be included in the minutes appropriately.

Insofar as distortions of the facts, whether correctly or incorrectly represented in the minutes, I refer specifically to two matters. In dealing with the deficit, it was reported that Sholom Comay stated that the budget deficit resulted from a shortfall in year end projections, coupled with retirement severance paid to several senior staff members resulting in a 2.7 Million Dollar deficit. I do not recall exactly how that statement was made by him but if it is an accurate reflection of what he said, it truly distorts the facts and should be corrected forthwith. This is further aggravated by the statement attributed to you that 1.8 Million Dollars was represented by one time severance payments to senior staff followed by the further statement by Sholom Comay that he would not during his tenure enter into severance agreements without the approval of the Board. Nowhere in any of those statements is this placed in proper context, nor is it disclosed to the Board that there were not only two or three senior staff members who received and are to receive severance payments but there is a whole group of individuals who retired last year because of the change in the agreements with the union over termination payments. As I understand it, there were ten or more employees who took the 30 weeks severance payments. In addition, there were more than just the two senior staff members to whom everyone refers, namely, Rabbi Tanenbaum and Bill Trosten, who are to receive severance payments. In addition, most of those payments were part of contractual arrangements made three, four, or five years ago and longer. It seems to me that since almost everyone in the meeting assumes that this 1.8 Million Dollars was something that was done by Ted and perhaps one or two other officers in his administration, you and your other officers owe an obligation to correct that notion of events. It also ought to be made clear that though these have been accrued in the current or last year, the sums nevertheless are being paid over a substantial period of time.

I think the minimum that you and the officers owe to Ted and the others who might have been involved, is that you set the record straight.

There is also a further distortion in that the statement was made that during the last 5 or 6 years, the funds raised by the Director of Development and his department had decreased continuously. This is not true. I have taken the trouble to dig out some of the records and the following appears to be the truth:



	<u>PLEDGES</u>	<u>COLLECTIONS</u>
1982	\$10,160,000	\$10,200,000
1983	11,300,000	11,200,000
1984	12,250,000	12,200,000
1985/86	12,900,000	12,500,000
1986/87	14,800,000	14,700,000
1987/88	15,100,000	14,900,000
1988/89	14,600,000	14,000,000

Total increase in five years from 1982 was 48.6%.

A large part of the short-fall in collections in 1988/89 resulted from the postponement by some members of the Board and a few large contributors of their payments to the second half of 1989. I believe this too deserves noting.

I think it also ought to be pointed out that one of the major failures last year and the year before was the failure of many of our chapters to have plate dinners. One of our chapters has not had an event in 5 years and others have records approximating this. It is therefore unreasonable and improper to cast this kind of distorted light on the work of the Director of Development, Arthur Feuer, who has given 33 years of his working life to this agency. I think this shows little gratitude to a devoted staff person. I happen to be one of those who thinks that discharging Arthur Feuer at this crucial time was a blunder of considerable magnitude and totally unjustified. I do not believe that the pressure of one, two or four members of the Board should have been permitted to force this act. You and I both know, and have so expressed ourselves, that he has done a fine job and that we are grateful to him for those accomplishments.

I feel very strongly about the above and although I can not be at Los Angeles because I am participating in a dialogue with some U.S.S.R. Governmental Human Rights officials during that period, I do feel that all the Members of the Board should receive a clarification and a correction of these distortions. I would hope that you would undertake to see that it is done prior to the Los Angeles meeting. I will await your response.

I know these are difficult times for you and I wish you good luck. I hope that the NEC meeting in L.A. is successful and I wish you a very pleasant trip.

Sincerely,



Leo Nevas

LN/dd

cc: Sholom Comay  
Theodore Ellenoff  
Alfred Moses  
Robert Jacobs



**Sir Sigmund Sternberg** O.St.J. KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

24th October 1989

Rabbi Marc H. Tanenbaum,  
American Jewish Committee

Date

SSS/DW

faxed message : 3 pages

Our ref

Your ref

Dear Marc,

With reference to your commentary "POLAND NEEDS SERIOUS JEWISH ATTENTION", I must point out that we are leaving for Poland on Friday, 24th November, and 27th November is the date for the Charter of the Rotary Club in Warsaw, (the first Rotary Club to be established in a Socialist country.)

Attached is the Press Release in connection with the ICCJ Colloquium in Jerusalem next year. This Colloquium will help the peace process in the region.

Thank you for sending me the article from the New York Times.

Also attached is copy telex from Cardinal Glemp regarding the establishment of a Polish Council of Christians and Jews.

I had an unclear message left on my answerphone, is there anything you wish me to contact you about?

Kind regards,

Yours sincerely,

  
Sir Sigmund Sternberg

[start]

Original documents  
faded and/or illegible



Sir Sigmund Sternberg O.S.J. KCSG JP

Star House  
123 Grafton Road  
London NW5 4BD  
Tel: 01 485 2538  
Fax: 01 485 4512

**ICGJ**

## INTERNATIONAL COUNCIL OF CHRISTIANS AND JEWS

FROM THE OFFICE OF THE CHAIRMAN OF THE EXECUTIVE COMMITTEE, SIR SIGMUND STERNBERG KCSG JP

The International Council of Christians and Jews is an association of organisations established to promote mutual respect and cooperation between Christians, Jews and other faiths.

### PRESS RELEASE

**THE INTERNATIONAL COUNCIL OF CHRISTIANS AND JEWS 1990  
COLLOQUIUM JERUSALEM JULY 8 - 11. "INTERFAITH IN THE LAND OF  
FAITHS"**

The Colloquium will explore ways whereby the three religions of the country, Judaism, Christianity and Islam can contribute to justice and peace in the Holy Land. In addition to the Jews in Israel, Arab-Christians, Muslims and Christians of all denominations will participate and play a major role. 400 participants from all over the world are expected to attend.

Sir Sigmund Sternberg, Chairman of the Executive Committee of the International Council of Christians and Jews and Dr. Jacobus Schoneveld, the ICCJ General Secretary, have just returned from Israel having held discussions with the Israel Interfaith Association and made preparations for the Colloquium.

There were 300 participants at the 1989 Colloquium, "Religious Consciousness among Jews and Christians in the wake of the French Revolution", held in Lille France.

The Hon. Presidents of the ICCJ are Lord Coggan, the previous Archbishop of Canterbury and Cardinal Albert Decourtray, Archbishop of Lyon and Primate of France.



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SIR SIGMUND STERNBERG  
LONDON

SIR,  
YOUR LETTER DID NOT ARRIVE YET, THE PROJECT ITSELF I FORWARD  
TO BISHOP HENRYK MUBZYNSKI FOR STUDY AND REFLECTION.  
RESPECTFULLY  
CARDINAL JOZEF GLEMP  
WARSAW, 10.10.89  
END

017000 BPP PL

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EX  
TELE

**Sir Sigmund Sternberg** O.St.J. KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

His Eminence Cardinal Glemp,  
Archbishop's House,  
Warsaw.

Date

Our ref 25 October 1989

Your ref

Telex: PALAC PRYMASOWSKI 816 389

Your Eminence

I was very pleased to hear from H.E. Dr. Zbigniew Gertych that you will see me on Saturday November 25 at 9 am. I will be accompanied by Lord Weidenfeld and Rabbi Marc Tanenbaum. I am very much looking forward to meeting you then. Afterwards I hope to attend the Synagogue service.

I would like to invite you to be my guest at the Charter Celebration of the Warsaw Rotary Club on Monday 27 November at the Royal Castle when I hope to have a further opportunity to chat with you. If you would like to invite anyone else to attend please let me know. I am sending you 'Rotary in Brief', to give you some information about Rotary. I hope you will find your way to becoming a member of the Warsaw Rotary Club. H.E. Dr. Gertych is a member of the London Club.

With kind regards,

Yours sincerely,

Sir Sigmund Sternberg

[end]

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# LIFE

PRODUCTIONS

October 30, 1989

Rabbi Mark Tanenbaum  
American Jewish Committee  
165 E. 56th Street  
New York, NY 10022

Dear Rabbi Tanenbaum,

I have been contracted by the BILLY GRAHAM EVANGELISTIC ASSOCIATION to write and produce a documentary film on the life, ministry and influence of Billy Graham. As you can imagine, I am thrilled with this honor.

It is my feeling that Dr. Graham has not only had a tremendously positive impact on the lives of many individuals throughout the world, but also a very positive impact on history, society, and culture.

In putting this film together, I believe it would be most appropriate to have you on camera making a statement about any personal times you had with Reverend Graham, as well as your feelings on his influence in our country and throughout the world in terms of people's lives, history, and culture. I would especially like to discuss with you Dr. Graham's relationship with the Jewish faith.

Once this film is completed, it will be shown on television throughout the world and in churches and schools as well. I believe this will be a program people will watch for many years to come.

I would appreciate your allowing me and a small camera crew to interview you for about a half hour sometime between now and early 1990. We will be glad to film you at any location you so desire and at a time convenient to you.

I know Dr. Graham will greatly appreciate your being in this film.

Thank you for considering this request and I look forward to hearing from you soon.

Sincerely yours,



Charles Warren - Producer

cc: Dr. John Akers - Special Assistant to Dr. Billy Graham  
Dr. Billy Graham  
Dr. John Corts - Chief Operating Officer of BILLY  
GRAHAM EVANGELISTIC ASSOCIATION  
Dr. T.W. Wilson - Personal Executive to Dr. Billy  
Graham

*Executive Office*

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*Production Office*

444 Irving Drive • Suite 201 • Burbank, California 91504 • (818) 841-8851 • FAX (818) 841-8853



Project : ANTHOLOGY OF CHRISTIAN LITERATURE ON JEWS AND JUDAISM.

Curriculum Vitae of the scientific coordinator Dr. Hans Jansen.

Dr. Hans Jansen, born August 25, 1931 in Groenlo (The Netherlands). Studied philosophy, history and theology at Utrecht. Received his Masters degree 1960 in Rome for a linguistic thesis on the Hebrew concept of 'Kahal' and the Greek concept of 'Ekklesia'. Is a member of the Dutch Reformed Council for Church and Israel and of the consultative body of Jews and Christians 'OJEC', the Dutch chapter of the International Council of Christians and Jews 'ICCIJ', and a guest lecturer at Brussels' Free University and the Martin Buber Institute in the same city.

In 1974 he published *'The Good Samaritan in the Hands of Robbers ?'* in which he demonstrated how many different interpretations and explanations of this parable students of the New Testament have developed through the centuries. Published in 1981 his *'Theological and Religious Roots of Antisemitism'*, a book which is considered as a work of major importance by Jews and Christians alike and which has sparked off a broad discussion within the Church and in society : a discussion which continues to this day. The publication of this book led to many guest lectures at universities in The Netherlands and abroad. It was especially Amsterdam's Free University which devoted attention to his work. On May 6th 1982 the Free University was the venue of a panel discussion, sponsored by the 'Rachab' Society of the Theological Faculty, on the subject of : *'Christian Theology after Auschwitz : an End or a New Beginning ?'*.

The New Testament section of the Biblical Science study group included the theme *'Antisemitism in the New Testament ?'* in its curriculum for the 1982/83 academic year and asked the author to join Prof. Baarda and Dr. Vos in preparing a series of doctoral lectures on the subject. On May 3rd 1983 the Theological Faculty of the Free University of Amsterdam organized a symposium on the theme : *'Faith and Fratricide. Anti-judaism : the Left Hand of Christology ?'*, to mark the end of a series of lectures. A number of these lectures were published in 1984 under the title *'Paulus and the other Jews. Exegetic Contributions and Discussion'*.

In 1985 Dr. Jansen published *'New Testamentary Roots of Antisemitism'*, in which he demonstrated that in the past 2000 years of Christianity students of the New Testament have put an anti-Jewish interpretation and explanation on the New Testament.

For the compilation *'Forty Years after 1945 : Views on Contemporary Antisemitism'* (ed. Prof.L. de Jong) he wrote the contribution *'Antisemitic Potential in the Gospel of John'*, in which he described the practice of anti-Jewish interpretation



of the Gospel of John in academic exegesis. In 1985, 1987 and 1988 Hans Jansen produced radio programs for the NCRV broadcasting organisation, on the Christian roots of antisemitism in the history of 2000 years of Christianity. In May 1988, for the same 'Literama' program, he produced a contribution on *'Antisemitism in the literature and journalistic works of Dostoyevsky'* and on *'Shylock in Shakespeare's Merchant of Venice'*. The end of 1989 sees the publication of his voluminous work *'A real source of Anti-Semitism. The History of Anti-Jewish Theology and Anti-Jewish Strategy'* (published in the English language). At the Symposium on the *'Foundation for the Fight against Anti-Semitism'*, held at Amsterdam's Free University on October 14th 1985, Hans Jansen spoke on the subject of : *'Antisemitism in the Amiable Guise of Theological Philosemitism in Karl Barth's Israel Theology before and after Auschwitz'*. In July 1988 he took part in an International Scholars Conference on the subject : *'Remembering for the Future. The impact of the Holocaust and Genocide on Jews and Christians'*, held at Oxford University, England. Oct.'89

Yale University

Jaroslav Pelikan  
Sterling Professor  
Department of History  
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234 Hall of Graduate Studies  
320 York Street  
Telephone:  
203 432-1375

1 November 1989

My dear Marc,

I was deeply touched by your gracious comments about my "World Treasury of Modern Religious Thought."

Your book on Vatican-Jewish relations is a summum desideratum, and I would enjoy meeting with you to talk about it.

Sylvia and I will be coming to New York for concerts on the following days this fall: 24 November (staying overnight at the Yale Club); 15 December; 29 December. (Those are all Friday nights, but we can meet in the afternoon.) My addresses and telephone numbers are on the enclosed card.

Fraternally,  
Jary



THE AMERICAN JEWISH COMMITTEE

BOARD OF GOVERNORS MEETING

November 2, 1989

ATTENDANCE

✓ Alfred H. Moses	Harris L. Kempner, Jr.
Bernard Abrams	Howard R. Koven
✓ Norman E. Alexander	Jack Lapin
✓ Mimi Alperin	Michael L. Lapin
✓ Naomi J. Banks	Marcia E. Lazar
Meta S. Berger	Eleanor S. Lazarus
Martin I. Bresler	J. David Levy
Robert S. Brill	Benjamin S. Loewenstein ✓
Marcia Burnam	Cathy R. Mendelson
✓ Herbert B. Cohen	Saul N. Mirowitz
✓ Sholom D. Comay	Judith H. Obermayer ✓
Robert H. Dasteel	David H. Peirez ✓
Richard H. Davimos	Ruth R. Pellettieri ✓
Henry Dubinsky	Elaine Petschek ✓
Joseph B. Durra	Bruce M. Ramer
Howard I. Friedman	Edward A. Ring ✓
Charlotte R. Garson	Gordon S. Rosenblum
Howard A. Gilbert	Mary Shapero
✓ Walter F. Gips, Jr.	Frieda G. Shapira
Bertram F. Given	Richard J. Sideman
Judy Goldberg	Ira Silverman ✓
✓ E. Robert Goodkind	Audrey Skirball-Kenis
Arthur N. Greenberg	David F. Squire ✓
Jerome L. Harris	Steven L. Swig
✓ Alvin S. Hochberg	Lawrence Thorpe
✓ Charlotte G. Holstein	Ronald G. Weiner ✓
Robert S. Jacobs	Richard L. Weiss
Ira R. Katz	Elaine Wishner
Martin Kellner	

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## SUMMARY OF BOARD OF GOVERNORS MEETING

### Update on Financial Situation

The Board members deficit campaign with a target date of December 31, 1989, has raised, to date, a little over \$1 million, representing pledges from 40 Governors. The new Director of Development, Jaime Kelstein, was introduced.

Expense cuts have been instituted to bridge the gap between a projected shortfall of \$1 million in Campaign and Special Appeals income and an increase in membership dues income of only \$200,000.

The Board of Trustees, at its meeting this morning focused on:

- 1) preparations for personal solicitation
- 2) marketing, packaging, publications, as they relate to resource development.

### Recent Programmatic Accomplishments and Plans

Two surveys are being planned:

- 1) Soviet Jews -- their perceptions, status, etc.
- 2) Prominent American Jews not involved with AJC -- their concerns, their expectations from Jewish organizations.

Two delegations to the Vatican re the Carmelite convent on the grounds of Auschwitz, resulting in a commitment by the Catholic Church to close the convent and move the nuns outside the grounds to a center to be built.

Trip to Warsaw to meet with Bishop Henryk Muszynski, Chairman of the Polish Episcopate's Commission for Dialogue with Judaism. Throughout the convent crisis he insisted that the agreement to close the convent be honored by the Catholic Church. He will be a speaker at our next Annual Meeting.

Delegation to Vienna had two objectives:

- 1) Upgrade the Holocaust education program in Austria
- 2) Improve the intake policies of the Austrian government toward Soviet Jewish emigres.

Some improvements in both areas are promised.

### Proposed Policy on Choice Among Public Schools

National Affairs recent and planned activities include:

- 1) A program of chapter leaders meeting with their district legislators in order to influence legislation.

- 2) Funding of Soviet refugee integration programs -- AJC will try to influence the Government to take responsibility for this expense.
- 3) A fair employment bill soon to be proposed by a coalition of civil rights activists -- AJC may have a role involving this legislation.
- 4) Civil Rights Commission -- we will push for its revival.

The NAC parental choice policy recommendations were approved by the Board unanimously.

#### Further Developments on the Japanese Front

The Foreign Ministry of Japan sent a memo to Japanese book publishers as a result of a meeting of AJC leaders with Japanese Foreign Ministry officials, calling upon them to use better judgment in their publishing of anti-Semitic materials. Various avenues are being pursued to combat Japanese anti-Semitism:

- 1) Plans are being set to start a program of exchange visits by AJC leaders and Japanese influentials.
- 2) Through the medium of TV we hope to educate the Japanese about American Jews.

Efforts are underway to pressure Japan to increase their level of business dealings with Israel.

#### Matters Relating to Israel

Our immediate concern is erosion of support for Israel among American Jews and political leaders.

AJC's recent letter to Prime Minister Yitzhak Shamir urging him to make a visit to Cairo to discuss the peace process, was answered with a rejection of our suggestions.

#### AJC's Current Membership Campaign

The six-year decline in membership has stopped and we show an increase of 516 paid units over last year at this time. Membership acquisition and retention is a priority in the chapters as well as nationally. Some chapters currently conducting membership drives are: Orange County, San Francisco, St. Louis; Westchester, Pittsburgh and Miami are about to launch campaigns.

Nationally, a direct-mailing of 70,000 pieces will begin next week. AB Data is our consultant. Chapters will be expected to retain new members.



THE AMERICAN JEWISH COMMITTEE

**BOARD OF GOVERNORS MEETING**

**Wednesday, November 1, 1989**

**Alfred H. Moses, Presiding**

Mr. MOSES called the Governors to order at 1:00 PM and called on Sholom Comay.

Update on Financial Situation

After a brief review of the financial report given at the September 18th Board meeting, including the commitment made by the administrative officers to raise their regular pledge by \$10,000 a year for five years if at least half the Board members pledged an additional \$5,000 annually for the same period. Mr. COMAY stated that the results so far of this deficit reduction campaign were heartening. With a target date of December 31, 1989, a little over \$1 million has been pledged to date, representing 40 members. He urged the others to participate and thanked those who had already made a pledge.

Ira SILVERMAN introduced the new Director of Development, Jaime Kelstein.

Referring to the Operating Budget schedule (Appendix A) Mr. SILVERMAN explained that since we are anticipating a decrease in budgeted Campaign and Special Appeals income of \$1,000,000, and an increase in dues income of \$200,000, an \$800,000 shortfall will have to be made up by expense cuts in items such as travel, support staff, conferences, publications, word processing, clippings, and funding of our pension plan.

In response to a question about *Present Tense's* increase in expenses in the "Revised Budget" column when the plan had been to start charging \$10 for a subscription, Mr. MOSES explained that since membership dues were raised, it was felt that the subscription charge should be postponed for six months, while the \$10 increase was included in dues income.

Mr. MOSES expressed optimism in our ability to raise the necessary money to fund the debt package.

Bruce RAMER reported on three meetings held this morning. Two of the new committees of the Board of Trustees met simultaneously, the Chapter Liaison Committee, chaired by Steven Swig and the Corporate Contacts Committee, chaired by Herbert Cohen, and reported their proceedings to the Board of Trustees which met directly after the two committees. The emphasis at the latter meeting was on preparation for personal solicitation, since the acquisition of major gifts through personal solicitation represents the biggest growth area for the agency. A kit is in preparation to aid in this effort. The second subject discussed was marketing, packaging, publications and communications as these relate to AJC's resource development. In this connection it was admitted that we do very little in the areas of donor and honoree recognition, in order to keep these people involved with us.

Mr. SILVERMAN corrected his misstatement made at the last Board meeting that fundraising at AJC has been declining in recent years. After checking the figures, he saw that the decline was only during the past two years. Before that, there had been a steady increase for several years in campaign income.

Mr. MOSES then read a letter from Bert Gold who was unable to come to Los Angeles due to illness. Mr. Gold's purpose in writing was to set the record straight about some of the statements made and impressions created at the September Board meeting. The letter is attached as Appendix B.

#### Recent Programmatic Accomplishments & Plans

Mr. SILVERMAN outlined two projects being planned:

- 1) Survey of the status and perceptions of Jews remaining in the U.S.S.R. Many of the details have to be worked out such as the partnership arrangement for the survey, costs, etc.
- 2) Survey of the concerns, needs and expectations from Jewish organizations, of prominent American Jews not involved with AJC. This will give us insight into the possible future role we can play in fulfilling these expectations with a view toward leadership development, resource development and program marketing.

Mr. SILVERMAN pointed out that both these new projects are interdepartmental and demonstrate the recent higher level of cooperation among the various program departments and the research operation.

Over the past few weeks three European "hot spots" were visited by AJC delegations. Mr. SILVERMAN asked Rabbi James Rudin to report on the trips to the Vatican and Warsaw, both of which dealt principally with Catholic-Jewish relations.

The two recent visits to the Vatican were concerned with the removal of the convent on the grounds of Auschwitz. The Vatican finally committed itself to supporting our demand for the moving of the nuns and one-half of them have already left. Rabbi RUDIN felt that relations with Catholics will be "bumpy" for a while, but we have strong ties with the Vatican Council to counteract any problems that arise. He mentioned a planned visit of our leadership to the Vatican in March to commemorate the 25th anniversary of Vatican Council II. He commended the extraordinary leadership of our chapters in heading off the planned September visit of Cardinal Glomp to the U.S., which could have had disastrous effects upon our relations with Polish Catholics.

In Warsaw, where he was reminded of the once thriving Jewish community by mention of "Poland's only rabbi," Rabbi Rudin met with Bishop Henryk Muszynski, Chairman of the Polish Episcopate's Commission for Dialogue with Judaism, who is the hero of the Auschwitz convent crisis. His insistence that the agreement be honored and his urging that communication between the opposite sides be kept open are largely responsible for the final victory. He has invited the AJC leadership group to Warsaw in March for meetings, the subject of which would be the meaning of Vatican Council II in Poland.

Rabbi RUDIN predicted that eastern Europe will be very important in the 1990s for us as Americans and Jews. With this in mind, AJC has invited Bishop Muzynski to address our Annual Meeting in May.

Concluding his remarks, Rabbi RUDIN opined that the outcome of the convent crisis reflects the strength of Catholic-Jewish relations and the success of our work to achieve this relationship.

Howard FRIEDMAN asked Rabbi Rudin why AJC withdrew from IJCIC (International Jewish Committee for Interreligious Consultation). The break, Rabbi RUDIN explained, which had been



in the offing for a long time, was brought about by several fundamental differences:

- 1) The World Jewish Congress, a member of IJCIC, is against maintaining good relations with the Catholic Church until the Vatican recognizes Israel. AJC tries to strengthen Catholic-Jewish relations at the same time as we fight for Vatican recognition of Israel.
- 2) IJCIC has a ban on theological discussion which is senseless within the context of maintaining and strengthening Christian-Jewish relations.
- 3) Any of the members of IJCIC can exercise a total veto.

We could rejoin in the future if our objections are removed.

Jack LAPIN praised the accomplishments of Rabbi Rudin in the area of Christian-Jewish relations. In response to Mr. LAPIN's inquiry about funding construction of the new Carmelite center, Rabbi RUDIN felt that Jews certainly should not contribute money; it should be built with Catholic contributions.

Martin KELLNER reported on the Viennese trip which had two objectives:

- 1) to raise the level of Holocaust education in Austria. The AJC delegation met with the Minister of Education and his assistant and commitments were made to upgrade and finance Holocaust education which, at present, is meager.
- 2) to discuss the intake of Soviet Jewish refugees into Austria. The experience of Viennese with Soviet Jews has not been good so they will not give a firm commitment on how many they will take in. On the other hand, the officials our delegation met with did promise to help rebuild the Jewish community in Vienna and help to integrate the 6,000 Soviet Jews now living there.

The Austrians have expressed an interest in jointly hosting a conference in 1990 on nationalism and anti-Semitism in Eastern Europe. Funding would be provided by the Austrian Foreign Ministry but the host will be an educational institution. Invitees will include representatives from East European countries and the U.S.

#### Proposed Policy on Choice Among Public Schools

Robert GOODKIND, Chair of the National Affairs Commission, outlined a process started by the NAC of bringing lay delegations to Washington to enhance the influence of our Washington Representative's Office. In October a group met with Sen. Metzenbaum, Sen. Jeffords (Vermont) the U.S. Coordinator for Refugee Affairs, the head of the Leadership Conference on Civil Rights, and others. As a result of this meeting, it was realized that in order to influence legislation we must develop a grass-roots program of AJC leaders calling upon their district legislators. Specifically, on the issue of separation of church and state in the public schools, AJC can play a role educating legislators about the issues involved.

Other issues which we will soon be involved in are:

- 1) Soviet refugee integration -- inadequate funding is the big problem and the possible solutions are all controversial. Our role is to advocate the importance of Government's responsibility in this area.



- 2) A fair employment bill will soon be proposed by a coalition of civil rights activists. The NAC is in close touch with that group, and we will soon know whether we will have a role involving this legislation.
- 3) The Civil Rights Commission may soon be reactivated by the President, and AJC, Mr. GOODKIND believes, should publicly push for its revival.

Turning to the main subject of his remarks, Mr. GOODKIND emphasized the controversial and complex nature of the parental choice issue. He explained that the NAC is not advocating a particular program but is suggesting that AJC is an effective agent to help bring reason to the debates currently occurring in the communities. The NAC is advocating a chapter effort to help the various elements in the communities develop blue prints for accomplishing the objectives of "parental choice." To this end, the NAC adopted the policy recommendations attached as Appendix C.

Stephen KURZMAN, Chairman of the NAC Steering Committee for Education Issues outlined two very different pilot programs where parental choice is being tested. Preliminary results seem promising with significant improvement in educational levels. The NAC is not expecting "parental choice" to be a miracle cure, but it is a chance for improvement in education. A suggestion from Charlotte HOLSTEIN that AJC's participation and the program itself should be monitored, brought assurance from Mr. GOODKIND that there will be constant communication with the chapters and frequent review of developments. A motion to adopt the recommendations was made, seconded, and carried unanimously.

#### Further Developments on the Japanese Front

Mr. COMAY updated the Governors on recent developments in the far east arena. Reminding them of David Harris' remarks at the last Board meeting about the prevalence of anti-Semitic literature in Japan, he informed the members that he received a few weeks ago a copy of a memo sent by the Foreign Ministry of Japan to Japanese book publishers, calling upon them to exercise better judgment in their publishing practices. Mentioning that the memo cites AJC representatives, Mr. COMAY congratulated David Harris, AJC Washington Representative, and Neil Sandberg, Director of the Los Angeles chapter, for their effective campaign.

A small group of AJC officers will be visiting Japan in December to set up a program of exchange visits by AJC leaders and highly placed Japanese.

Mr. COMAY explained our growing involvement in Pacific Rim issues by citing the increase in Japanese ownership of American businesses, the rising dominance of Japan in the world economy and the repercussions of this dominance for Israel.

Another recent visit by Mr. Comay, Mr. Silverman and Theodore Ellenoff was to the headquarters of Agudath Israel, the principal Orthodox organization in the U.S. It is an influential organization of some 50 thousand members. Interestingly, their program focuses on the same issues as ours does but often from the opposite side. The meeting, requested by Agudath Israel, was instructive. Their representatives were friendly and the atmosphere was one of looking for commonalities rather than arguing over differences.

Mr. MOSES returned to a consideration of the Japan issue, this time from the point of view of Israeli interests. Japan continues to comply with the Arab economic boycott of Israel. Recently, due to the efforts of Reps. Steve Solarz, and Mel Levine, Senator John Glenn, the State Department

under Reagan and now Bush, we were able to pressure the Japanese to increase their level of business with Israel. This increase will continue as the American market is important to Japan. Thus we are using American Jewish muscle to help Jewry worldwide and Israel in particular.

Frieda SHAPIRA asked how we are counteracting the Japanese anti-Semitic manifestations. Mr. HARRIS cited the exchange program mentioned previously and our plan to get programs placed on Japanese TV, such as the P.B.S. Heritage series with Abba Eban, which will project a positive image of Jews. Mr. RAMER added that Japanese public TV has come to the U.S. to film some of our NEC Meeting events. Also, a student exchange program is being planned.

Joseph DURRA, commenting on Japanese anti-Semitism, felt that it was not really directed at Jews, but at the West in general. Rabbi RUDIN disagreed, pointing out that the Nazi poison infected Japan and has never been eradicated.

#### Matters Relating to Israel

Mr. MOSES asked for input re plans for a small officers' delegation to Israel in the near future. The immediate concern is the erosion in the U.S. of support for Israel. Poll data is showing less support among younger Jews and less support among Reform and Conservative Jews than among the Orthodox. Mr. MOSES asked what issues the delegation should raise, and whether there should be a change in our focus.

Harris KEMPNER remarked that, concerning Israel's request for U.S. money to help settle Soviet immigrants, some beyond the Green Line, his community does not support this request. Mr. MOSES explained that it would be a loan and it is felt that Soviet Jews would be more likely to settle in Israel if they could be assured of housing and jobs.

Concerning the peace process, Mr. MOSES related that in September we sent a message to the Prime Minister and Deputy Prime Minister of Israel urging the continuation of the Unity Government as this would best serve the interests of world Jewry. More recently we sent a letter to the Prime Minister suggesting that Defense Minister Yitzhak Rabin go to Cairo to explore with Mubarak possible avenues to pursue to further the peace process. Prime Minister Yitzhak Shamir disagreed with our position and the visit is not to take place.

#### AJC's Current Membership Campaign

Eleanor LAZARUS briefly reviewed the membership situation, noting that until two years ago when increasing membership was declared a priority, the number of paid up members had been steadily declining and no one seemed to note what was happening. The impressive results over the last two years demonstrate the power we have and can mobilize when necessary. As of the end of September the figures show that we have turned around a six-year decline and we have 516 more paid membership units than last year at the same time. The local chapters have made membership recruitment and retention a priority.

Some of the chapters are currently holding membership drives:

- 1) Orange County's drive has four components -- ads in the Anglo-Jewish press, direct mailing, phon-a-thon, event for new members.
- 2) San Francisco has a team working on a retention phon-a-thon. They also plan to have a



recruitment drive focusing on a closely targeted prospects list.

- 3) St. Louis has set a goal of 200 new members by June 30th.

Westchester, Pittsburgh and Miami are also planning large-scale membership campaigns. Shirley Kohn, Membership Director, is working with these chapters to help in the planning and implementation of their campaigns.

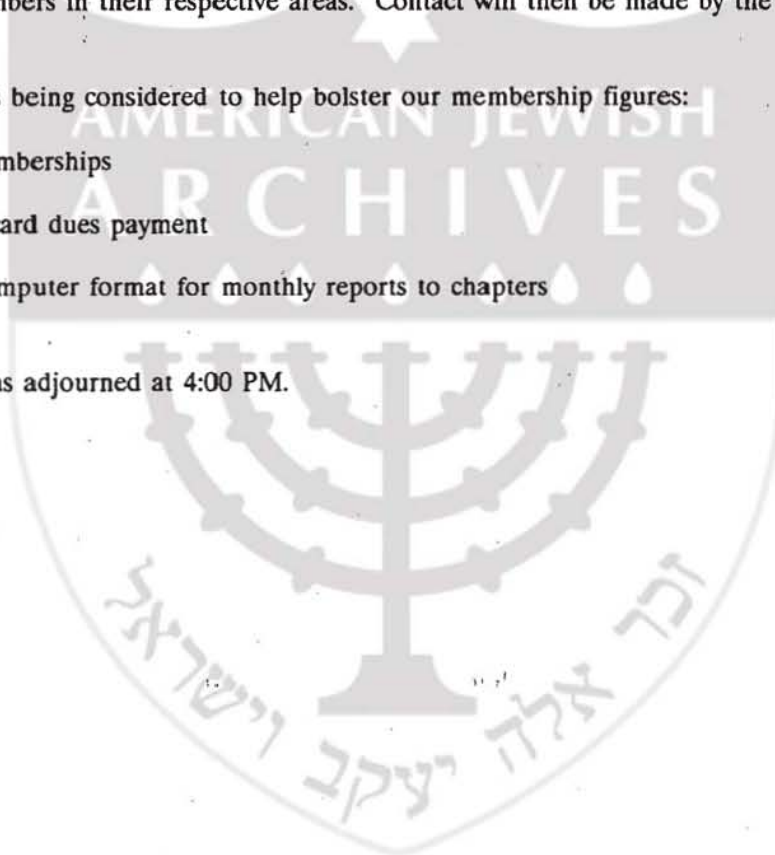
Nationally, we are about to launch our first major direct mail membership acquisition campaign which will begin with a test mailing. The appeal letter, 70,000 of which will be mailed this week, was signed by Chaim Potok. AB Data, with whom we have been working in the development of this campaign, will also help in analyzing the results. Three different envelopes will be used. The one that is most effective will be used for the main mailing. The chapters will receive the names of the new members in their respective areas. Contact will then be made by the chapter with the recruit.

Other ideas being considered to help bolster our membership figures:

- 1) life memberships
- 2) credit card dues payment
- 3) new computer format for monthly reports to chapters

The meeting was adjourned at 4:00 PM.

89-100





OPBDGT

## THE AMERICAN JEWISH COMMITTEE

## OPERATING BUDGET

FYE JUNE 30, 1990

(\$000)

	APPROVED BUDGET	PROPOSED ANNUAL EFFECT	BUDGET ADJ. IMPACT THIS YEAR	REVISED BUDGET THIS YEAR (1+3)
<u>INCOME</u>				
Campaign	15,255	(500)	(500)	14,755
Membership Dues	1,300	200	200	1,500
Investment & Other Income	180			180
Special Appeals	1,000	(500)	(500)	500
<b>Total Income</b>	<b>17,735</b>	<b>(800)</b>	<b>(800)</b>	<b>16,935</b>
<u>EXPENSES BY DEPARTMENT - NET OF OPERATING INCOME</u>				
National Affairs	592	51	51	643
Institute for American Pluralism	517	(25)	(25)	492
Washington Office	372			372
Interreligious Affairs	331	(18)	(9)	322
Community Services	5,471	(206)	(125)	5,346
International Relations	1,176	(21)	(18)	1,158
Present Tense	155	85	85	240
Jewish Communal Affairs	416	(68)	(55)	361
Commentary	253	(37)	(37)	216
Public Education & Interpretation	821	(31)	(22)	799
Information & Reserach	654	25	26	680
Central Administration - Exec. VP	557	(10)	(10)	547
Leadership & Board Services	563	(61)	(55)	508
Campaign	2,710	(40)	(40)	2,670
Financial & Office Services	2,382	(102)	(80)	2,302
Personnel & Management Services	669	(22)	(13)	656
Unallocated Fringe Benefits	20	(520)	(520)	(500)
Contingency	735			735
<b>Total Expenses</b>	<b>18,394</b>	<b>(1,000)</b>	<b>(847)</b>	<b>17,547</b>
<b>Net Income/(Deficit)</b>	<b>(659)</b>	<b>200</b>	<b>47</b>	<b>(612)</b>

10/25/89

October 31, 1989

Mr. Alfred Moses  
Covington & Burling  
1201 Pennsylvania Avenue, NW  
Washington, D.C. 20044

Dear Al:

When I asked you last week for a few minutes on the agenda at the next Board of Governors meeting I was delighted with your quick, affirmative response.

Unfortunately, the onslaught of a viral infection has changed my plans and made it impossible for me to join you in Los Angeles. Hence this letter which I hope you will share with those present at the Board meeting and make part of the minutes of that meeting.

When I talked to you about some time on the agenda I suggested that I wanted it as a point of personal privilege. I did so because I wanted to assuage the sense of guilt I felt for having kept so strangely quiet during our September meeting and not correcting a number of erroneous impressions which were created at that meeting and which were unfortunately reinforced in the subsequent minutes.

Much was made of the severance arrangements that had been entered into with Marc Tanenbaum and Bill Trosten. Indeed, the impression was left that these negotiations were conducted without anyone's knowledge, let alone authorization. So persistent was this impression that Sholom Comay was constrained to pledge that never again would severance arrangements be made without the knowledge of the Board.

In this context I believe it is important to note that on July 14, 1987 the Executive Committee met in executive session to consider the search for a new executive vice president. Bruce Ramer opened the meeting by posing a number of questions which he felt needed to be answered before a search was initiated. One of those questions was, can the arrangements for the retirement of certain senior staff members be solidified before a new executive vice president is chosen?

Ted Ellenoff replied that discussion with regard to the future arrangements for Marc Tanenbaum and Bill Trosten were underway. Following Ted's response the Executive Committee urged Ted to conclude the negotiations as quickly as possible.

I am sure you remember, Al, that you arrived late to the meeting and that you stated your belief that no progress could be made in the selection of a new executive vice president until the status of Tanenbaum and Trosten was clarified. Mimi Alperin, who chaired the meeting, brought you up to date on the earlier discussion and of the prevailing feeling that Ted complete negotiations as quickly as possible, so that far from the discussions with Tanenbaum and Trosten being conducted surreptitiously and without anyone's knowledge they were authorized and encouraged by the Executive Committee. The wisdom of concluding these arrangements was evidenced in the interviews with the two finalists for the position of Executive Vice President. Both candidates, including our current incumbent, raised the issue independently and made it clear that had it not been resolved they would have had serious doubts about continuing their candidacies.

The impression was also created that the settlements with both men were inordinately large. It was never made clear that the figure of \$1,800,000 cited was not only for Tanenbaum and Trosten but several other senior staff. As a matter of fact, the settlements for Tanenbaum and Trosten were essentially what was mandated by the union contracts and "sweetened" somewhat in the light of their long and distinguished service to AJC.

Finally, there is the erroneous impression that has been created that AJC's fundraising has been declining in the past seven years. Quite to the contrary, our fundraising increased steadily. Beginning with fiscal year 1982-83 as a base, our Resources Department under the direction of Arthur Feuer raised approximately \$1,000,000 more each year. As a matter of fact, Walter Gips, as chairman of the Budget Committee, on several occasions, expressed concern whether this pace could long be maintained. Unfortunately Walter proved to be prophetic. In 1982 about \$10,000,000 was raised. In 1987 that amount rose to over \$15,000,000. In 1988 we dropped to \$14,600,000.

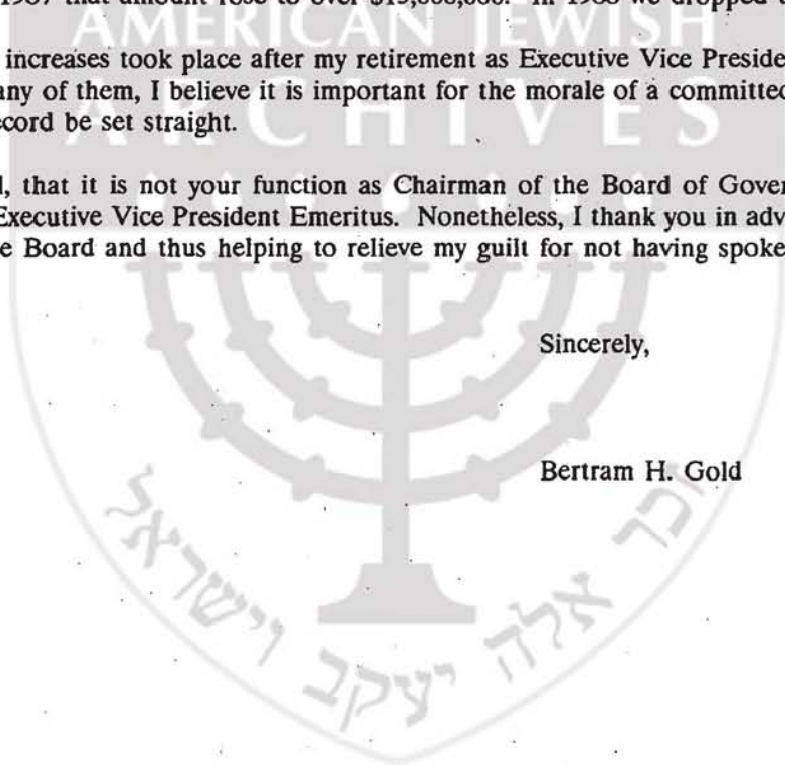
Although these increases took place after my retirement as Executive Vice President, and I cannot take credit for any of them, I believe it is important for the morale of a committed and competent staff that the record be set straight.

I appreciate, Al, that it is not your function as Chairman of the Board of Governors to provide therapy for an Executive Vice President Emeritus. Nonetheless, I thank you in advance for reading this letter to the Board and thus helping to relieve my guilt for not having spoken up at our last Board meeting.

Sincerely,

Bertram H. Gold

BG/EL





## THE AMERICAN JEWISH COMMITTEE

### CHOICE AMONG PUBLIC SCHOOLS POLICY POSITION

#### I. INTRODUCTION

The issue of parent/student choice among public schools is generating so much public attention that it is viewed as the next wave of the reform movement of the 1980's. Proponents claim that it can result in an increase in the quality and vitality of public schools and strengthen public commitment to public education. Others recognize that major changes must be made if our public schools are to meet the high standards we set for them, but fear that choice could further segregate students along racial and socio-economic lines. Recognizing the problems, many public school districts around the nation are looking at the experiences of districts which have pilot choice programs and are exploring its possibilities for their communities.

It is an issue which falls within The American Jewish Committee's priorities. It has the potential to improve public education, to increase access to excellent public schools, to strengthen the involvement and commitment of families, and to unleash the creativity and responsibility of participants in public education.

On the other hand, if choice does not result in improved public education, the idea could become just one more on the list of failed panaceas which have led to decreased public faith and public support for public education.

AJC can play a positive role in bringing schools and communities together to develop appropriate and workable new structures, suitable to the needs of an increasingly diverse population and nation.

The following policy recommendations are designed to enable us to begin.

#### II. BACKGROUND

AJC's policies in public education are based on our belief that young people should have access to quality public schools, responsive to their needs regardless of their race, sex, ethnicity, religion or socio-economic status. Public schools are also the place where young people from all walks of life can come together and learn the common core democratic values that define us as a society.

Therefore, we oppose any and all measures, including tax credits and vouchers, that divert public funds to non-public schools, because they weaken public education and may violate the principle of separation of church and state.

Historically, we have supported policies to desegregate schools and measures that equalize school financing, so that the amount spent on a child does not depend on where he or she lives.

In recent years, we have turned our attention increasingly to programs that teach common core democratic values and ethics, promote cultural and linguistic diversity, and teach about religion and religious holidays appropriately in the curriculum.

We have recognized the importance of involving the broader community in educational issues. In 1986 our Social Policy Task Force restated a commitment to alleviate poverty and combat discrimination through quality education. In its 1988 report, "Spotlight in the Family," a general principle of AJC's Family Policy Task Force was family involvement in their children's education.

Our Education Policy Task Force spelled out these and other principles in depth in its 1989 report "Educating for Diversity: Teaching Values, Cultures and Languages," which has been used by school boards, State Departments of Education, teachers and administrators and community groups around the country to stimulate community support for introduction of effective programs in the nation's schools.

The Task Force also recommended that AJC use its intergroup and community leadership skills to mobilize community support to help schools adapt to the new educational challenges of the 90's. Its recommendations noted that "...trying to assure the educational success of all children requires not only substantial restructuring of the schools, but new collaborative efforts among the private sector, social and civic agencies, families, communities, and the students themselves."

Primary among the efforts to so restructure the schools is the concept of parent/student choice of which school to attend.

Proponents of choice believe it is a way to increase educational diversity and quality, student achievement, and parent, student, faculty and community satisfaction. It is also seen as a way to extend equity to poorer families. More affluent families can choose between private and public schools and have more choice among public schools because they have a greater choice of where they live.

There have been some experiments with choice over the years, but the concept did not leap into the public imagination until it became a central factor in then Vice-President George Bush's education platform during the Presidential campaign and was later reiterated by the President and the nation's governors at the September, 1989 Education Summit.

It has garnered enthusiastic support from some education think tanks and thinkers on all sides of the political and pedagogical spectrum and cautious approval for careful implementation from others, including practitioners.

There is no definitive research available to prove that choice will bring radical changes in American education. Nevertheless, there appears to be growing consensus that careful, well thought through pilot programs may well improve the quality of public education, increase equity and strengthen diversity. These programs allow for staff autonomy, encourage innovation and are designed to meet the needs and styles of children and involve parents, families and community.

### III. ACTION RECOMMENDATIONS:

The public debate about choice in public education will intensify in communities around the country. Many districts are beginning to explore this issue and look to the experiences of programs already in place around the country. These early experiences are promising. In East Harlem, N.Y., Cambridge, Mass., and White Plains, N.Y. programs are controlled to maintain racial balance and equitable funding and give indications that student achievement is rising and dropout rates decreasing.

AJC has a unique role to play in helping communities develop sound, workable and acceptable plans. We are objective and have no vested interest in maintaining any existing structure or arrangement. We have the experience and ability to reach out to a wide variety of groups with differing interests and forge consensus. Our intergroup relations perspectives and skills can assure that issues of diversity, integration, quality and equality are taken into account. Therefore, we recommend the following policy:



*The American Jewish Committee believes that experimentation with carefully designed and controlled choice programs in public education should be continued and urges that our chapters work in coalition with other groups to develop them in their communities. This recommendation is made in the framework of our belief that these programs must at all times and on all occasions be limited to public schools.*

#### IV. PRINCIPLES & GUIDELINES

There is no single acceptable model of choice in public education. Choice takes many forms and, to be effective, requires that schools be restructured so that students and parents have a real choice between unique and distinctive institutions and that administrators and faculty are held accountable. The structure for choice may include but not be restricted to state-wide, interdistrict or intradistrict schools or they may take place within a school .

There are certain broad principles that apply and general guidelines which should be followed:

##### A. PRINCIPLE

**A BASIC GOAL OF AMERICAN EDUCATION IS TO TEACH ALL CHILDREN A HIGHER ORDER OF ACADEMIC, THINKING, TECHNICAL AND SOCIAL SKILLS.**

##### Guidelines:

- Choice plans should:
- enhance the educational accomplishment of low achieving as well as high achieving students.
- build on racial, religious, linguistic and cultural diversity.
- be collaborative efforts between administrators, school boards, teachers and parents.
- ensure that the community sustains a viable and adequately funded public school system.
- set specific goals for each school. Progress in reaching these goals must be measured, monitored and evaluated.
- give staff more autonomy and involvement in planning, train them appropriately for the new mission and hold them accountable.

##### B. PRINCIPLE

**IT IS THE RESPONSIBILITY OF PUBLIC EDUCATION TO PROVIDE EQUAL OPPORTUNITY FOR OUR INCREASINGLY DIVERSE STUDENT POPULATION.**

##### Guidelines:

- Choice plans must be controlled to maintain or increase school desegregation, and meet the needs of the physically or emotionally handicapped.



- An equitable portion of total funds must follow students who elect to transfer to another district.
- At the same time provisions must be made to sustain funding in local districts from which children transfer so that those who remain are not penalized.
- Specialized schools must provide for a fair and equitable selection process, carefully spelled out and made clear to the public.
- Provision must be made to cover the higher costs of transfer students who are in programs for the handicapped or in Chapter I of the Elementary and Secondary Education Act.
- Appropriate and fully funded transportation must be provided.

**C. PRINCIPLE**

**PARENTAL AND FAMILY INVOLVEMENT IS A KEY FACTOR IN EDUCATIONAL SUCCESS.**

Guidelines:

- Choice plans must involve parents and community members with School Boards and school professionals in identifying community needs.
- Adequate and objective information must be developed and an aggressive program of making it available to parents must be followed.

**D. PRINCIPLE**

**CHOICE PLANS MUST BE LIMITED EXCLUSIVELY TO PUBLIC SCHOOLS.**

Guideline:

- Channeling public funds to non-public schools, directly or indirectly, would weaken public education and may violate the principle of separation of church and state.
- If a plan provides for vouchers, tax credits or any other funding, it must be for use in public schools only.

The key point of choice programs is the promise of improved education for all children. The American Jewish Committee believes that this can happen if plans are geared to restructure schools so that they are responsive to the needs of students, parents, teachers, administration, the community and country. This can happen if plans are based on clear principles and guidelines and are developed cooperatively and in a spirit of good will. The AJC believes that the spirit is here and the time is now.

Adopted by:  
National Affairs Commission 11/1/89  
Board of Governors 11/2/89

November 10, 1989

TO: Members of the International Relations Commission

FROM: Harvey Feldman

SUBJECT: AJC Mission to Austria, October 16-21, 1989

### 1. General

An AJC Mission made up of myself as Chairman, together with Rabbis James Rudin and Andrew Baker, and Mrs. Ruth Block and Mr. Martin Kellner of the Los Angeles Chapter, visited Austria October 16-21 at the invitation of the Austrian Foreign Ministry. There were some 32 separate meetings involving, on the Austrian side, more than 100 people. Among others, we met with Cardinal Franz Koenig; the Ministers for Education and Science; the Mayor of Vienna; the President of the Federation of Austrian Trade Unions; the Director General of the Manufacturer's Association; the senior foreign policy adviser to Chancellor Vranitsky; the Director General of the Foreign Ministry; leaders of both major political parties; leaders of the Austrian Jewish community; and a living legend, Mr. Simon Wiesenthal.

### 2. Relations with the Austrian Jewish Community

In 1987, Bill Trosten and Marc Tannenbaum visited Austria to explore the possibility of joint programs with the Austrian government. That project met with opposition from the Viennese Jewish community which felt that AJC was dealing with their own government over their heads. In our case, I telephoned Paul Grosz, President of the Viennese community in June, four months before our arrival, to secure his agreement to the visit. I insisted to our Austrian hosts that our first call must be on Mr. Grosz and the Chief Rabbi, Paul Chaim Eisenberg. My last formal call before departing was also on Mr. Grosz. In addition, we had several other meetings, formal and informal, with members of the community.

As a result, relations with the leadership of the Viennese Jewish community are now on a good and solid basis. To be sure there is still some suspicion that the rich American cousins come with much enthusiasm and little knowledge and therefore can make blunders for which the Austrian community will have to pay. Indeed we need to remain aware that enthusiasm is no substitute for experience. But we have assured the Austrian community that we intend to consult closely and will not commit ourselves to anything without full discussion first with their appointed leaders.

The Viennese community, like any Jewish community, includes a diversity of views. But the principal concerns of the leadership are:



The need to rejuvenate a dwindling community. There were 220,000 Jews in Vienna in 1938. The organized community now numbers only 6,000 and most came to Austria from Eastern Europe after the war's end. The young often go abroad for education. Few come back to make a life in Austria. The community is making efforts to attract the 5,000 former Soviet Jews living in an around Vienna as permanent Austrian residents or as citizens. Success has been limited.

Community leaders would also like to attract some of the thousands of East European and Soviet Jews who are likely to emigrate over the next few years. But with their small numbers and limited resources they cannot perform the work of resettlement and acculturation unaided. See below.

Anti-Semitism. The community is worried about continuing manifestations of anti-Semitism in Austria, and especially the uptick in popularity for the right wing Freedom Party. Although both the federal government and the city of Vienna are committed to opposing anti-Semitism, it was quite clear to us that there is great reluctance even in enlightened circles to confront the truth of Austria's past and to recognize that Austrians were persecutors as well as victims.

Holocaust Education. The community believes more sophisticated and more sensitive programs are necessary. So do we. It's less clear to me whether they share our view that the programs should be compulsory instead of left to initiative and judgement of the teacher, as at present.

Isolation. As a small community in a not necessarily friendly sea, the Jews of Vienna feel a keen sense of isolation. They would like a stronger, closer relationship with the American Jewish community. But they want neither to be overwhelmed nor taken for granted. Above all, they do not want American Jewish organizations coming to Vienna and without consultation doing deals or making statements that are likely to affect their position as individuals or as a community.

### 3. Views and Reactions

A. Confronting the Past. Visiting the former Mauthausen concentration camp provides an experience which demonstrates the Austrian reluctance to come fully to terms with the past. The camp is there. The barracks remain. So does the false shower where inmates were gassed, the room where they were shot, the crematoria in which they were burned. But everything is swept clean of rubble. It is almost spotless.

There is a museum which shows in photo murals when Mauthausen was built, the people who suffered and died there, and the living skeletons found by the liberating American troops. The photos are graphic and horrifying. But as a whole the museum gives the impression that somehow, in 1938, strange beings called Nazis appeared mysteriously; committed unspeakable horrors; and then vanished in 1945. There is little or no context.



During our visit to Mauthausen, we saw an exhibition of paintings that captured much of the terror and inhumanity. The paintings are of prisoners uniforms, some stained with blood and torn with bullet holes; others being garrotted or crucified or tortured. All of these uniforms bore the red triangle which indicated a political prisoner. Not one of them had as well the yellow triangle indicating a Jew.

In fact, Mauthausen was not particularly an extermination camp for Jews, not like Auschwitz or Sobibor. But some 30,000 of the 110,000 who died there were Jews, and if you were a Jew your chances of surviving Mauthausen were much, much less than if you were a gentile.

We also saw the Museum of the Austrian Resistance (Dokumentationsarchiv des osterreichisches Widerstandes). Unlike Mauthausen, the Anschluss here is placed in something of a context by beginning with the Austrian civil war of 1934. But exactly like Mauthausen, there is nothing that indicate that enormous numbers of Austrians welcomed Hitler and the annexation. In neither museum is there a copy of the famous photo of Hitler receiving the adulation of scores of thousands in Vienna's Heldenplatz (Hero's Square).

The Resistance Museum's final exhibit stresses the importance of continuing to oppose fascism and Naziism. But the photographs in that exhibit are of Franco in Spain, Pinochet in Chile, and of disfigured Jewish tombstones in the Federal Republic of Germany. The subliminal message seems to be, Nothing to worry about in Austria.

School children are taken to Mauthausen and to the Dokumentationsarchiv. Written materials do refer to the horrors of the past. There is no doubt in my mind that it is the policy of the government to oppose anti-Semitism. But on this trip we saw nothing really making the point that it was Austrians killing Jews, killing Poles, killing Hungarians, killing Czechs, killing Austrians.

On the brighter side, we met with seven leaders of the Austrian university students' organization. All of them knew quite well the facts of Austria's history in the thirties and forties. And all were pronounced anti anti-Semites. One began the evening by saying, Kurt Waldheim may be our President in fact but Richard von Weizaecker is the President in our hearts. In addition, there are a variety of non-Jewish or mixed groups actively working to counter anti-Semitism. These include the League of Friends of Judaism; Action Against Anti-Semitism; the Institute for Contemporary History; and others.

B. The Museum and the Community. With the backing of Jews and non-Jews, the governments of Vienna and of Austria are planning to build a Jewish museum in Vienna. The project has very strong support from the Mayor of Vienna, from the Director of the Historical Museum of the City of Vienna, and from leading



Viennese. There is an international board of friends which includes Arthur Herzberg, Leonard Bernstein, Raymond Barre and Abba Eban. Without directly saying so, the Mayor hinted that he would like AJC participation in promoting and raising money for the museum.

There already exists a small Jewish museum in Eisenstadt, a town about 90 minutes' drive from Vienna. The proposed Vienna museum would be somewhat larger, and would house the important Berger collection of Judaica, purchased by the city of Vienna from the estate of Max Berger. It also would demonstrate the important role that Jews have played in Austrian political and cultural life.

Community views are mixed. Some fear the museum will absorb resources better used for other purposes like improving the community's schools or integrating Soviet Jews into the community and Austrian society. Others see it as assuaging guilty consciences, and still others simply as a tourist attraction. Few within the community regard it as important.

In our conversations with city and federal officials, I stressed that the best memorial is a living, vibrant Jewish community in Vienna; the worst is a museum that preserves a passing culture like flies in amber. I stressed my own view that the proposed museum's board should have a majority of members from the Vienna Jewish community, and that whoever is appointed director or curator must be acceptable to the community. I did not respond to invitations for AJC to become more directly involved.

C. Jewish-Catholic Relations. The meeting with Cardinal Koenig was one of the high points of our visit. As in Rome at the Vatican, we spoke of the danger of anti-Semitism rising in Eastern Europe. The Cardinal agreed that steps should be taken now to separate nationalism from anti-Semitism. He said he would try to arrange a meeting of Bishops on the subject to be held sometime next year in a Polish city, perhaps Lublin.

Noting that November 1990 will mark the 25th anniversary of Nostro Aetate, I hoped that it would be suitably commemorated in Austria. The Cardinal said this certainly should be done.

In other meetings, I was told, proudly, that a meeting of the Chief Rabbi with an important bishop had recently taken place and was reported on the front page of most newspapers. I could not help pointing out that meetings of prominent Jewish and Catholic clergy are so common an occurrence in the US that they rarely are reported at all.

Although he remains a person of great influence, Cardinal Koenig is now officially retired and his place as Primate of Austria has been taken by Cardinal Groer. Some with whom we spoke in Vienna believe Groer will be much less sympathetic to Jewish concerns. 84% of the Austrian population is Catholic.



#### D. Holocaust Education.

For over a year now, Ruth Block of the Los Angeles chapter has been in contact with Dr. Elisabeth Morawek, senior civil servant in the Austrian Ministry of Education, on the question of Holocaust education in Austrian secondary schools. The Ministry has produced quite a lot of material, some of it quite good, some of it suffering from the same deficiencies of approach noted above in Section 3A.

We have suggested that a concerted approach is needed: that in biology courses, Hitler's racial theories have to be contraverted head on; that literature courses should include appropriate works of literature, including literature produced by Holocaust survivors; etc.

In addition, we note use of the materials and texts specially prepared by the Ministry on Holocaust related subjects is voluntary. We have been told that many, perhaps most secondary schools make no use of them. We have suggested that the special texts be included in the general history texts, since their use is compulsory. Our conversations and gentle persuasion will have to continue over time. Dr. Morawek and her Minister, Dr. Hilde Hawlicek, seem well-disposed. But there is considerable ingrained resistance within the system which has yet to be overcome.

#### E. Resettlement of Jews from Eastern Europe

Both in Rome from Tullia Zevi, President of the Italian Jewish Community, and in Vienna from a variety of sources, including senior Austrian officials, we have had disturbing reports that as nationalism is rekindled in Eastern Europe and the Soviet Union, anti-Semitism is becoming open and vocal. We see references to it as well in Radio Free Europe and Radio Liberty research reports. In Hungary, Jews are blamed for Rakosi and the imposition of Communism after World War II. Anti-Semitic graffiti proliferates in many of the Soviet republics. Neues Deutschland, the East German party newspaper, has called "international jewry" the instigators, along with West German "revanchists", of the great westward flow of East German citizens.

Given this situation, the Viennese Jewish community fears that it may be inundated next year with a flood of Jewish refugees from the East. With their small numbers and lack of community infrastructure, they could not cope. It is well to remember that some 2.5 million refugees have passed through Austria since the 1956 Hungarian revolt. Of that number, about 600,000 have been resettled and are now Austrian citizens.

I raised the issue of a new East European influx with a number of Austrian officials, including the President of the trade union federation who assured me there would be no union opposition to resettlement in Austria of refugees. I had a similar reaction from politicians in the two major parties, and from the senior foreign policy adviser to the Chancellor. Mayor



Zilk recently spoke in favor of resettling Eastern European and Russian Jews in Vienna, saying they have contributed much to Austrian cultural life in the past and could again. (Each Austrian province, and Vienna is a province, is responsible for resettlement within its own borders.) But the question of devoting substantial Austrian resources to resettlement and integration of East European and Russian Jews provokes a different reaction. Zilk, who is among the most enlightened on the subject, seems to believe that if there is a major exodus from that part of the world it should be a responsibility of the Viennese and American Jewish communities to provide the resources for resettlement and integration. Foreign Ministry officials profess to see no great need for any assistance "because of the Austrian social security system." At the same time they also say, you Americans (read, you American Jews) have put pressure on the Russians to release the Jews, so you are the ones responsible.

I have told Zilk and the others that substantial resource inputs probably will be necessary if there is to be a meaningful effort to actually integrate these refugees as productive citizens. I have cited our own experience and costs and, noting the enormous sums borne by the American taxpayer, and the additional taxes which the American Jewish community in effect has levied on itself. I expressed the hope that if a crisis develops, Austria will respond with the same generosity it displayed in 1956.

Not all Austrian Jews favor resettlement of large numbers of East European Jews. Some fear it will provoke anti-Semitism in Austria (to which Rabbi Eisenberg says, they have been anti-Semitic without Jews; now let them be anti-Semitic with Jews). For others, it is simply the old Germanic disdain for "Ost Juden." But the community's leadership is solidly in favor of acceptance and resettlement.

#### 4. Austria and the AJC: Recommendations

I think there is a good basis for continuing to work with the Austrian Jewish community, the government and the variety of groups which have aims similar to our own. We need to pick our spots with care, having neither the financial nor the human resources to be all over the lot. Thus I think the Jewish Museum in Vienna is not our responsibility, and we certainly could not assist resettlement financially though we ought to be able to make available some of our expertise in the area of acculturation theory and practice.

The following are my specific recommendations for follow-up:

A. Combatting anti-Semitism in Eastern Europe. As noted above, the growth of nationalist sentiment has been accompanied by a rise in overt anti-Semitism in many places in Eastern Europe. We need to encourage the aspirations toward freedom and national identity, but work to keep it from spilling over into



anti-Semitism. I received an enthusiastic response from the Austrian Foreign Ministry and the foreign policy adviser to the Chancellor, to my suggestion of a jointly sponsored conference or seminar in Vienna during 1990 on the phenomenon and ways to separate anti-Semitism from nationalism. The Austrian partner would be either a university or an institute. We would want to have representatives from the East European countries themselves, including representatives from their Jewish communities, as well as Americans and Austrians.

We intend to consult actively with the Austrian government on this proposal. We also should remain in touch with Cardinal Koenig and the Austrian church, pushing for appropriate observance of the 25th anniversary of Nostro Aetate in November 1990.

B. Holocaust Education. We need to continue, through Mrs. Ruth Block, our discussions and work with the Austrian Ministry of Education. I also have been told that the Austrian Foreign Ministry takes quite seriously our criticisms of the museum at Mauthausen and the exhibit at the Dokumentationsarchiv, and will press for corrections.

C. Community relations training. There is a possibility that we might be asked to provide training materials on improving intergroup relations for use by the police and other government organizations. This is a very sensitive subject, since no police force likes to be told by outside sources how to carry out its mission. We will need to be very careful in how we present and deal with this subject.

D. Student exchanges. In connection with last year's observance of the 50th anniversary of Kristallnacht, Leon Zelman, Director of the Jewish Welcome Service of Vienna, organized a home hospitality visit to Austria for the grandchildren of Holocaust survivors. It was considered to have been a smashing success by everyone to whom the delegation spoke. In fact, more Austrian families offered to act as hosts than there were American students available.

Zelman has been approached by numerous groups in Austria asking him to organize additional home hospitality visits by young Jewish Americans, not limited to the grandchildren of Holocaust survivors. He would like to do so, and is looking for partners in the US. I have told him it is a project in which we would be quite interested.

11/12/89  
Sunday

Dear Rabbi,

I saw you, on TV, today, speaking out, in obvious alarm, about the possible reunification of Germany and all that reunion might bring about.

I was struck by the fear that you and your fellow-abortionist display when the possibility of your <sup>own</sup> death appears. yet callously and wantonly, you and your fellow-abortionist sentenced 25,000,000 suffering unborn babies to be torn into shreds. Hitler is green with envy at your technique!!

Hitler, at least, left the heads on the Holocaust victims. You sex crazed nuts decapitate the poor child

I would respect the Jews much more, if they said: "We love sex and we don't care if we kill a whole generation, just as long as we can over)



satisfy our piglike appetite. Be truthful for a change, Rabbs. Please cut out that nonsense about Jews being social minded. The only time you are social minded is when it benefits directly the Jews.

Hitler buried his victims, the Jews do not;

Two hundred years from now, there will be no more "Jewish problem". By then, the Jews will have disappeared from this earth, victims of their own ~~lust~~ lust.

Incredible

Yours Truly  
Ken Mulholland

P.S.

The pro-abortion ~~is~~ executioners make a big fuss over the fact that the majority should rule in abortion. The majority of the American people want prayer in school, yet we don't have it because, you sons of Abraham, won't allow it.

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**Sir Sigmund Sternberg** O.SrJ KCSGJP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

Rabbi Marc Tanenbaum

3 November 1989

fax: 1 PAGE

AMERICAN JEWISH  
ARCHIVES

Date

Source

Your ref

Dear Marc

I will be going to Poland on Friday 24 November returning on Tuesday 28th November and will be staying at the Marriott Hotel. The cost of same is £325 per person including economy class group flight and accommodation in twin bedded rooms.

Kind regards.

Yours sincerely



SIR SIGMUND STERNBERG

D dictated by Sir Sigmund, signed in his absence to avoid delay.



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# NEWS FROM THE Committee



The American Jewish  
Committee

Institute of Human Relations  
165 East 56 Street  
New York, New York 10022  
212 751-4000  
Morton Yarmon  
Director of Public Relations

The American Jewish Committee protects the rights and freedoms of Jews the world over; combats bigotry and anti-Semitism and promotes human rights for all; works for the security of Israel and deepened understanding between Americans and Israelis; advocates public policy positions rooted in American democratic values and the perspectives of the Jewish heritage; and enhances the creative vitality of the Jewish people. Founded in 1906, it is the pioneer human-relations agency in the U.S.

## FOR IMMEDIATE RELEASE

NEW YORK, Nov. 14.... The following statement on the visit of Lech Walesa to the U.S. was issued today by Sholom D. Comay, President of the American Jewish Committee:

"The American Jewish Committee warmly welcomes Lech Walesa on his first visit to the United States. Mr. Walesa is a man for whom Jews, indeed all Americans, care very much.

"Rebel electrician, trade union activist, and courageous freedom fighter, Mr. Walesa is the symbol of Poland -- imprisoned in his own home and liberated through Eastern Europe's first democratic election in over 40 years; and the Solidarity freedom movement he represents is the architect of Poland's phoenix-like rise from the ashes of totalitarianism and persecution.

"But Mr. Walesa's visit is more than an opportunity to meet a man with whom Americans have a profound emotional identification. Americans will identify with Poland's struggle for intellectual and labor freedom and its commitment to rebuild social structures and institutions.

"There is also great interest in the beginning of the end of Poland's subjection to Communist tutelage and to the demise of an inefficient and unproductive economic system.

"There is more at stake than politics and economics in today's Poland, and in Poland-U.S. relations. At a time when the image of Poland has been impressed on America's consciousness, Mr. Walesa's visit serves as a frame for understanding his nation's painful past and its prospects for a democratic future.

"The authorities who ruled Poland for most of the time since the partitions began in the late 18th century did their best to divide Poles and Jews. And, what they couldn't do, we Poles and Jews have done by failure to understand and acknowledge each other's pain and suffering.

"Mr. Walesa's visit reminds us that Poles and Jews have a stake in a democratic Poland. He also reminds us that the basis on which we relate to each other in the United States -- the experience and vision of a democratic, pluralistic America and an environment which has allowed us to move beyond the troubled past -- is the way to build our future together in the free world."

89-960-246  
AJRZ

FILE: CUOMO 11/14/89 13:836

November 14, 1989

His Excellency  
Governor Mario M. Cuomo  
State of New York  
Governor's Mansion  
Albany, New York 12224

Dear Governor Cuomo,

I sincerely trust that this finds you, Matilda, and your family in excellent health.

My purpose in writing to you at this time is to lend my personal support to the reappointment of Dr. Harold Jacobs to the Board of Higher Education.

I have known Harold literally for decades since my college days. He has been dedicated to quality education with an inclusive vision for students of all races and creeds. Harold's entire life has been committed to moral and humanistic values, an essential force for contemporary education.

He is also a distinguished leader in the organized Jewish community and serves as a vital bridge between professional educators and New York's Jewish constituency.

I do hope that you would act favorably on his reappointment to this vital position.

With warmest personal good wishes, I am,

Respectfully and cordially,





The American Jewish Committee protects the rights and freedoms of Jews the world over; combats bigotry and anti-Semitism and promotes human rights for all; works for the security of Israel and deepened understanding between Americans and Israelis; advocates public policy positions rooted in American democratic values and the perspectives of the Jewish heritage; and enhances the creative vitality of the Jewish people. Founded in 1906, it is the pioneer human-relations agency in the U.S.

## FOR IMMEDIATE RELEASE

**PITTSBURGH, Nov. 15 . . .** A leading expert on American ethnicity and race relations told a Pittsburgh Conference on Racism and Bigotry in the U.S. today that what the country needed was a new intergroup relations movement, where leaders would more evenly balance their own group advocacy with the imperatives of good relations with others.

Irving M. Levine, director of the American Jewish Committee's Institute for American Pluralism, who has been long identified as a strong supporter of the legitimacy of racial, ethnic and religious advocacy, said that "group advocacy, while legitimate and necessary in a pluralistic society, falls short of the ideal of the cooperative society. The old intergroup relations movement led to the civil rights movement and changed American history. Once again we need the civic glue, the personal relationships and the sense of total commitment that brought us together in the 50s and 60s. We need it badly to unify properly to fight new manifestations of bias in our society."

Mr. Levine continued, "Without leaders who view themselves not only as advocates for their own group but also as bridge people and coalition-builders, we are often left with escalating rhetoric, harsh feelings and racial, ethnic and religious tensions and misunderstandings."

Mr. Levine spoke before an audience of five hundred Pittsburgh leaders who gathered at the David L. Lawrence Convention Center under the sponsorship of the Maurice Falk Fund.

He shared the platform with Mayor Andrew Young of Atlanta and former Senator Birch Bayh of Indiana, who is now the chairman of the National Institute Against Prejudice and Violence.

Mr. Levine outlined model programs for communities, which, he said, "if adopted would spread the positive intergroup relations down to the neighborhood and block level."

- 1) Target youth serving agencies to get them to expand and upgrade their race and ethnic relations programs.
- 2) Set up computerized tension control networks that would collect and feed out names and portraits of personalities who could be helpful in bias-related situations.
- 3) Develop neighborhood assessment guides to be used by local leaders to measure the "temperature" in their communities. The assessment could be used as the basis of gaining support for new programs that fight bigotry and promote intergroup relations.
- 4) Provide special training for ethnic, religious and civic leaders for creating effective multicultural dialogues, resolving conflicts and learning the ins and outs of the art of coalition-building.
- 5) Recruit sports and entertainment figures to reach large audiences of young people with an anti-bigotry messages.
- 6) Press the media to play a role in simulating civic activism in the field of reducing bias.
- 7) Appropriate one month in the year to become the focus of intergroup relations.
- 8) Honor and publicize persons, especially young people, who make special contributions to the fight against bias.
- 9) Monitor political campaigns for bias and seek anti-bias pledges from all candidates.
- 10) Make universal in all schools from elementary through the university level, a total commitment to programs and teaching materials that meet the goals of enhancing healthy group identity, fighting all forms of bigotry and improving intergroup relations.

**AJRZ**  
**Pittsburgh, MY3**  
**89-960-247**

Sholom D. Comay, President; Alfred H. Moses, Chair, Board of Governors; Mimi Alperin, Chair, National Executive Council  
Bruce M. Ramer, Chair, Board of Trustees; Robert S. Jacobs, Chair, Executive Committee  
Ira Silverman, Executive Vice President

**PEI5/smm**

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Sir Sigmund Sternberg O StJ, KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-495 2538  
Facsimile 01-485 4512

Date

Rabbi Marc Tanenbaum

On

15 November 1989

FAX 0101 212 876 8351

Yours

Dear Marc,


I am attaching an article in today's Times.

When you meet Lech Walesa could you ask him whether he would be willing during his stay to address the Religious Press Group, of which I am the convenor. (The Religious Press Group consists of religious journalists and media people). I have written to his hosts, The Trade Union Movement, but I have not had a reply.

Are you able to tell me whether Georgette is coming and when would you require the booking and for how long. Can you also let me know your approximate expenses so that I can arrange for them to be sent to you.

With kind regards,

Yours sincerely,

  
SIGMUND STERNBERG



## Letter from Auschwitz

# Bonn Chancellor sees open wound of the Holocaust

THE TIMES WEDNESDAY NOVEMBER 15

The face of Herr Helmut Kohl, the West German Chancellor, which is usually round and cheerful, appeared grey and pinched yesterday as he listened, in the middle of Auschwitz concentration camp, to Poland's Chief Rabbi accusing the Germans of the greatest crime in history: "What did we do to the world? We gave it only scholarship and culture and yet..."

The rabbi, Pinkus Menachem Joskiewicz, intoned the prayer of the dead, as his gaze swept around the bleak functional buildings, the death block, the gas chambers.

Some 45 years after the camp's liberation, it is still a place of current menace, not a sedate mausoleum but a vast human slaughterhouse that seems to have been abandoned only the day before yesterday.

And, where there should be infinite quiet, there are persistent political controversies of the most bitter kind. Jewish organizations fiercely protested when Herr Kohl, in a diplomatic blunder, arranged to visit Auschwitz on the Sabbath, the Jewish holiday.

The timetable was swiftly rearranged because, in the unfortunate phrase of the West German spokesman, Herr Hans Klein, of "the sensitivities of international Jewry".

This smack of the Nazi era and Jewish groups again attacked the Germans for their clumsiness. Herr Klein withdrew his remark and stayed in the background during the Auschwitz visit.

The strain in Polish-Jewish relations also flash to the surface in Auschwitz. A compromise has now been reached on the Polish Carmelite convent, the former camp warehouse used by the Nazis to store Zyklon B gas canisters and the inmates' laundry. The convent's spire can be seen jutting over the camp wall, but the dozen nuns are rarely visible, confined to cloisters since Jewish survivors attempted to storm the building last summer. The Catholic Church, which has agreed to accelerate the construction of an ecumenical prayer centre to replace the convent, agrees that not only Jews were killed in the camp and the nuns have a right to pray for the dead.

"Yes," the rabbi said. "Other nationalities were killed, but the women that had their babies ripped from their arms — that was the fate of only the Jewish people."

More than any of the other former camps, Auschwitz has been conserved to keep memories alive and so, inevitably, the wound stays open.

Unlike Belsen, now just a gaping field with stone slabs marking the mass graves, Auschwitz is more or less intact. There are heaps of hairbrushes, children's shoes, spectacles, human hair.

But the exhibits are starting to rot, the wooden huts in the nearby Birkenu camp are crumbling and infested with damp. Bricks and tiles fall loose in the frequent high winds. Jewish groups fear that Auschwitz will decay seriously, just as the Holocaust generation dies out: without the survivors and the physical reminder of the camp, memories will fade and history can be more wilfully manipulated.

"If nothing is done, the place will simply fall apart," said the vice-president of the World Jewish Congress, Mr Kalman Sultanik, recently. The Congress and the Lauder Foundation are funding a conservation study. Cash is being sought in the US, Britain and other Western countries.

There is always a problem of balance in Auschwitz, of how to weigh its importance as a symbol, a memorial and an educational tool against the need to respect the millions of dead who lie underfoot.

Rabbi James Rudin, director of international affairs at the American Jewish Congress, warns against any refurbishment that would "alter the character of Auschwitz, this demonic symbol".

It is a dilemma that occurs at lower levels too when the Holocaust experience is dramatized to make it accessible to new generations. Poles are currently watching the American television mini-series *War and Remembrance*, and for many young Poles it is their first glimpse of the realities — rather than the bare statistics — of Jewish extermination on Polish soil.

Yet the shooting of the film at Auschwitz offended basic sensibilities. The film crew, living in large mobile caravans, brought canisters of artificial snow, striped camp uniforms for the extras — who briefly staged a strike because of the cold — and most repulsive of all, lorryloads of plastic corpses.

There are repeated demonstrations outside the camp, perhaps the most memorable being a march between from Birkenau of twins, victims of Dr Josef Mengele's medical experiments.

The local town, Oswiecim, is a typically mixed southern Polish community, part farmers, part small industry. After the war the locals looted bricks from Auschwitz to rebuild their houses and wood from Birkenau to fuel their hearths. Now there is an uneasy but respectful distance between camp and town.

School outings are taken around the death block where St Maximilian Kolbe was killed, but are given only a patchy account of the mass murder of the Jews. Most people stay away. There are too many restless souls in this vast unconsecrated cemetery.

Roger Boyes

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The American Jewish Committee  
 The International Relations Department  
 Tentative Plan of Action for Eastern Europe

This sketches in rough outline form a tentative plan for AJC actions in Eastern Europe, to be recommended to the Board of Governors. We cannot be definitive at this point. Much will depend upon the information and results of an initial IRC reconnaissance mission to the area, and the possibility of associating chapters with follow up.

We cannot do everything everywhere, nor do we need to. The Memorial Foundation for Jewish Culture and the American Joint Distribution Committee have been at work since the 1950s providing material assistance to Jewish communities. YIVO is hard at work rescuing documentary materials from manuscripts and synagogue records to old photographs. Other organizations have been involved from time to time.

As we see it, the AJC role should be primarily in the political and inter-religious areas. We want to oppose anti-Semitism and work to separate it from the growing spirit of nationalism. We should work to foster democracy and pluralism in the region, understanding that here as elsewhere, that is the best protection for Jewish rights and Jewish lives. We need to seek allies here in the United States and in Europe from church groups and other ethnic communities.

1. Fact-finding Mission to Eastern Europe

Our first step must necessarily be a survey of the area. We need to understand what is going on, to establish contact with the new emerging forces and with the Jewish communities in the region. We need to decide on specific needs, goals, and to understand where we can best be effective.

More than one mission may be needed. We should consider how to involve the chapters in our work. For example, Pittsburgh has an established relationship in Yugoslavia. Perhaps we can associate other chapters with specific countries or communities.

For now, we need to decide dates for this first reconnaissance.

2. Action Against Anti-Semitism

A. Austrian Seminar. The Austrians have expressed interest in jointly hosting a conference during 1990 on nationalism and anti-Semitism in Eastern Europe. The Austrian Ministry of Foreign Affairs would provide the funding, but the actual Austrian host would be a university or institute. Invitees would include representatives from the East European countries and from the US.

B. In concert with the Inter-Religious Affairs Department, we should work with Catholic leadership, both at Vatican and in



US, and with Protestant organizations. Since Jewish communities abroad tend to have very little experience in inter-religious affairs, we will need to find ways of helping them to establish dialogue as well. One possible program to consider would be bringing young people of leadership potential to the US for training in this area.

C. Monitoring, Intervening. We will need to carefully monitor events in Eastern Europe and, beginning now, to represent our views and concerns to the US and foreign governments. Among other things, we should ask democratizing governments such as Hungary and Poland to denounce the Zionism equals racism UN resolution, and to work for its repeal.

### 3. Action to Assist Jewish Communities

We will need an IRC working group to plan follow-up action to be taken on the basis of mission's findings, and of other information when received.

### 4. Coordination and Education

As noted in the first paragraph, there are a number of Jewish agencies already at work in Eastern Europe. Yet at the same time most American Jews and Jewish organizations have only a dim idea of what actually is happening in the area. AJC can play an extremely useful role as both a coordinating and an educating body.

There appear to be ample opportunities for AJC, through the International Relations Department, to play a leading and useful role in working to assist the Jewish community in Eastern Europe during this period of political evolution. It is an area in which AJC's unique expertise and experience fit the needs, and where the field is not yet crowded with the involvement of other organizations. If AJC is to play the role it should in Eastern Europe in defense of Jewish communities, and as a coordinating and educating body on Eastern Europe here in the US, the International Relations Department will need additional resources of both budget and personnel.

November 16, 1989

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Sir Sigmund Sternberg O.S.M. K.C.S.G.J.P.

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2508  
Facsimile 01-485 4512

Rabbi Marc Tanenbaum

FAX 0101 212 876 8351

Date

16 November 1990

Your ref

Dear Marc,

Thank you for your FAX of today. I think we are missing some part of it. We have the FAX cover sheet twice, your press release and three pages of 'The Jewish Siege on a Catholic Convent' by Col Francis Winiars. Are we missing any pages. Can you also tell me where the article will be published.

I await hearing from you with your firm travel arrangements.

With kind regards,

Yours sincerely,



SIGMUND STERNBERG  
(dictated by Sir Sigmund and signed in his absence)



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Committee**

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**Bertram H. Gold**

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November 16, 1989

Dear International Relations Committee Member:

The next meeting of the International Relations Commission will be held here at AJC headquarters on Sunday evening, December 17th, from 6:30 p.m to 8:30 p.m. We hope you can attend. Please try to be here a bit early so that we can start promptly at 6:30 and break with equal promptness at 8:30. Food will *not* be served.

We will have just one substantive item on our agenda: the current situation in Eastern Europe and what it means for the Jewish communities in that area, which we define as stretching from East Germany to and including the Baltic republics. (The rest of the Soviet Union is quite large enough to be worthy of separate consideration.)

It is quite clear that Eastern Europe is at an historic turning point. A 45-year-old order is crumbling. This is not just a question of the obvious bankruptcy of communism as a blueprint for economic development and political organization. For economic and political reasons of its own, the Soviet Union has resigned its role as the gendarme of the region. Nationalist fervor is sweeping through Poland, through Hungary, and through the Baltic republics. German reunification, once a subject for academic conferences, now looms not only as a possibility but as a likelihood for the next decade.

We live at a moment of enormous potentiality, but the potential can be for pain and suffering as well as for joy and deliverance. As a Jewish organization established in the aftermath of a bloody pogrom on Kishinev in 1906, as part of a people that suffered so grievously during World War II, we cannot fail to be deeply concerned at signs that as the spirit of nationalism grows, overt anti-Semitism is growing with it.

Perhaps with the fading of totalitarian repression it now may be possible for the remaining Jewish communities in that broad area to rekindle their traditions and culture. Perhaps there really will be a turning toward pluralism and democratic values, in which a Jewish creative spirit can flourish.

But if that is to happen, ways will have to be found to separate the new nationalism of Eastern Europe from these new rumblings of anti-Semitism. In Hungary, amid the heady explosion of new political energy, we already hear voices blaming the Jews for the imposition of communism and calling for a rebirth of the Arrow-Cross Society. In Latvia and elsewhere in the Baltics, "Jews Out" is painted on walls.

On November 15th the International Relations Department held a one-day symposium of foreign affairs experts from government and academia, together with representatives from Jewish organizations at work in the area (including YIVO, the Memorial Foundation for Jewish Culture, the Joint Distribution Committee, etc.) to consider the following questions:

Are there real opportunities for a revival of Jewish culture and tradition in the area? If so where?

On the other hand, are Jewish communities in Eastern Europe at hazard?

If they are in danger, what can we do about it? How can we work to separate nationalism from anti-Semitism? What can we do to foster democracy and pluralism?

At our meeting, Saul Mirowitz and Harvey Feldman will report on the conference, and its recommendations as an introduction to our discussions. From those discussions should come a Plan of Action to be sent to the Board of Governors for their consideration on December 18.

The situation on the ground in Eastern Europe is evolving so rapidly that your daily newspaper is the best reference guide, but we also are enclosing background papers which we hope will be useful to you. Additionally, you have Harvey's memo on the results of the trip to Austria which he and an AJC delegation took in October. As you will see, the East European situation was one of the focuses of their discussions.

Finally, we are enclosing a "quick and dirty" Plan of Action for Eastern Europe. Treat it as a prompt to thought, and a target to shoot at during our discussions.

We look forward to seeing you December 17th.



Richard Rice



Harvey Feldman

RR/HF:og  
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Rabbi Marc H. Tanenbaum  
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Dear Marc:

I know that Leo Cherne will want to acknowledge personally your kind letter of November 11 with the contribution of \$1,000.00 to IRC. I am meanwhile enclosing your receipt.

All of us at IRC greatly appreciate your generous support as well as your invaluable assistance in so many other ways. We thank you for helping so significantly to make IRC the effective organization it has become.

With best personal regards.

Sincerely,

Alton Kastner  
Deputy Director

AK:bg  
Enclosure

CC: Leo Cherne

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## Big Pond or Small Depends on How Long You've Been Swimming

When it comes to mapping out a career path, managers can easily get caught up in the "big company/small company" question. Can they do better in the unpredictable environment that marks many small companies? Entrepreneurial start-ups especially are considered fertile ground for future success.

Or are a manager's chances of succeeding really more attractive within the framework of a large company? Large companies, after all, usually have track records of continuous success.

"Granted, there is no right or wrong answer. Success stories have been achieved by people at both large and small companies," acknowledges Gary Bewkes, former chairman of American Bakeries, who now is consulting for small start-up companies. Judging from the experience of those who have tried both, much will depend on where you are at a given time in your career.

For many mature managers (age 50 and above) being flexible can be difficult, since the move they're considering ostensibly involves a step downward in status. Still, there are some compelling reasons for matching older managers with young companies:

Contrary to popular myth, start-up companies need more than ambitious young whiz kids in order to succeed over the long haul. "Fame is the thirst of youth," as Byron wrote, but it takes more than that to make a business succeed.

Mature managers can be in demand simply because they are veterans of corporate life. They have an understanding of production and distribution, for example, that can take years to acquire.

Brian Wolfson, chairman of Wembley Stadium, the entertainment complex in

England, saw many small companies come and go when he headed the Young Presidents Organization. "Seasoned managers can help bring a focus and direction to op-

erations that is often lacking at these companies," he says. When it comes to questions of strategic growth, seasoned managers understand the wisdom of certain long-term planning decisions that might elude their younger counterparts.

Apple Computer's experience with management is a textbook illustration of this. A few years after its auspicious debut under its young—and restless—founders, the company recruited John Sculley, a veteran corporate manager at PepsiCo, to be CEO. Mr. Sculley's mandate was to overhaul the company's marketing and administration, and to run things more with an eye toward the long term. Steven Jobs, the last of Apple's visionary young founders to remain, left soon after.

Having experienced good markets as well as bad, mature managers develop an innate sense of business cycles. Critics made this observation after the October 1987 stock market decline. Young analysts and brokers were quick to panic at the downturn because they had no experience skiing downhill. They had no basis for comparison.

Older managers needn't become full-time, permanent employees. Instead, they could serve as consultants—sounding boards to balance the enthusiasm, drive and determination of the younger entrepreneurs. This would accommodate those who had taken early retirement but still were looking for part-time but meaningful assignments.

From the perspective of the mature manager who has practiced the same skills in the same surroundings for years, starting again at a start-up firm can be a restorative tonic. Young co-workers' enthusiasm can prove contagious.

As for young managers just starting their corporate lives, the lure of the small company is great. "Young people may, in fact, be noticed more quickly in a small, entrepreneurial setting—and given more responsibility sooner," notes Robert Pincus, president of Sovran/D.C. National. At the bank, many of Mr. Pincus's clients are in small real estate and restaurant ventures.

But young people can pay a price for

this success in terms of long-term career development. They're likely to wear a number of hats but, in the process, not learn any one function in depth.

"Large established companies, on the other hand, can better teach you how businesses truly operate," notes William Schwartz, chairman of Atlanta-based Capital Cable. Mr. Schwartz, who previously headed Cox Communications, the media conglomerate, also notes that "because of large companies' size, a young person learns firsthand how various corporate departments—marketing, finance, R&D—function." At small firms, many of these functions are likely to overlap, so it won't be as clear what role each one plays in the big picture.

Large companies also can afford the young manager the luxury of making mistakes, and young people frequently stumble. Rather than these mistakes being a crucial blow, as they might be at a start-up firm, they're more likely to be seen as the learning experience they are.

At small companies, there may be no time—or budget—to allow for such "luxuries" as training programs. But training programs present young people with an opportunity to expand their business and technical knowledge—all at the company's expense. "Invariably, the larger the company, the more elaborate the training infrastructure," says Kenneth Draeger, president of Agfa Compugraphic, an electronic printing equipment company in Boston.

Of course, it's hard for a young person offered an exciting job to say no, even if the long-term benefits are not ideal. Likewise, managers at a later point in their careers can look askance at the idea of leaving an established company to join a barely tested start-up, even if their present career path seems hopelessly stalled. Charting a career path, whatever your choices, can be a difficult undertaking—from any perspective other than hindsight.

*Mr. Feinberg is chairman of BFS Psychological Associates.*

### Manager's Journal

By Mortimer R. Feinberg

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## Delights and Dangers of Working for a Family

Suppose a recruiter were to offer you a position with great financial rewards, marvelous perks, long-term security and relative freedom from others who want your job. As appealing as the offer sounds, you suspect there must be a downside.

"The catch is that you can never rise to the very top of the company," says the recruiter. "No matter how good you are, you'll always be working for somebody else."

The client? A family-owned or family-controlled business.

People often have the misconception that family firms are all small. Many are, but others, such as Ford, Du Pont, Campbell Soup, Hewlett Packard, Cox Communications and Wang Laboratories are either still run or partially controlled by the founders or descendants.

Signs of stress at family companies surface with regularity at many of these firms. At Ford, family members Edsel Ford II and William Clay Ford Jr. continue to agitate for more power though both already sit on the board of directors. At Wang, the selection as president of Frederick Wang, son of the company's founder, was preceded by the embittered departure of at least two senior executives in what was viewed as a succession battle.

Yet in this day and age of leveraged buyouts, more firms are likely to fall into family hands. Further, the current interest in entrepreneurial startups will result in an increasing number of family-controlled businesses in the 1990s.

For ambitious managers, working for a family company can be an enriching experience if they remember where the road leads and can spot the swamps and quagmires along the way. Talented managers can rise to the number two position. This has its consolations (security, almost total authority). But there are many who would still pine for that final responsibility.

Here, based on an informal survey of managers who run family businesses and those who work for them, are important points to ponder:

• *Expect a cultural consistency.* "In most cases you can look for the values and customs of a family-owned business to remain the same over the long term," says Tomio Taki, CEO of the New York-based Takihyo Inc., a family business manufac-

turing Anne Klein and other clothing lines. "The same applies with the standards of performance appraisal by which you'll be judged."

• *Less opportunity should equal more money.* "Recruiting top people for a family firm is difficult because of the family-blocked road to the top," says John Norton former deputy secretary of Agriculture and head of a third-generation agricultural company in Phoenix. "So expect terrific rewards—if family members feel they can depend on you." Family companies are increasingly survival-minded these days. They can't afford not to be. As a result, they realize they must pay well to attract and retain top management talent. Lawrence Levy, chairman of a Chicago-based restaurant and real estate first-generation company, offers very young people equity positions and more challenging assignments than they would find in other non-family organizations.

• *Get a written agreement to protect yourself.* "To help keep family members from second-guessing your decisions, can-

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didates for a senior position should obtain a written agreement outlining their prerogatives and authority—before signing on," advised R. Lyman Wood, president and CEO of Brennan College Services, a family-owned bookstore management company in Springfield, Massachusetts. Such an agreement serves as a signal to family members that the head of the company has faith in you and actively endorses the strategic agenda you are promoting.

• *Interview associates who are family members.* What do other family members who are in the business think of each other and the patriarch or matriarch? "Take an hour with each to privately discuss their feelings—again before agreeing to join the firm. You may be surprised at the resentments that emerge," notes Mr. Wood, who was a manager with Lenox China, then run by his own family.

• *Watch out for late bloomers.* You may think that there are no members of the family contending for the top spot. Don't bet on it. An amazing number of

young family members, previously uninterested, can become "instant" entrepreneurs: The son (or son-in-law) who is studying medicine, flunks anatomy and decides that heading the family concern makes good sense after all; the daughter whose ambition is to see the world, finally sees it all and then shifts her interests to economic challenges closer to home.

Edgar Bronfman, Jr. was a 30-year old with an affinity for show business. To the surprise of insiders, he was selected to run the Bronfman empire (where, by most accounts, he is doing a creditable job.) In his autobiography, Lee Iacocca describes one of the most celebrated cases of delusions of nephehood when he tells of his shock at the news that Henry Ford intended to "keep it in the family."

• *Keep an eye out for family feuds.* Family-run businesses can be torn asunder by disagreements among the heirs or by intergenerational conflicts of the controlling family. The one place you don't want to be is exactly the place you'll find yourself: caught in the crossfire.

Sorting out the shifting politics in such a situation can take all your time while the business itself begins to flounder, due to a lack of cohesive leadership. Keep tabs on the internecine battles as they evolve and be ready, if necessary, to jump ship.

• *Be prepared to be the teacher of the heir-apparent.* If you stay with a family company and become a valuable and trusted executive, one of your roles may be to help prepare a younger family member to take over the reins. Some managers have a tough time handling this. "Oh, I know blood is thicker than water, but they're asking too much when they want me to teach this twerp the ropes. I know I am not going to get the job, but damn it, I deserve it!" said one manager with considerable bitterness. "I taught him all he knows," may be scant consolation, but it's likely to be what you can expect.

In most cases, the outsider who works for a family firm will remain an outsider. But that doesn't mean there are not great rewards to be garnered. Depending on your goals and the state of your career, associating yourself with such a business may be an excellent move.

Mr. Feinberg is chairman of BFS Psychological Associates in New York.



## When to Engender Fear . . . or at Least a High Degree of Anxiety

Fear is making a comeback as a management tool. Or at least it looks that way on television. You may have seen the commercials. A boss's scathing glare petrifies the subordinate who telexed something instead of faxing it. Underlings sit around a conference table gulping in trepidation, awaiting their superior's arrival. A young executive's scared face fills the screen as it dawns on him that the prospect chose a competitor who is "more creative."

My generation was weaned on fear. But during the past 20 years, fear of the boss

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By Mortimer R. Feinberg

had gone out of fashion. The boss was just one of the boys (and, latterly, girls)—democratic, caring, benign and patient.

But the pendulum is swinging back. B benignity is not chic any more. However, before we start wringing our hands, let's examine the matter objectively. Is fear a useful management tool?

Yes—when it's the right kind of fear. There are two kinds of fear that are primarily caused by management style: "free-floating fear" and "focused fear."

Free-floating fear is chronic. Its victims are more or less anxious all the time—not necessarily scared of particular events or consequences, but just frightened. Workers toiling in a miasma of apprehension are always afraid of the boss, whose moods are unpredictable but whose punishment may be swift.

Obviously, in such conditions, performance suffers. One former FBI executive related to me an incident concerning J. Edgar Hoover, a world-class fearmonger. One of Hoover's many quirks was his demand that no memo should exceed one page, with wide margins. An agent ran into trouble getting his reports onto one page, so he encroached on the prescribed margin width. Hoover wrote back, "Good analysis, but watch the borders." Since no subordinate was willing to question "The Chief," the FBI dispatched agents to the Canadian and Mexican borders, to "watch." Nobody knew what they were looking for, but for a while, these borders were watched as never before.

The CEO of a giant electronics company, renowned for his outspoken impatience, became annoyed at a marketing presentation. He marked a cross next to the presenter's name. The action was no-

ticed by the hapless speaker's superior. Next day, the presenter was fired. The CEO was startled, saying, "I didn't mean to have that happen."

These are examples of extreme behavior caused by chronic, nebulous fear. Simply stated, scared people don't think straight, and they make mistakes. It doesn't take courage to instill fear in subordinates. Or brains, either. There is always an implicit threat in the boss-subordinate relationship. The person with the power to withhold money, recognition and promotion—and ultimately the power to fire—has the capacity to inspire fear. Wallace Rasmussen, former CEO of Beatrice Foods, says, "It's easy to control by fear. It's also the most destructive and counterproductive way of managing."

However, let's not throw the baby out with the bath water. You can use focused fear with telling effect. According to the former vice president of Burlington Industries, James Donahue, "fear cannot be a basic component in the management process. However, fear in specific circumstances does become an operative condition which the perceptive manager must understand."

The key to positive use of fear is to give the individual a way of doing something constructive to get rid of the fear. Emanuel Kant distinguished between two kinds of despair. Those who are gripped by "depressed despair" are paralyzed by it; those in a state of "defiant despair" are willing to fight. Extrapolating from Kant, we can say that "depressed fear" is destructive, while "defiant fear" motivates people to positive action.

Here are three recommendations to consider when it is useful to engender fear, or at least a high degree of anxiety.

*Fear as an emergency boost to performance.* Your operation faces a critical deadline. Your management style has been participatory. Your key people are used to deliberating, discussing, kicking things around. As you face them today, you can see they're ready for more of the same.

You correctly demand: "Don't talk about it. Just DO it, or else!" When you're under pressure, when you don't want innovative give-and-take, but rather concentration on detail and thorough execution of routine, use a jolt of fear.

*Fear as a clincher in performance reviews.* The purpose of review is improvement. When people are told that their performance is substandard, they naturally

get scared. Some managers go out of their way to ease such fears. According to Joel Smilow, chairman of Playtex, this is a mistake: "When fear is a reaction to an objective assessment, it's healthy and positive. People are entitled to honesty. If honesty is frightening, they will work harder to improve." The key here is to give the criticized employee a way of dispelling the fear by following agreed-on plans for improvement.

*Fear as a stimulus to seek help for a personal problem.* A subordinate is drinking—long lunch hours, bleary afternoons, muddled performance. You know you've got to talk to him. You like the guy. You understand that he has problems. So you make your interview as gentle as possible, suggesting in a kindly way that he try to get straightened out. You don't even hint that he might lose his job, since this will only make him feel worse.

Wrong! The fear of getting fired is often the only stimulus that will break through the wall of self-justification the drinker or drug-abuser builds around his problem. As an adviser to the National Council on Alcoholism, I know the massive denial of the alcoholic. Use the threat to demand that the problem person get effective help, fast. You are being unkind if you don't employ fear in this case.

Fear has a fallout. While a threat can generate a desperately needed short-term boost in performance, it may lead to long-term resentment of the boss who caused the fear. You can help to minimize the fallout in two ways: 1) Make the fear situational, not personal—emphasize that the employee should be afraid of the consequence of his own actions, not of you as a person; 2) When the emergency injection of fear-adrenalin has done its work, offer congratulations on a job well-done and indicate the emergency is over.

It's bad to keep subordinates in a miasma of chronic fear. But concentrated doses of pinpointed fear—when accompanied by the means of overcoming the fear—can be a useful management tool. A judicious use of realistic fear—as differentiated from crippling fear—can get the results that enable you to assume the nice-guy role again. Authority means power, and power can inspire fear. When necessary, use it. Otherwise, you'll lose it.

*Mr. Feinberg is chairman of BFS Psychological Associates in New York.*



## When Offered a Good Job, Should You Tell Your Boss?

Being in demand can be a mixed blessing. Suppose you are urged by a recruiter or a credible employment agency to become a candidate for a position at a highly regarded competitor. Besides having anxieties about your qualifications for the new job, or whether it would be an advantageous career move, you are particularly uneasy about how (or whether) to broach the subject with your present employer. This is made more difficult if you enjoy a

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By Mortimer R. Feinberg  
and Bruce Serlen

close and mutually supportive relationship with your present employer, or with your boss in particular.

If you do submit your resume and begin the interview process, you have no way of being certain word won't get back to your present company. Confidentiality is supposedly guaranteed, but is it? The number of key players in many industries is limited, and those players network.

In light of this, you might decide to keep your predicament to yourself. The alternative is to take your boss into your confidence, figuring it is better to tell him now than wait for him to hear it through the grapevine or accidentally over lunch.

Either way, you still may be open to charges of disloyalty. And if you don't get the new job, or decide in the end that it isn't quite what you wanted, you may find you have jeopardized a bright future at your present company.

How then to proceed? It can be a painful quandary that requires subtle judgment calls. Consider these guidelines:

- **Read the corporate culture.** Is the company environment responsive to people or is it more rigid and formalized? How extensive is the career-development effort within the firm? If other executives have been recruited out of the firm, how has their departure been viewed?

In some companies, people come and go with regularity. In others, anyone who leaves immediately becomes a nonperson.

"Be sensitive to these cultural signs," says Kari Eller, chairman of Circle K Corp., a national retailer based in Phoenix. Then, if you eventually accept an offer, you won't be shocked if you get an unpleasant farewell.

- **Enter negotiations cautiously.** As you begin discussions with the employment agency or recruiter, remember you're entitled to ask how many other candidates are being considered and where you stand in the ranking. James Wesley Jr., president of Summit Communications Group in Atlanta, notes that "recruiters can cast a fairly wide net on many searches."

Ask, too, about the expected time frame for completing the search. Some searches can drag on four to six months. If any of the responses you are given don't ring true, it may be a sign the situation is too precarious for you.

- **Touch base on your present job performance.** Request a career discussion with your boss, separate from your regular performance reviews. If this raises any eyebrows, simply explain that you've had a "rush of career anxiety." You need to know your boss's honest and candid estimation of your prospects. Make no mention at this point of any possible job offer. Whatever input you receive, store it in your mind while you consider whether to proceed further.

- **Realize you may not be able to turn back.** If you decide in your own mind that you do not want to leave your present position, be wary of going beyond preliminary discussions with the agency. Once you throw your hat in the ring, it may become increasingly difficult to extract yourself from the process unscathed.

- **Act when an offer is imminent.** Now is the time to raise the subject with your present boss. Don't go in, however, unless you are mentally prepared to accept the other company's offer and resign. Remember, this is not a negotiation ploy, especially as it concerns your present compensation. Senior management at one broadcasting company meets with employees to discuss outside offers, though the cultural ground rules stipulate that salary shouldn't be an issue.

Can you have a candid, open discussion

with your boss at this point? "Yes," says Carl Dargene, chief executive officer of Amcore Financial Inc. in Rockford, Ill., "if your prior relationship has been solid and you act sincerely."

"I appreciate people consulting me," agrees William Schwartz, chief executive of Capital Cable in St. Louis. "And in reviewing their career prospects at the company, it sometimes becomes clear they should pursue the other opportunity."

Other chief executives, however, aren't nearly as sanguine. To their minds, any broaching of another offer can poison their relationship with the employee, possibly permanently. The person is no longer considered a team player. The ground shifts. He or she suddenly represents a risk to the organization. "Sure you can have an 'honest' talk with your boss, but it'll be your last," says John Kelly, president of Kelhan Ltd., a marketing promotion company in New York. So know your boss's attitude well before you act.

- **Don't count on counteroffers.** In a recent survey, the search firm of Boyden International reported that of 450 managers who changed positions during a 36-month period, 39 received counteroffers. Of these, 27 decided to remain. Their fate, however, was none too rosy. Of the 27 who stayed, 25 were gone within 18 months, having been fired or opting to resign voluntarily!

Why is the outlook on counteroffers so bleak? The company may have felt blackmailed and only waited until a more advantageous moment to act. The last thing a company wants to do is cave in to one employee's demands. "It can then find itself in a virtual bidding war where everyone is attempting the same strategy," says Dennis Bortorff, vice chairman and chief operating officer of Sovran Financial Corp. in Norfolk, Va.

Then, too, deep down the employee may still have unresolved feelings about his or her long-term tenure and ends up leaving within a short time anyway.

*Mr. Feinberg is chairman of BFS Psychological Associates in New York. Mr. Serlen writes on management subjects from New York.*



## Charismatic Leader's Act Is Tough to Follow

When Citibank chairman John Reed announced on May 19 that the bank would be putting aside a \$3 billion reserve fund to cover future loan losses, it was significant on two fronts: not only was Citibank telling the financial community it would be talking a hard line on its Third World loans, but that John Reed had now personally come into his own.

Observers said the announcement signified Mr. Reed had finally emerged from the shadow of his illustrious predecessor Walter Wriston, who had headed the bank for 14 years. Though the formal succession occurred in the fall of 1984, the loan-reserves decision was seen as one of Mr. Reed's first major initiatives. In the pub-

lic's mind, the "Reed era" has now formally begun.

### Manager's Journal

By Mortimer R. Feinberg  
And Bruce Serlen

lic's mind, the "Reed era" has now formally begun.

The phenomenon is not that uncommon. Many leaders in business as well as government one day find themselves—at times unexpectedly—inheriting the mantle of a charismatic figure. The same applies when the person being replaced is much lower down the corporate ladder but engenders that same respect. The office manager or shop foreman—whether benevolent or otherwise—may well have built up a considerable reputation over the years. Employees may feel they even "grew up" under the tutelage of these parental figures and experience a real sense of dislocation when they are replaced.

Given this situation, how do you then proceed? How do you carve out an identity separate from that of your predecessor? And even more to the point, how do you go about introducing your own agenda without demotivating those in the organization

whose allegiances may well be rooted to the previous regime?

The first three to six months of a successor's reign will prove to be most significant. In this period, you'll be easing into your new responsibilities and gradually beginning to establish your own reputation. Yet it can take a year or two, if not longer, before your full agenda starts to emerge.

"Don't try to go for the brass ring right away," confirms E. Garrett Bewkes Jr., chairman of American Bakeries Co. It is far preferable to let some time go by before introducing any major initiatives. Keep a low profile for a while, so that the luster of the predecessor can grow a little dimmer. "Yet remain alert at all times to the possibilities of becoming your own person," advises Mr. Bewkes.

"Never force your own priorities or agenda. Implement your plans very cautiously, step by step," adds Dennis C. Bortoff, chairman of Commerce Union Bank. "Understand the way things work before making any changes. Comprehend the culture and how your predecessor used it to forward his or her special agenda."

The issue of timing aside, consider the following recommendations that managers need to weigh when succeeding a charismatic leader, whether a CEO, a division head or a line supervisor:

- *Develop your own style.* In the most fundamental sense, charismatic leaders are irreplaceable. They are very much the products of their generation and the cultural referents of their time. You may have been selected for the new job in part because of your ability to attain a consensus and in particular your ability to get along with your predecessor. But those days are now over.

- *Embrace what you can from the prior regime.* While you'll want to initiate your own programs, there may well be projects you've inherited that are compatible with your own vision. Rather than reject them out of hand, adapt them for your own purposes. After all, they'll still be in-

fused with your predecessor's aura of credibility. "Make your agenda seem like the unfinished business of the former leader," says Lorian Marlantes, vice president of Rockefeller Group.

- *Discreetly assemble your own team.* In the 1500s, the Italian statesman, philosopher Machiavelli warned that "a new prince should organize the government entirely anew . . ." Move with restraint in appointing supporters to key positions. To do otherwise runs the risk of alienating co-workers and subordinates alike, including those who up to that point have remained neutral as to your prospects.

- *Part of establishing your own style will mean putting your own team in place eventually.* confirms Hugh Chapman, president of Citizens & Southern Corp., a banking concern. When you do put together your team, choose players whose strengths compensate for your own weaknesses. "Where you are weak, they should be strong," says Mr. Chapman. This entails recognizing your own drawbacks, at the same time making sure you're not aping any weaknesses of your predecessor.

- *Carve out your own territory.* Once you have made the best use of programs already under way, turn to your own projects. By taking the company or division in a new direction, you will further distance yourself from your predecessor and, in the process, create your own legacy.

- *Remain respectful.* When taking over from previous leaders, it is often tempting to belittle their contributions. "Avoid this at all costs," notes Kishori Mahbubani, Singapore's ambassador to the United Nations. "Sycophants may want to hear you do this, but it is always a mistake. More often than not, ill-spoken words will come back to haunt you later, making you look small-minded."

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## The Hidden Costs of Early-Retirement Offers

As part of corporate streamlining programs, many companies are extending early-retirement packages to legions of senior managers. They see it as one relatively painless way to pare management ranks—certainly less painful than involuntary layoffs. No one, after all, faces the stigma that being let go after many years of service entails; for the employee, the "senior citizen" package is easier to explain to friends and family.

Then, too, the sweetened package that awaits those who elect to retire early—usu-

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ally a combination of salary continuation and improved pension benefits—softens the financial impact of the decision. And these experienced employees—typically at least 50 years of age with 25 years or more of service—find themselves with a variety of options. They're often still young enough to start second careers, they can work part-time, or, if the financial package is generous enough, they can simply sit back and enjoy themselves.

But sometimes older managers' early-retirement decisions aren't as voluntary as they might appear. The early retirement offer will be circulated first, with the specter of layoffs lurking in the background if the company doesn't meet its target numbers. Older managers are then put in a position of playing Russian roulette. If they pass on the offer and their names subsequently appear on the list of those designated to go, not only do they lose the financial incentives—they lose face as well.

The company is also taking a gamble since it may lose some managers it needs. According to law, when a company extends an early-retirement offer, it must, for legal reasons, extend it to everyone who meets the established criteria. So, there's no picking and choosing who management would like to see start marching.

Often, management will expect some of those eligible to take the bait, but much to the corporation's surprise—and chagrin—a much greater number will start emptying their desks. "Among these, no doubt, will be individuals whose talents and abilities the company honestly wants to retain,

while others will be deadwood that management is happy to see head for the exit," notes Robert A.M. Coppentrath, president of the photo-equipment company Agfa-Gevaert Inc.

It's entirely possible, therefore, that on the appointed day, companies find a mass exodus under way. And with the exodus can come an unhappy realization: A good part of the accumulated history of the organization has gone out the door as well. "Older employees in any company bring the past into the present," says John S. Chamberlin, president of Avon Products. "They are the carriers of the culture."

Companies, mindful of all the ambitious young managers eagerly awaiting more responsibility (and prestige), mistakenly believe these young people can effortlessly fill the shoes of those departing. To the contrary, companies cannot assume that the talent they are losing is redundant.

"Neither can they assume that young people are capable of breaking the code that is contained in the files," adds consultant Edward C. Schleh. By "the file's code," Mr. Schleh means the years of collected memos and reports that help to define and explain such things as marketing cycles, new product studies and research on competitors—all data that young successors are tempted to toss out in their efforts to "clean house" and "make a fresh start."

When it comes to anticipating who will go and who will stay, remember that statistical projections deal in overall numbers, not specific individuals. "Think the process through very carefully," advises William A. Schwartz, former president of Cox Enterprises. "If too many opt to go, the package was either too sweet or people were unhappier than the company realized."

Assume a worst-case scenario in which the new retirees include a number of critical decision makers. They decide that they're ready for a long-overdue career change and that the company's generous offer has helped them make up their minds to finally act. Their futures, they decide, really lie in establishing potentially lucrative consulting practices in which they can market their skills—the very skills the company says are expendable.

"Far preferable would be to pare employees with varying degrees of experience throughout the organization," says Mal-

colm L. Elvey, vice president and director of Hawley Group Inc., a food-service company. Entry-level employees and those in the midrange of experience would then bear some of the brunt of the restructuring. While involuntary layoffs are certainly more traumatic for an organization short-term, the company may well emerge on a sounder footing in the long-run.

Organizations intent on offering an early-retirement package also need to take these factors into account:

- **Counseling.** Give the seasoned managers ample opportunity to mull over the offer. Provide appropriate counselors—preferably from outside the organization—to review financial and psychological issues with each individual. One executive in such circumstances remarked, "I trained to be an Olympic swimmer and now I need time to adjust to the kiddie pool."

- **Succession planning.** As part of its contingency planning, a company needs to work out—almost with the precision of a chess game—what reorganized departments would look like if a manager chose to go. Who is in line for succession? Is this person really qualified to take on the increased responsibility? Who will then replace this person further down the ladder?

- **Orderly transition.** Allow enough lead time between the day the managers announce their decision and their last day in the office. Have them conduct meetings with their appointed successors in this period to pass on "the tradition." Those departing will appreciate the respect the company is showing them. And in almost all cases, they'll be gracious and cooperative in return. Also, allow each person to determine how much of a celebration he may want with co-workers who are remaining. Acknowledge there may well be ambivalent feelings. Some may want a bash, others prefer a quiet folding of the tent.

- **Consulting options.** Companies are free to negotiate a consulting arrangement on a case-by-case basis with any manager who elects to leave. Be prepared, however, for this not to sit well with remaining employees who may view such arrangements as smacking of "special treatment."

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## Smokeless Offices Without Inflamed Tempers

After New York Mayor Ed Koch issued regulations limiting smoking in public buildings, he said he would seek curbs on smoking in nonpublic offices too. But even in the absence of specific legislation, mounting aesthetic objections to smoking in the office have forced companies to consider sweeping changes in policies.

Tort law may result in damage suits against employers who compel employees to work in a toxic atmosphere created by colleagues who smoke. C&P Telephone Co., target of a \$110,000 medical-expenses suit, is taking no chances on future lawsuits and has informed its employees that any one person may effectively call for a smoking ban in his work unit.

This issue is serious business—and business had better take it seriously. Propri-

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etors of public places such as restaurants have already been required in many communities to provide segregated areas for smokers or to install ventilation systems that will keep the fumes away from nonsmokers. Such costs, however, are relatively small. A much more difficult and potentially more explosive problem is the internecine warfare that may break out, or be stepped up, among employees. Mayor Koch's original draft of his proposed ordinance, without defining terms, said that "any employee in a place of employment shall have the right to designate his or her work area as a nonsmoking area."

For most employers, the key problem is the potential resistance from addicted smokers. To be sure there are always principled objections like that of a New York Chamber of Commerce spokesman who says: "We oppose government intervention in the workplace." But 1986 does seem rather late to raise that issue.

Some executives anticipate conflict among employees, union opposition led by cigar-chomping officials, and loss of production as workers sneak off to a smoking area. It is not unreasonable to expect that some executives will slip out of meetings more frequently if the smoke-filled conference room exists only in nostalgia.

We conducted a minisurvey on smoking in the office among executives in various industries, and received 159 responses. While not a basis for projecting national trends, the responses indicate management is confident that—except for minor disruption—it can handle the smoking problem with or without legislation.

About 80% of our respondents say that a smoking ban in their facility would have "no effect" or a mere "temporary effect" on job performance. A substantial minority—12%—even accepts the notion that smoking bans, far from interfering with production, may even advance company interests. That coincides with the view of Joseph Califano Jr., chairman of Chrysler Corp.'s employee health care committee and former secretary of health, education and welfare in the Carter administration, who cites this example:

"A program at Johnson & Johnson encouraging employees to quit smoking, and to eat and exercise properly, has slashed absenteeism by 20% and hospitalizations by 30%, recapturing three times the cost of the company's effort."

Some 58% of our respondents stated they had clearly designated no-smoking areas. But a sudden, complete ban on smoking at the work site could raise problems; indeed, one-third of our respondents do expect "substantial resistance" from smokers, but about half thought there would be only "moderate objection."

For the most part, however, our survey indicates that most managements that dealt with the problem have changed to a nonsmoking workplace without too much difficulty. Their comments are reflected in these guidelines:

• *Avoid moralizing or addressing exhortations to character and willpower.* Don't suggest that smokers are somehow inferior to nonsmokers or are less concerned about the welfare of colleagues. In the 1960s, when the anti-smoking campaign was gathering momentum, Dr. D.N. Goldstein, in a Wisconsin Journal of Medicine editorial, wrote: "The social climate must be changed so that smoking is looked upon as it used to be—a damned, dirty habit and a vice." Such an approach, attempted in the workplace, is more likely to generate resistance than cooperation.

• *Where law mandates company policy, use it as your springboard for action.* Your people do not expect you to violate

the law. Indicate quite clearly and firmly that the company intends to comply with the law and will not allow exceptions.

• *Take pains to establish thorough interdepartmental communications on the new policy.* Begin with your front-line supervisors and foremen. You will need their support, even though some of them may be heavy smokers. Explain your reasons and how you expect your policy to work.

Ascertain from your supervisors how many smokers they have in their units and be prepared to give special backing to those who anticipate trouble. Get their suggestions on what should be included in the notices sent to the employees.

• *Back up your no-smoking policy with an educational campaign.* Remember that education begins with example. This policy must have the complete support of executives. They must understand that they can't walk out of their offices on inspection tours while merrily puffing away.

• *Policies should be consistent.* A substantial majority of the companies we reviewed circulate general health literature and material describing the hazards of smoking. But we found that 45% of our respondents still permitted cigarette vending machines on their premises.

• *Provide help for employees who want to kick the habit.* Almost 30% of the employers polled conducted smoke-ending workshops or paid the fees for employees attending extramural groups. In addition, more than half indicated that they used related activities such as employee-assistance programs, stress management workshops, etc. to help smokers quit.

The fact is that some people actually do perform better when they can use a cigarette as a psychological crutch. Such people may be particularly important in your operations, and you don't want to throw them off stride. In conferences with smokers who are hit hard by the new rules, emphasize that you can't make exceptions but you feel they are so valuable that the company is willing to provide professional counseling or other assistance if the situation becomes too stressful.

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## Silencing the Refrain, 'It's Not My Job, Man'

It's a familiar story: The restaurant patron asks a passing waiter, "Can you tell me the time?" and the answer comes back, "Sorry, sir, this ain't my table."

Or the airline passenger who asks a flight attendant, "Where's seat 12A?" and is told, "I'm not on duty." The executive who recounted this episode insisted that "So long as she's wearing the airline uniform she's on duty! She's still a company representative."

Agfa-Gevaert's chief executive officer, Robert A.M. Coppens, cites the unans-

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wered ringing of the telephone, which he labels "a corporate offense." He tells his people: "There is no such thing as 'it's not my phone.' Every telephone in the company is our phone. Don't let phones ring."

These situations arise from the notion that "it's not my responsibility." The weak links in an organization are usually at the point where departments are supposed to meet. It's at these joints that institutional arthritis attacks. When departments are separated like national frontiers, fully equipped with barbed-wire fences, bristling watchtowers and buried mine fields, serious losses occur.

To be sure, refusal to assume any responsibility beyond that explicitly listed in the job description or organization manual may be due to laziness or unconcern. But often the reasons are quite substantial: respect for the jurisdiction of colleagues or peers; fear of being labeled an empire-builder, turf-snatcher or imperialist; lack of familiarity with the organization structure; and failure of top management to clarify policy, particularly in such matters as centralization vs. decentralization.

People are reluctant to accept responsibility if it is not accompanied by an express delegation of authority. The successful executives, however, are usually those who believe that their responsibility exceeds their authority. They consider themselves responsible not only for the unit

over which they preside but for the company's success as a whole.

All too often, people who lack authority withhold action because they feel they don't have the necessary information or other resources needed to act. They may assume that others are better qualified to handle the problem. Management has no right to expect employees to step into situations for which the company has given them no training.

Still another factor may be concern over who will get the credit if the outcome is successful—or the blame if it is not. James Robbins, president of Cox Cable Communications, places the onus on higher management to recognize when cooperative action is necessary and to assign primary responsibility. In such cases a superior must specify "who is in charge" and who is expected to "work with" him or her. Mr. Robbins argues that responsibility can be shared but authority should always remain undivided.

Theoretically, efficiency is served by departmentalization, specialization and division of labor. The goal, however, can be achieved only if management strives for coherence by constantly reminding people that they are not isolates working in their own cubbyholes but parts of a larger whole. Here is what executives, conscious of the problem, recommend:

- From the very beginning of a relationship with employees, even in the hiring interview, it is important to stress that the individual will be working for the company—not just for a division, department, unit or particular supervisor.

- By presenting prospects for advancement, the company can demonstrate that looking beyond the narrow confines of the immediate assignment will open windows of personal opportunity.

- In the course of periodic employee appraisals, cooperation with others and the display of initiative in discovering and filling gaps should be treated as major performance criteria. Managers should seek every opportunity to reward subordinates for their contributions that benefit the whole organization.

Lyman Wood, president of Brennan College Books, in evaluating his managers, asks: How frequently do they communicate with other managers about filling organizational voids? He calls this type of person a "breaker-up of hardpan"—the

layer of earth that's so tough the rain can't get through to nurture the roots. Such managers are tagged for ultimate promotion; in the meantime, they are rewarded with extra bonuses, and the president seeks out special occasions to maintain contact with them.

- The image of the customer must be kept vivid in the attention of all members of the organization. Joseph McEvoy, chief financial officer of Saks Fifth Avenue, says that the enlargement of personal responsibility is furthered by stressing that "it's the customer who pays your salary." He cites the following example from department-store experience:

Customers frequently make inquiries about their charge accounts but by understandable error may reach somebody in accounts payable. The natural tendency is to respond: "Sorry, you have the wrong department. Call this-and-this number." Instead, the preferable procedure is to ask for the customer's telephone number and then have the right person call him or her rather than compel the customer to make two calls.

- People must be kept informed about the needs of other departments if they are to be able to spot significant gaps and communicate appropriately across departmental frontiers.

Many procedures are available for this purpose. Job rotation, especially for junior executives, helps to broaden perspective. Lending personnel to other departments in periods of short-handedness, rush orders or vacation time contributes to overcoming the provincialism that blocks initiative and cooperation.

- Compensation systems can be used to get people to think beyond their own bailiwick in terms of total company needs; group incentive plans and companywide profit-sharing programs provide an economic motivation for reaching out to others with supportive action and suggestions.

- Finally, management must instruct its people on how it wants them to behave when a no man's land appears on the landscape.

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## Exposing Our Secret Passion for Failure

Management literature is always addressed to those with high levels of aspiration. But surprisingly, a great many people, to judge from their behavior, really don't want to succeed. Executives and supervisors—subconsciously, to be sure—often seem to choose the one road on which the signposts point to defeat. Such wayfarers may even be in the majority.

Sigmund Freud was among the first to recognize that many able people have a secret passion for failure. Sooner or later they turn their triumphs into disasters. When things go well they consider themselves unworthy of their good fortune and therefore strive to undo it. Frequently they

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accomplish their purpose by deliberately taking big risks for the most insignificant rewards.

We recently interviewed a cross section of executives who were willing, under cover of anonymity, to describe their own most serious failures. Viewed in one context, their revelations add up to a manual on how to fail. Even those who are still intent on succeeding may find the following accounts useful on the theory that pathology provides material for instruction.

A surprising number of our respondents reported that their worst errors involved clinging too long to a product or service that obviously had seen its finest hour. Their infatuation with their product seemed to originate in a need to vindicate their past judgments. They would rather be right than successful. No matter how well they understood the excellent literature on "the life cycle" of products and services, they considered their own products to be immortal and immune to the vicissitudes of the marketplace. However, no executive can afford to put his love of a product above the mandate of his market.

Product infatuation takes another form. One executive recalled ruefully how often his enthusiasm had led him to release a product before it was really ready. Somewhere along the line he had refused to look at problems of production flow and distribution—for instance, market research, packaging, planning an advertising campaign, and so on. The end result was an inventory that was completely out of control without sales to back it up.

Similar is the recent case of a computer company that went broke because it announced an improved model prematurely. Result: Potential customers passed up the

current product and waited for what they knew would be a fine product, which, unfortunately, was not on line until long after the expected delivery date. Collapse was inevitable as cash flow slowed to a trickle and finally to nought.

Ignoring competitors is another sure road to failure. No matter how powerful a company, it is deliberately courting failure if it refuses to look over its shoulder to see who may be creeping up. And playing catch-up in the race is difficult even for the swift once they are off their pace. Eastman Kodak Co.'s too-snug executives finally learned that coasting is a down-hill process and that they need new products. Breathlessly they are now chasing the coattails of Polaroid Corp., Xerox Corp. and a score of floppy-disk manufacturers.

Judging by the frequency with which executives raised the subject, the area in which failure can most easily be accomplished is personal relationships. You can demotivate people, cripple their effectiveness, and make enemies out of friends without really exerting yourself.

On reaching the top, self-destructive people conclude that they no longer need anybody else. One executive, confident that a healthy bottom line was an impenetrable shield, gave no thought to his relations with others. He acknowledges now that it was not wise to keep his board of directors waiting on occasion rather than interrupt what he considered an important chore. Also he says he erred in failing either to win the trust of his subordinates or get rid of them. Finally, he was forced to step down despite his record of achievements.

One method of ensuring failure, used by a surprisingly large number of executives, is to organize the opposition. The logic seems to be that once you've defeated an opponent, make sure he remains an opponent. Former major league baseball manager Leo Durocher, an expert on the underworld of human relations, avoided this mistake. He once said of his team: "I never let the four guys who hate me get together with the five who are undecided."

Lyndon Johnson, on the other hand, had a more affirmative approach. If he lost to an adversary, he harbored no grudges and sought reconciliation. That's why, after contesting with John Kennedy for the presidential nomination, he could take second place on the ticket and eventually become president himself. When he was victorious, he knew the importance of bringing the defeated rival into camp. As he said of a potential adversary, "I'd rather have him inside the tent micturating out, than outside

micturating in." (Of course, Johnson didn't use the polysyllabic term we've substituted for him; he had more colorful words at his disposal.)

Many executives have learned that one sure way to undermine their power is to refuse to share it with others. By insisting on exclusive control, the decision maker, no matter how experienced and brilliant, endangers his success.

A former chief executive officer in a food-distributing company, now in semi-retirement, cites his worst flop as a young-plant superintendent. His superior had given him full authority to make all key decisions. Enamored of a new product that he called Nut Yogurt, he did not bother to get the reactions of his sales staff before producing carloads. He found his staff wouldn't touch it with a 10-foot spoon, and he and his family were eating it for years.

Another executive says his worst failures have been with people who didn't make the grade but who lingered on. He knew they would have to be let go but he kept deferring the moment of truth. Unfortunately, the incompetent don't quit, and the painful decision is not made until a major disaster occurs.

He says he has found a solution to this problem of "judgment inertia" by following what he calls the "Sy Syms theory of management," named after the apparel merchant who systematically reduces the price of his wares in direct proportion to how long they have stayed on the rack. He describes his method as follows: "If a subordinate disappoints you once, you discount his credibility by 10%; if he disappoints you twice, it goes down by 30%. The third time you sell out at any price."

Even the best and the brightest are likely to invite some failures. To be sure, the boundary between success and failure is not clearly drawn. It is not fixed like a Maginot line, and in any case it is easily outflanked. What is worse, the overconfident wayfarer may suddenly find he has wandered into the treacherous wastelands. And when that happens, the public is usually delighted. The Children of Israel must have cheered as the prophet pronounced the phrase, "How are the mighty fallen."

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## The Danger in Manipulating Employees

Describing the turning point in his own career, Lee Iacocca offers in his autobiography a triple-whammy illustration of manipulation in business. While a relatively unknown junior executive at Ford Motor Co., he was told one day by his mentors, Bob McNamara and Charlie Beecham, that Henry Ford wanted to see him.

They "had already told me they had sold Henry on the idea of making me head of the Ford division, but they asked me to play dumb. They knew that Henry would

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want to give me the impression that it was his idea."

Of course, he went along. It was in his interest to participate in his allies' manipulation of Henry Ford; in playing the game, he was being manipulated by his mentors, who were thus putting him in their debt; and finally, he was silently accepting his own manipulation by Mr. Ford.

This charade arouses little aversion. Nobody was really harmed, and no basic ethical boundaries were violated. But all too often executives' deceptions slip over the shadowy line that distinguishes the expedient from the immoral, or may be so perceived by peers and subordinates.

What defines truly manipulative behavior? Eugene Andrews, director of executive education at General Electric's Management Development Institute, says:

"Manipulation is a one-way street: You exact—you do not give anything, or what you give is phony, like stock options you know won't be worth a damn. The manipulator uses as a lure something the individual doesn't really need, or creates false expectations. For example, he knows that the individual can't go anywhere, but he holds out bait in the form of a promotion that will never materialize."

Jerold C. Hoffberger, chairman of Diversified Resource Management Ltd., says that "manipulators always play with hidden agendas." A frequent example, he says, is using people against each other. Employees are transformed into conduits for the transmission of unfavorable information about their peers.

A number of managers spoke bitterly of manipulators who consistently downgrade colleagues or subordinates by putting them in embarrassing situations. Out of the blue, in public, a question of detail will be flung

at the hapless victim who cannot possibly provide an answer off the cuff. This type of manipulator often withholds necessary information from his colleagues in order to make them look bad.

We have heard many variants of this situation: the manipulator induces some of his peers to advance a proposal he thinks may possibly arouse the disapproval of higher management. If it meets with approval, he jumps in and takes credit as the author; if not, he remains silent and lets his colleagues rack up the demerits.

Harold Geneen, former chief executive officer of ITT, considers this kind of "office politicking" a cardinal sin. "If anyone tries to line up other managers to back his pet project in return for a quid pro quo later," he wrote, "or if anyone tries to force a man junior to him to give anything other than his honest opinion, he does so in peril of losing his job."

Charles D. Clark, president of Life Technologies Inc., notes that the manipulator usually keeps his own motives secret. He rarely explains his objectives. His questions are formulated like those of a cross-examining lawyer: On the surface, he is looking for information, but his real purpose is to find ammunition.

The most overt form of manipulation, of course, is the use of threats, actual or implied. Executives who operate in this manner often do so not only because they are interested in achieving an immediate objective but because they have an inherent need to display their power.

James H. Wesley Jr., president of DKM Broadcasting Corp., emphasizes the pressure generated by the manipulator. He tries to wear you down, thinking you will want to trade off your discomfort in order to end his unrelenting attack.

Managers who reject manipulation as a tool of the trade do not necessarily abandon their responsibility to exercise power. It is not manipulative to create conditions from which desired results are bound to follow. For instance, installing a time clock to ensure punctuality is not manipulation, because there is nothing devious or deceptive about the intention. On the other hand, to pretend that orders are falling off and thus justify the closing of a plant would be deceitful and manipulative.

Nor should a resort to strategy necessarily be confused with manipulation. There are times when the parties are admittedly adversaries. Two chess masters facing each other across the board are not manipulators but strategists—that is, they are frank about their basic objective. So long as they carry out their confrontation with due respect for the rules of the game, they are not manipulators.

Here are some of the rules that the motivator observes and the manipulator tends to violate:

- *Rely on arguments and reasons that you yourself believe.* Unfortunately the manipulator, knowing his behavior is devious, finds it easy to rationalize. He covers his ethical nakedness by reassuring himself that, despite the odds, things will somehow turn out for the best. For example, in forcing a subordinate to uproot his family and move to a new location, the manipulator convinces himself (but not his subordinate) that "after a year he won't mind it any more."

- *Or the deception is justified "as a white lie that will avoid hard feelings."* Often it's a self-serving effort to avoid confrontation when open disagreement would be the healthier approach. One seasoned executive claims that this tendency is found among younger managers who think it's the easiest way out. "They believe their manipulation will go undetected, but it's usually as obvious as a fire siren at three in the morning."

- *Whenever possible, give people options, not orders.* Even though you retain authority to determine the ultimate result, subordinates are entitled to be heard on matters that affect their well-being.

The manipulator is recognizable from his practice of rushing others into quick decisions; the motivator allows an opportunity to think things through. This involves presenting a frank picture of all the relevant facts.

- *Respect confidences.* The temptation to violate confidentiality is often great. Being privy to what lies hidden in somebody's closet gives power over that person, as blackmailers well know. But to yield to the temptation is always unethical and usually self-defeating. It will cut off the flow of information every executive needs to make sound decisions and will undermine the trust of peers and subordinates.

- *Think in terms of building permanent relationships.* This requires looking beyond the immediate situation and understanding your personal style in relationships with others. Do you consider other people inanimate objects, tools that exist solely for the accomplishment of your objectives? Or do you recognize that they are entitled to have purposes and needs of their own?

The manager who uses the latter as a basic premise needs few other guidelines in distinguishing motivation from manipulation.

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## Transforming Your Employees Through Dynamic Leadership

"You deliver for me, and I'll deliver for you." That's one type of leadership. Historian and political analyst James MacGregor Burns defines such leadership as "transactional." In his book "Leadership," Mr. Burns devotes several hundred pages to the differences between a run-of-the-mill "transactional" leader and what he calls an exceptional, charismatic, "transforming" leader.

In the transactional relationship, the end result is a "payoff." In the transform-

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ing relationship, the end result is a substantial change in the subordinate: personal growth. The former provides only material reward; the latter provides psychic income.

Gen. George C. Marshall advised his colleagues to develop people toward self-reliance. "If you want a man to be for you," he said, "never let him feel he is dependent on you. Make him feel you are in some way dependent on him." And the best way to do that is to teach him to stand on his own feet.

The would-be transforming leader does not always succeed. Some people are unalterably dependent and incapable of growth. As one cynic puts it, "You can't grow grass on concrete." We talked with executives who saw themselves as the beneficiaries of such leadership. They describe their experiences in terms that lend themselves to six imperatives:

1.) *Show a personal interest in individual progress.* The transforming leader studies and understands his people, knowing not only their current abilities but their potential. Lyman Wood, president of Brennan College Services Inc., says the transforming leader pushes people beyond the threshold of their self-imposed limits toward their own unrealized potential.

Unquestionably the transforming leader must begin with a sound knowledge of the employee's character and potential. Elwood L. LaForge Jr., corporate group vice president of Lenox Inc., recalls an executive who helped shape his career: "He always gave me enough rope to show what I

had, but never enough to hang myself. And he was always there with the lifeline when I needed it."

2.) *Build charismatic relationships.* The term charisma derives from a Greek word representing a divine element and therefore is beyond definition. But the behavior of the charismatic leader can be described: He creates confidence in his judgment, competence and good will. Followers identify with him. They feel they can be sure of his availability when they need him. He makes tasks interesting, exudes purposefulness, generates a feeling of venturesomeness and stirs excitement.

He is not necessarily humorous or intellectual, but he is personable. People like to be with him because he respects their individuality. But most important, he sets an example that others want to emulate.

3.) *Encourage other people to shine.* The transforming leader keeps them on a loose rein, even though he expects them to commit some errors as part of the growth process.

The effective leader looks for opportunities to express sincere appreciation. One executive recalls the thrill he experienced when his superior congratulated him on his skill in selecting subordinates: "Where did you get Stevens? He's a real find!"

E. Garrett Bewkes Jr., chairman of American Bakeries Co., warns against what he terms "the counterfeit transforming leader." In one way or another, "he makes you want to break your back on his behalf, but after you've been with him a month you find it's all facade and he doesn't really sustain the role."

4.) *Provide psychological support.* To turn the transactional relationship into a transforming experience, the leader must make a conscious effort to elevate the subordinate. The objective is to raise the individual's level of aspirations and strengthen self-confidence.

Robert A.M. Coppenrath, president of Agfa-Gevaert Inc., puts it this way: "The transforming leader, as you call him, removes fear. It's like a frog in the pond; the leader gets the frog to make the jump."

But the effect may well be to spread illusions if all the leader does is to raise sights and inflate confidence. He must also raise the individual's ability to perform. That is why an additional step must be taken: The leader must instruct, provide

training and facilities, and improve the conditions in which the tasks are to be performed.

5.) *Ask questions—but in a special way.* The purpose is to draw out more of what the individual has in him. Walter Liss, president of the Broadcast division of Cox Communications Inc., recalling what his mentor did for him, emphasizes the distinction:

"The questions are not designed just to find out what you know, but to stimulate you to explore new options. The questions that made a difference to me were like the work of a cubist painter who forces you simultaneously to look at every side of the object. The questions must be such that they don't allow you to settle for the obvious."

6.) *Keep people informed.* The purpose is not just to load them with more facts, relevant and irrelevant, but to enlarge their perception and get them to explore further.

Thus, the transforming leader gets his followers to look at problems from a fresh angle and with new purposes. This requires that he keep his people informed about his own values and priorities.

In the real world, however, no leader can afford to be Johnny-One-Note. There are times when he must be transactional: People do have a right to expect material rewards for services rendered. Moreover, issues of status may make a difference. The pressures of daily life may permit the executive to be transforming with his immediate staff and compel him to be more transactional with people down the line or out in the field. But the awareness of what style he is practicing, and under what circumstances, will enhance his leadership skills.

The rewards of transforming leadership are many: President Truman, who acknowledged such leadership in his general, George Marshall, said of him: "I sincerely hope that when it comes my time to cross the great river, Marshall will place me on his staff, so that I may try to do for him what he did for me."

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## Telephone Etiquette: Reach Out and Clout Someone

"I know it's 3 a.m. over there in Hong Kong, but I'll only take a minute."

The manager of the company's East Asia office, roused from his sleep by these words, holds the phone in trembling hands and waits to learn what calamity is about to befall him.

On the other hand, consider the blow to the presidential image when the White House staff decided not to wake Mr. Reagan with the news that American pilots had been attacked in the Bay of Sidra and

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had shot down two Libyan planes. The president was rendered vulnerable to attack by his opponents, who ridiculed him with jokes like "Wake me when it's over."

Certain people are always on call—doctors, lawyers, psychiatrists, clergymen, personnel directors and consultants. William Randolph Hearst once said that he paid his people extraordinary salaries so that they had to be available 24 hours a day. Today, as a rule, no subordinate considers his salary big enough to buy him completely: He still retains a sanctuary of privacy.

That goes on every level. The chief executive of a major company, whom the law would consider at least a quasi-public figure with fewer rights to privacy than the average citizen, tells of an occasion when a phone call from a reporter woke him at one in the morning.

On hanging up, he called the newspaper's publisher, who growled: "Don't you know it's 1:15 a.m.?"

"Certainly," was the answer. "But I thought you ought to know how it feels to be disturbed in the middle of the night, as your reporter has just done to me."

In the case of subordinates, phoning their superior after regular hours to relieve their own anxiety or fears of future criticism may prove dangerous. Making the call to raise a trivial issue, to seek stroking, or to engage in apple polishing will likely turn out to be examples of poor judgment in the eyes of the boss.

An industrial relations director says he is even cautious about transmitting glad

tidings after hours and on weekends because he knows that his chief executive officer can be irascible about invasions of his privacy. He says: "If I settle a strike, which is always good news, I call the vice president in charge of operations, and I let him decide whether we should call the president."

Many executives are quite clear on the line that separates what they "need to know" from what is "nice to know." The latter rarely justifies a late-hours call. However, the executive who doesn't want his leisure hours to be interrupted with messages that fall into the latter category has a duty to clarify the standards he uses in distinguishing nicety from necessity.

On the other hand, executives are not likely to resent what would otherwise be an intrusion if it is clearly being made in their interest. A communication that saves the executive from being surprised or suddenly confronted with a challenge is almost certain to be appreciated. You may be helping him to preserve his image by protecting him from embarrassment that would be occasioned by ignorance of information he is expected to know. So, too, you reduce the wear and tear on his psyche if you prevent misinformation from getting to him first or you give him the facts before he gets a slanted version when he listens to the nightly news on television.

For the executive, there are any number of ill-conceived justifications for invading subordinates' personal time. Impulsive executives tend to use the telephone as an instrument for ventilating their feelings. Often the only result is to transmit, not to relieve, the anxiety.

There is a temptation to use the off-hours call to rehash the facts about a disaster. If the motive is to issue a rebuke or call for an explanation of what went wrong, the matter can usually wait. AS Robert J. Sanator, president of Fairchild Republic Co., put it, "That's like the football player who has to punch somebody after the game is over and lost."

Wallace Rasmussen, former CEO of Beatrice Co., warns in general against using the telephone for criticism or for the discussion of controversial issues. "It's easier to get mad over the phone," he says. "You don't see facial expression, and you are more likely to let your emotions carry you away. Also, if you're the boss, you may hang up faster than you should without giving full opportunity to the other fellow to state his side of it. When you're

face to face, you're more likely to mute your irritation."

Of course, while the midnight call from your superior can be an awful bother, some people see the interruption as a welcome sign of their importance. Gene Cattabiani, a vice president at Westinghouse Electric, told industrial psychologists at the recent convention of the American Psychological Association that "the 6 a.m. phone call is more likely to occur in participative management than in authoritarian management." One executive, now in the job market, told us: "You know you're on the skids when the weekend calls stop coming in from your boss."

Calls made by executives after regular working hours may evidence a real concern for subordinates. President Lyndon Johnson used to insist that every phone call to the White House that warranted a call-back had to be returned the day it came in, even if it had to be done at midnight.

Mr. Rasmussen notes that when a subordinate has attempted unsuccessfully to see his superior during the day, it makes sense to call the subordinate in the evening and start with the statement: "I understand you were looking for me today. I didn't want the day to end without getting back to you."

However, there are limits. As a steel-company executive complains, "it is most annoying and even alarming to get a call Friday evening from the boss, who wants to know if you'll be free on Monday at 10 a.m., and when you ask what it's all about, he says, 'Just a few items,' and hangs up. And you spend the weekend worrying." An out-of-the-ordinary phone call should never leave the recipient frustrated for lack of explanation.

Executives spend much of their time on the telephone, in and out of the office. This essential instrument of communication in our society can, in an instant, become an invader into one's inner sanctum. Such an intrusion is a threat to privacy—"the most comprehensive of rights and the right most valued by civilized men," as Justice Louis Brandeis once described it.

The thoughtful executive moves cautiously in this area.

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## Developing and Making the Most of the Slight Edge

How much difference could a little alligator on a sport shirt make? A lot of difference.

When Lenox entered its stemware crystal in a field where competitors were already established, it wrapped its product in an elegant silver-colored box. So what? It got widespread display from the distributors and captured the gift market.

A little added value can go the big distance.

In the last analysis there are only two strategies for progress in any human activity: (a) striving for the quantum leap,

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which may mean going for broke, or (b) playing for small increments that eventually add up.

Allowing for the rare geniuses who make the big breakthroughs, it's safe to say that most of the gains made by successful managers come from achieving a series of small advantages. Certainly more failures are registered by those who put their chips on one number. Some ball games are won by home runs, but most of the time the outcome depends on bunting singles, walks, bunts and sacrifice flies.

There are serious hazards in the "big-deal" approach. By putting too great an investment on the outcome, we create anxiety that may interfere with good performance. This is sometimes done on the assumption that people will be better motivated if they think they are confronting a Shakespearean "be-all and end-all."

To be sure, it is folly to attempt to substitute slight gains where a bold stroke is necessary, as in a dire emergency when time is of the essence. It would be like trying to leap across a chasm in two jumps. Daniel Patrick Moynihan has called attention to the frequency with which our politicians compromise by doing less than the situation demands: "To do just enough to be inadequate is hardly a clarion call."

But in most situations the slight edge can be meaningful and can make a difference. This strategy is likely to be appropriate when long-range goals are being sought, when circumstances allow for gradualism or in dealing with problems that are likely to be repetitive.

Human growth is a matter of small increments. All athletes know this. The champion prize fighter trains so that his reflexes will gain the added fraction of a

second; the difference between the winner and his opponent lying on the canvas is the almost unmeasurable superiority in speed.

For managers, achievement of the competitive advantage, however small, may involve any of the following:

1. *Noticing details ignored by others.* Alfred North Whitehead, the Harvard philosopher, once said, "It requires a very unusual mind to undertake the analysis of the obvious." This requires an ability to pick up subtle cues.

A historic example is the case of General Grant looking over a group of Confederate prisoners and noticing that their knapsacks were filled with food. They must be preparing for a long march, he reasoned, and that could mean only that they were about to retreat. This, then, was the time for him to order an attack.

Similar reasoning occurs in the mind of the executive who, on his peregrinations through the plant, notices that a light bulb has been out and has not been replaced for some time. This kind of neglect suggests to him that he ought to check out a wider range of potential maintenance problems.

2. *Adding a new ingredient.* Improvement of one's position is sought by linking familiar functions that have been dissociated in the past or by joining a new element with an old one. When the Dutch multinational Philips came on the market with the now familiar cassette recorder, it had the advantage of being first. But it was quickly overtaken by General Electric, which gained a greater competitive advantage by combining the cassette with its already familiar portable radio.

The same principle applies in the effort to elevate employee performance. Training by itself does bring about progress, but when some additional effort goes into providing feedback the results are increased remarkably. Dr. Richard E. Kopelman, professor of management in the City University of New York, reviewing 27 different studies in a cross section of industries, cites an example:

"Training alone improved sanitation practices—specifically, hand-washing behavior—among kitchen workers by 21.7%. Training combined with feedback led to an increase in (required) hand washing by 203.1%."

3. *Rearranging components.* Here you try to get a leg up on the problem by sorting out the critical factors and examining the effect of changing each. For example, a simple reordering of procedures produced major cost savings in hospitals. The usual practice had been to admit patients and assign them to beds before administering the various tests preliminary to surgery. By arranging to give the tests before admission, hospitals have reduced the

length of stay, and society is now spared the cost of unnecessary days lost from work.

Unusual benefits are often yielded by the mental feat of reversing the chain of cause and effect. That was how Faraday discovered the principle of the electric generator. It had long been known that electricity produces a magnetic field; Faraday's objective was to determine if a magnetic field could produce electricity. Experimentation led him to introduce a moving wire into a magnetic field.

4. *Focusing on the unusual.* The slight advantage that offers the prospect of a big payoff is frequently found in the items that just don't seem right and therefore are glossed over. The development of penicillin and the subsequent antibiotics industry is a familiar example. Previous experimenters had seen the effect of the mold on bacteria, but dismissed it as a nuisance; Alexander Fleming's discovery of penicillin, on the other hand, "was due mainly to his perspicacity in seizing on the opportunity others had let pass," writes W.I.B. Beveridge in "The Art of Scientific Investigation."

The same logic applies when the company president insists on seeing the letters of complaint from customers, few and exceptional though they be. Follow-up on such communications is more likely to be productive than letters that contain laudatory generalizations about the product.

5. *Beyond the paper chase.* Too many executives—in business, in government and in education—allow themselves to become buried in reports and memoranda that at best can only mirror reality. At the worst, such reports serve as a barrier to reality, robbing it of depth.

Visiting the scene of action may seem to provide only a small advantage, particularly if you have confidence in your subordinates. However, it is no affront to them if you feel the need to see for yourself what is going on. Thomas J. Peters, coauthor of "In Search of Excellence," tells of the Levi Strauss executive who regularly spends three days a month actually selling blue jeans at a counter in San Francisco to hear what the customers are saying.

In the end, it does come down to a willingness to expend the extra ounce of physical and mental energy. The batter who races toward first base on a dropped third strike is usually out, but baseball fans will never forget the game in which just such "heart" won the pennant.

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## Don't Blame Your Staff if It Can't Read Your Mind

Managerial history is replete with cases of subordinates failing to understand the real intent of their superiors. To be sure, some executives want to be ambiguous and unpredictable. It may feed their needs for power or their appetites for idiosyncrasy, which, as ends in themselves, are hardly likely to serve the goals of their organizations. One middle manager put it this way: "Mr. X plays his cards so close to the chest that even he can't read them."

This type of executive shuns predictability, fearing he will be manipulated by

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others. However, catastrophes can occur when top management does not make itself understood. Such a failure to communicate led to the famous 1959 antitrust cases in the electrical industry, if the testimony of the corporate leaders is to be believed.

Executives in the major companies had engaged in restraint of trade—price fixing and allocating business among themselves by rigging bids. Seven of them received jail sentences, and the companies paid nearly \$2 million in fines. Their stocks plummeted. General Electric's shares lost \$684 million in paper value, and Westinghouse's lost \$173 million.

In vain, top management described to investigators the directives they repeatedly had issued advising subordinates to obey the antitrust laws. The issue before the court was simple: What did the law-breakers think top management really meant? "Was it a breakdown of written directives (due to) inflection of voice, and winking?" the late Sen. Estes Kefauver asked Ralph J. Cordiner, GE's chairman.

Ray Topper, chief executive officer of Anchor Hocking, says: "If the top executive's goals, values, standards, methods and personal behavior patterns are really understood, he has a better chance to build a staff that shares his objectives. They must know what kind of performance he approves and what he rejects."

To increase understanding between managers and their subordinates, the authors of this article have used a method that one irreverent chief executive who submitted to it has tagged "mental skinny-dipping." We have applied it during the past few years at a diverse group of companies in the U.S. and Britain. They include manufacturing companies in consumer and heavy-goods industries, aerospace, and service industries like building maintenance and communications media.

The procedure subjects the executive to searching but respectful scrutiny before his staff: an interviewer puts to him the tough questions his people would like—but are often afraid or embarrassed—to ask. Generally, it's advisable to have the interview conducted by an outsider, preferably a consultant who has worked with the organization and knows its history, current problems and plans for the future. It is helpful if he already has established a good personal relationship with the executive himself, is familiar with his background, and has examined his previous policy statements, speeches and other public pronouncements. It helps if the interlocutor is known to the staff as one who pulls no punches with management.

The executive should be briefed beforehand and should understand that the success of the session will depend on his going beyond generalizations by citing specific examples drawn from his own experience and events in company history and the competitive world. Of considerable value will be the frequency with which he mentions members of the management team and displays respect for peers and subordinates.

Some executives don't want any advance knowledge of the questions. Peter Pritchard, head of Britain's Pritchard Services Group, was interested in "the broad areas" to be covered, quipping that "an Englishman is never wholly spontaneous."

It may be advisable to open the interview with a tough, attention-arresting question. For example, we got off to a good start with the chief executive of a leading conglomerate by asking: "Sir, a recent story about your organization in The Wall Street Journal mentioned that you are 65 years old. Has any thought been given to the matter of your successor?"

We have found that the questions usually fall into these three basic headings:

1. *Personal background.* Here he gets a chance to talk about his early years, his schooling, his first jobs, the various stages in his career, his ambitions, how he got into the company, the course of progress, the most serious problems he encountered during his service, his role and that of his close associates in solving them.

Insights into his character may be revealed by questions that challenge him to indicate what he considers the most satisfying aspects of his working life, the factors he considers most important for his success and what he counts as his greatest achievements. Such questions lay the foundation for asking him what he considers to have been his most serious mistakes and what things he would do differently if he had the opportunity to relive the past.

2. *Company history and policy.* A good entree into this area is to ask, "What do

you think are the major strengths of the company? . . . Major weaknesses?" A follow-up question may elicit whether any past strengths have been lost through the years, and why. Similarly, "What deficiencies have been corrected?" Conditions in the industry may warrant asking the same questions about competitors.

This area provides the opportunity to discuss the specifics of various company policies that have a direct impact on the future of the organization and the well being of the individual members of the group. For example: the outlook on product development or abandonment; introduction of new services; contemplated changes in marketing and distribution practices; financing and investment issues; executive recruitment and promotion policies; the company's ability to respond to the changing business environment.

In some cases we have found it fruitful to inquire into how the company relates to society in this period of change. This frequently leads back to prospects for the industry and the company.

3. *His management philosophy.* How does he define the manager's job? What the audience will listen for is what they themselves should be doing or not doing. They are interested also in understanding their chief's theory of organization—his approach to such familiar issues as span of control, bypassing, hiring, placement and promotion policies.

In one such session, the question gave Edward Uhl, chairman and chief executive of Fairchild Industries, the chance to discuss delegation. "Don't allow your subordinate to delegate up," he said. "Don't find yourself doing his job. You're the coach; you don't play his position for him. If you're spending too much time guiding somebody, correcting his errors, cleaning up after him, you have no choice—you have to make the inevitable decision."

It's good to recognize that different managers, equally successful, have different views on some subjects, like planning and controls. Even though they studied the same textbooks, their life experiences may have left them in different schools of thought. All accept the view that planning involves the allocation of resources and the preparation of a timetable on their use, but they may be at opposite poles on the degree of detail that should go into the planning, and the margin for flexibility. Appropriate questioning gives the top executive a chance to indicate just what he expects.

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## The Proper Distance Between Boss and Secretary

Most executives depend on their secretaries in two crucial ways. A good secretary makes sure her boss functions efficiently. (Despite the return of the male secretary, the present ratio of the sexes justifies use of the female personal pronoun.) She keeps his desk organized, plans his time, shields him from debilitating interruptions, makes sure nothing goes out over his signature that will embarrass him

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and keeps him apprized of scuttlebutt picked up in the ladies' room.

More significant may be the emotional support she gives him in times of crisis. This may prove even more helpful than the traditional secretarial duties, especially in the event of corporate infighting or economic setbacks for the company. Nevertheless, it is important for both executive and secretary that some distance be kept between them. The secretary owes her primary loyalty to the company that pays her—not to the individual. She should not be involved in discussions with an outside headhunter or otherwise put in a compromising position where her loyalty to company and boss will conflict. As the chief executive officer of a large conglomerate put it:

"The personal tie may make her vulnerable in the event that you retire or leave for another job. Never force her to choose between her commitment to you and her duty to the company. You have no right to expect her to throw herself on the funeral pyre like a Hindu widow committing *suttee*."

One of the purposes of a secretary is to relieve the executive of personal burdens and thus reduce pressure on his work. Contrary to feminist ideology, it is not demeaning for a secretary to prepare coffee, order sandwiches, etc. if she has been given to understand in the hiring interview that such personal services are part of her job. The executive can demonstrate that, in his view, the chore is not demeaning by doing the pouring himself from time to time.

But it is still important for the executive to draw a clear line between private

and corporate functions. Your secretary shouldn't be required to handle personal checks, bank accounts, tax deductions, intimate personal correspondence and so on, except possibly in rare emergencies, such as illness in the family. The relationship will be contaminated if limits are left undefined.

When the executive wants a secretary who can listen to his woes and who will allow him to unload on her the pressures of the moment, the selection procedure is of the utmost importance. Interviewing, testing and checking of experience must be addressed to finding a mature person who can cope with stress. This type of secretary is likely to be qualified to serve as a chief of staff. In that case, she must be given appropriate assistance so that she is not overwhelmed by the daily chores of correspondence and telephone calls. She might even be given stock options and other management perks.

Even though you consider your secretary a confidante, she should not be involved in the factional conflicts of the organization. Don't make her listen to your invidious comments about your peers, superiors or subordinates. As one executive told us: "I have to exercise restraint to avoid burdening my secretary with uncomplimentary characterizations of associates. That is unprofessional. She may overhear arguments or abusive exchanges, and she knows where I stand, but I don't make her a captive audience for my hostilities."

Keep in mind that you are a role model to your subordinates, including your secretary. Be scrupulous in your behavior. Don't ask her to be a party to an abuse of the expense account. The executive who tells his secretary to put in a voucher for a nonbusiness lunch with friends right after using a fine-toothed comb on the vouchers of his subordinates generates cynicism and disrespect.

Many jokes in bad taste purport to describe the hostility of executives' wives and secretaries. The most famous example of such tension is the case of Mrs. Roosevelt and FDR's secretary, Missy LeHand. Joseph P. Lash, in his biography "Eleanor and Franklin," cites a journalist's description of "how Missy presided over the White House tea table when Mrs. Roosevelt was not there, how she wrote all of the President's private letters, did the accounts, paid the bills, balanced his checkbooks, saw that the children got their personal allowances, kept track of his stamp, ma-

rine-print, and rare-book collections, and ran the Little White House at Warm Springs when Mrs. Roosevelt can't be there."

These services, says Mr. Lash, were "beyond price" and helped the president immensely. But that his family paid a price is evidenced by the resentful statements of his children years later, though Mrs. Roosevelt herself suffered the displacement in silence. The executive who seeks to maintain a wholesome marriage should not permit his secretary to invade the prerogatives and functions of his spouse.

The extension of anti-discrimination laws to cover "sexual harassment" now adds a legal as well as moral deterrent to taking advantage of one's position as employer. Such misconduct is defined by the Equal Employment Opportunity Commission to "include unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature."

The term "verbal conduct" covers unwelcome off-color or suggestive remarks. A fairly typical policy statement by a Midwestern manufacturing company warns that management will not tolerate "solicitation, insults, comments, jokes, verbal or physical advances or other sexually based activities." Aware that such prohibitions exist, the executive must be sure to draw a line between coarseness and humor. When in doubt, self-censorship is the best policy. A respectful informality is a sound basis for a dignified and yet relaxed relationship. The individual who is all work and no play rarely pauses to notice his secretary's attractive new hairdo or to make comments like, "Where did you get that dress—from the Salvation Army?" A continuing relationship requires some element of lightness from time to time.

The executive must remember that every human relationship—even with one's spouse and children at home, but certainly with one's subordinates on the job—should not be all-consuming. The warmest of relationships will ultimately chill unless a certain area of individual privacy is reserved.

Finally, it should be noted that the executive has no claim to total and absolute commitment in what is, after all, an economic relationship. He must avoid fantasizing that he is emotionally indispensable to his secretary, and that she will dedicate herself single-mindedly to his needs.

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## Perks: How to Keep the Gravy From Leaving a Stain

It's easy to take potshots at executives' perks. In fact, these benefits often serve valuable purposes. But if misused, they can also impose a psychological cost on the executive himself as well as an unreasonable economic cost on the company.

There is a strong case for time-saving and physical conveniences. Access to an executive dining room, use of a company

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plane or car, and membership in town and country clubs where customers and suppliers can be entertained enable corporate officers to use their time more advantageously. Similarly, economic incentives such as insurance policies and stock options can further corporate objectives.

But should company credit cards pay for personal expenses? Should the firm's facilities be extended to family members—for instance, letting the wife use the company car to convey daughter to and from an out-of-state college? Should employees render personal services on company time at the executive's home?

Such practices are getting closer corporate scrutiny as a result of both recession-inspired cost control and public criticism. In any reassessment of company policy, it is important to consider the four basic rationales for perks.

*To facilitate getting the job done.* Permitting an executive to fly to a business appointment first-class can be justified on the grounds that he will arrive in better shape and will perform more effectively. However, when perks are awarded, they should be accompanied by some definition of the limits, some reference to prohibited uses.

Al Masini, president of Tele-Rep, Inc., says: "I invariably use the company car and chauffeur to go to the airport because I can get in some additional work at the office and on the way. But I never use them on my return trip. My plans change, the plane may be late and I know it's costing the company money if I tie up the car."

Harry Truman, despite his sometime practice of crass "cronyism," could be

very scrupulous about his use of presidential perks. On the famous occasion when he chewed out a music critic for an unfavorable review of a concert by daughter Margaret, he made sure the letter didn't go out under the White House frank but was paid for with his own postage stamp.

*To provide additional material rewards for services rendered.* Perks are often a logical part of the compensation package needed to recruit and retain top-notch executives. They are particularly alluring when they involve tax advantages to the individual.

Business is not the only sphere in which this type of incentive is used. In the academic world, the availability of a mansion on campus as the president's residence is a valuable asset in attracting the best available talent.

Nevertheless, it cannot be assumed that the practice will win universal understanding. Envy remains a human characteristic, and it is a quality that cannot be dealt with head-on. Potential critics can be quieted only if the recipients of such monetary benefits prove their worth by managerial accomplishment.

*To symbolize and reinforce authority.* In the days of monarchy, the crown, the sceptre and the ermine had no utility other than to let people know where the power lay. Years ago, the industrial magnate's private railroad car served such a purpose in addition to that of convenience. Now, the familiar signs of status are corner offices with a splendid view of the city, original paintings on the walls, plants, and rich carpeting on the floor.

These paraphernalia of rank are often used to impress the public which, though conscious of high prices, is rarely disaffected by the luxury display of its vendors. In fact, the lavishness usually creates an aura of success and therefore stimulates confidence—an invaluable asset.

Employees, however, may react differently. During a recession they are likely to resent the refurbishing of the plant or office if they are told at the same time that the business can't afford pay increases.

Yet the rank and file of unionists rarely rebel against their own leaderships' enjoyment of perks. The Teamsters used to say of Jimmy Hoffa, "We know that he takes his, but he sees to it that we get ours." Similarly, the members of the United Mine Workers, despite the record of bitter fac-

tionalism in the early years, never criticized John L. Lewis for riding to the scene of negotiations in a chauffeured, union-owned limousine.

*To meet the narcissistic needs of the executive.* Such needs exist in all of us. Certainly perks are constructive instruments of management policy if they do indeed increase the executive's efficiency, add appropriately to his compensation and strengthen his image in the eyes of subordinates, customers and others with whom he deals. But when narcissism makes the perks addictive, they may cause injury both to company interests and to the individual himself.

Unfortunately, some organizations make the mistake of trying to keep their people hooked on what, after all, should be secondary aspects of the job. Then the perks distract attention from the primary purposes of the organization. In many cases, aging executives resist retirement only because they cling to the perks, even though the job no longer interests them.

What can the executive do to make sure his own attitude toward perks is balanced and non-addictive?

First, he must appreciate that perks are always justifiable when directly linked to the needs of the enterprise. To the extent that they boost on-the-job effectiveness they can be enjoyed without embarrassment or guilt.

Second, the executive must be clear on which elements of his reward are actual compensation and which are perks, which are intended to facilitate his work and which address his need for ego satisfaction. The latter must be viewed as temporary. Former Governor George Leader of Pennsylvania has put it this way: "The pomp and circumstance are harmless if you remember that it's just a honeymoon and not a permanent lifestyle."

Finally, the major defense against narcissism and its addiction to perks as an end in themselves is the ability to laugh at one's self. That implies a sense of proportion—a perception of what is basic and to be taken seriously, what is secondary and can therefore be lightly dismissed.

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## Sex and Romance in the Office and Plant

Management has never been quite sure how to handle sex and romance. But then who is?

Now, however, business is in a bind. Contemporary culture presses management not to intrude on employees' private lives. At the same time, without experiencing the pleasures or the guilt, management may be legally liable for "sexual harassment."

No self-respecting employer would approve of harassment in any form, much less in sexual behavior. Unfortunately, the

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line between harassment and voluntary involvement is not always easily discerned. Must a company now scrutinize attachments among its employees to distinguish between the "harasser" and the smitten romantic pleading his or her cause?

The influx of women into management ranks has multiplied contacts between the sexes. The greater overtiness about homosexuality in our society also increases the potential for harassment or voluntary sexual involvement. Under existing law, according to Robert H. Faley of Purdue University, sexual demands made by a supervisor on an employee of the opposite sex are discriminatory, but "where a supervisor who is bisexual places these conditions on both genders . . . the insistence on sexual favors would not constitute sex discrimination."

Advocates of traditional morality simply condemn all sexual-physical involvements among people on the work force. In conducting a mini-survey among executives, we encountered only a few respondents who took that position. One said:

"I don't believe in forcing my beliefs on others, but I do acknowledge the responsibility to cultivate a sound moral base within a profitable company. I think a strong moral code is good business—it fosters security and fairness, and provides a stronger base for setting expectations than merely profit considerations."

But most of our respondents feel otherwise; their primary concern is the impact on work performance and company reputation. A recently retired executive of an international electrical appliance firm writes: "Once, when I was general manager, I had as a manager of manufacturing a fast-moving, aggressive and handsome man. He was courteous as well as demand-

ing. He was well liked by the work force.

"One night I received a phone call from his wife telling me that her husband was running around with a secretary in the plant, and she wanted me to fire the secretary. In fact, she said, the same thing had happened in another plant, in another city, and she had asked the general manager to fire the girl, which he did.

"I told her that if I fired anybody it would be her husband. She never called again."

He explains his reasons. He had, of course, heard rumors of the affair, but it was having absolutely no effect on company operations. The secretary was competent, and so was the man. "The wife was in truth a bitch," he writes, "and we knew for a fact that she was treating her husband badly. Inasmuch as the work performance of both individuals was not being adversely affected, I did not feel it necessary to do anything. I never had the slightest intention to fire either."

But is the company really untouched by the affair? When an executive fixes his roving eye on the secretary of a colleague, the first to be upset is likely to be his own secretary. One executive who became involved with a secretary confesses that his relationship with her boss was impaired. The colleague was afraid his confidences would be breached to her lover.

On the other hand, some rather straight-laced executives have been frank to acknowledge that on learning of a peer's affair with an attractive employee, resentment has stirred: "Why with him (or her), and not me?"

*No self-respecting employer would approve of harassment in any form, much less in sexual behavior. But the line between harassment and voluntary involvement isn't always easily discerned.*

Of 112 respondents to our questions, 57 said yes when asked, "Do you believe in a policy of absolute hands-off in cases of simple romance?" Thirty-nine said no, and 16 avoided any answer. But the same alternatives with reference to "more complex relationships" brought a response of only 32 saying hands-off and 62 saying intervene, with 19 remaining silent.

Recognizing that "something is going on" is apparently not very difficult in the tight little society of a business firm. As the vice president of a communications network said to us, the signs are there to

be read: Suddenly a woman who is not in the formal chain of command begins to show up at meetings alongside an executive. Or someone in a distant department is now making frequent appearances to deliver memos. He and she are staying after hours. Discerning observers notice that two pairs of eyes are meeting more often, followed by cryptic Mona Lisa smiles. Or the executive, who once boasted that his door is always open, now spends more time behind a closed door, and not alone. Any of these is enough to start the millwheels of rumor turning.

On the basis of the anecdotal material submitted to us, there are four gradations of involvement:

1. Sexual harassment—unwanted or uninvited sexual attentions, behavior that is illegal and impermissible. If it takes place, the company can protect itself only by having previously promulgated a policy of disapproval and by taking prompt remedial action, possible discharge of the culprit after warnings to desist.

2. Legitimate courtship, aimed at marriage, by two single individuals. Companies often take pride in the number of marriages among their personnel. This relationship becomes problematic only if the romance ends unhappily, creating an atmosphere of stress not only for the couple but for their co-workers. Some companies still have a policy that, with marriage, one of the spouses must leave, but this is being challenged by feminists and may, under some circumstances, be illegal as discriminatory since usually it is the woman who goes. One bank president told us that his policy is not to hire spouses, but no one is

let go for marrying a fellow employee.

3. A sexual relationship without benefit of clergy by two unmarried people. In most such cases, the relationship is carried on in clandestine meetings off the premises; in a growing number of cases, but still relatively few, the parties live together openly in the same quarters.

4. The illicit affair, involving at least one married person. Some executives are concerned largely about the psychological disruption a broken marriage may produce, possibly leading in turn to work impairment.

It is primarily the last two categories



that are viewed with apprehension by most managements. Of our 112 respondents, 76 replied that people in their organizations had been admonished by their superiors to "observe caution"; 50 stated that warnings were issued to discontinue the relationship. A dozen reported that the relationship was penalized by a denial of promotion; 20 indicated that other action, including discharge, had been taken.

Asked whether their companies had experienced adverse effects because of such relationships, a surprisingly large number—almost a third—gave no reply. But 32 did say that sexual involvements had led to charges of favoritism, while 52 reported no such experience. A majority of those answering felt that "scandal mongering" had indeed resulted—44 yes to 41 no. A vote of 45 to 43 said morale had been undermined.

There seems to be overwhelming agreement that rank in the hierarchy is of considerable importance, for example, in producing charges of favoritism. There is virtually no problem when the parties are among the rank and file. But if they are in management, particularly where the relationship is between superior and subordinate, there is much concern. Higher authority often seeks a way out by transferring the subordinate to another unit or branch, if the company is large enough.

Many companies will tolerate a relationship between superior and subordinate if it: is not conducted on company premises; does not utilize company facilities, such as a company-rented apartment; involves no company funds, for example, use of business credit cards or expense accounts to entertain a sex partner; does not divert energy from effective work per-

formance; is not furthered on company time; does not damage the company's public image; is not deliberately flaunted in a way that offends the sensibilities of others in the organization.

### Behind the Scenes

This approach, of course, is based on the theory that what individuals do off the premises and on their own time is no concern of the employer. It recalls the story told of George Horace Lorimer, editor of the *Saturday Evening Post*. One installment of a serialized novel had ended with an account of a beautiful secretary having dinner with her boss; the next installment began with their having breakfast together. Readers raised a hue and cry that the magazine, a pillar of respectability, had abandoned its moral values. Mr. Lorimer answered in an editorial statement: "The *Saturday Evening Post* is not responsible for what its characters do between installments."

Most top managements prefer to handle discipline for sexual conduct (or misconduct, as some prefer to call it) with little fanfare. Overwhelmingly, our respondents say that their admonitions and discussions usually lead to resignation rather than discharge. The top executives are usually the last to know about the offensive behavior. Therefore it is not necessary to strip the individual of his epaulets publicly; the spectators will have no difficulty deducing from the resignation what happened behind the scenes.

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## The Perils and Rewards of Executive Friendships

The president of a savings and loan company calls friendship with subordinates "a high-risk, low-reward situation" that jeopardizes both parties. "How," he asks, "would the subordinate be perceived by his peers if he has a close relationship with the boss?"

The head of a leading food distribution company says: "I never made friends in

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the Army as a captain and I don't in my company. If you get too close, it is difficult to separate yourself when they get killed or, in the company, when you may have to fire a friend. However, don't quote me by name because I don't want people to think I'm an aloof S.O.B."

Executives, like all humans, need friends. They need confidants with whom they can let down their hair, reveal personal uncertainties that periodically assail even the most stalwart spirits and seek advice and encouragement.

Yet friendship between superiors and subordinates is problematic. Emerson's epigram, "to have a friend, you must be a friend," neatly underscores the reciprocity involved in the relationship. Friends do not mete out "rewards" to each other on the basis of "to each according to his just deserts." But executives must.

Inevitably the time comes when the executive must say no in circumstances where the friend would say yes. For executives, saying yes too often is a costly business. No matter how deeply personal the relationship between superior and subordinate, the moment of truth may eventually call for the turndown, the refusal to grant a pay increase or a promotion, the criticism of work poorly done, the decision, perhaps, to terminate.

Friendship has difficulty surviving in the competitive atmosphere that often colors internal company relationships. A former vice president of a textile manufacturing firm says: "In a competitive situation, with people competing for the narrow, limited number of positions at the top, it's best to separate yourself from too much personal contact. This doesn't mean that you should be aloof; rather be open, talk about

business subjects but keep your fears and personal problems to yourself."

To reveal them may make you vulnerable to someone who may be your rival tomorrow. At the very least, executives fear that by such a display, even to a friend, they may undermine the image of strong leadership their subordinate needs and wants. Far safer to remain silent about the trouble with the wife or the arrest of a son in a marijuana bust.

Moreover, some who are considered friends often turn out to be sycophants who want to be close to the seat of power. Retired executives often find that their erstwhile golf partners suddenly start playing tennis on Sundays. The suspicion that would-be friends are merely self-seekers leads some executives to avoid all friendships and to settle for socializing.

Other executives, however, reject emotional celibacy and view friendship itself as one of the rewards of an active business life.

The president of a large communications enterprise thinks he has found the way to accommodate his personal need for friendship with his organization's need for tough-minded control. "I can drink with a man at night and still criticize him in the morning," he says. But apparently this is possible only because he is highly selective. "I have never had a friend whose professional competence I could not respect. Once that element is present, I can level with him on his performance."

In fact, some executives find it easier to hold a criticism session with a friend. They believe that criticizing constructively is itself an act of friendship that serves both the friend and the organization.

"The hardest task I ever faced," says the CEO of a major aerospace firm, "was to deal with a close friend who worked for us and who became an alcoholic. After we paid all the bills for his unsuccessful hospitalization to 'dry out,' I had to let him go. But sometime later, he came by to thank me for forcing him to get his act together. We are still close friends."

Newly-promoted executives often face the issue of retaining friendships with people who were formerly peers. Those who refuse to end the relationship note that they cannot continue "friendship as usual." Out of their experience, these guidelines emerge:

1. Sooner or later, preferably sooner, sit down and have a frank discussion of the new circumstances. If necessary, certain

topics may have to be viewed henceforth as "off limits"—for example, reports on inner-circle conferences, confidential information about other employees, subordinates or peers. Where confidences are still exchanged, their "classified" nature must be strictly observed.

2. Discuss the areas in which friendship is not to be invoked—for example, evaluations of performance, the making of assignments, opportunities for training and development. Neither individual can benefit ultimately if others can conclude correctly that favoritism is occurring; both will lose the respect they need if they are to do their jobs.

3. Both individuals must be prepared to pay a price for the friendship. There may be snide remarks, but if the friendship is valued, that is a small enough price. When the comments are unfair, the friendship can continue undisturbed.

4. But if a friend compromises his superior, it should be clearly understood in advance that the consequences may be more severe than usual. When one of President Johnson's aides became involved in a homosexual scandal, he was promptly banished from the White House. After Mr. Johnson left office, the friendship was resumed.

5. Above all, true friends recognize that they must protect each other and forestall undeserved criticism. President Truman lost much ground because of what came to be called "cronyism." The special relationship of friendship on the job must be circumspect—conducted with a due respect for the feelings of others.

Such policies reflect an important fact about the nature of friendship itself. The relationship is its own reward; its purpose is not utilitarian. The issue among friends is not how they can use each other but how they can serve each other. Nothing in this concept need contravene the purpose or the effectiveness of a business relationship involving friends.

Aristotle said that friendship is "indispensable to life." The executive who attempts to dispense with it in business, the activity that consumes most of his waking hours, would be seriously impoverished.

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## How Do You Know When to Rely on Your Intuition?

"I just feel it in my gut!"

With those words the chief executive officer (CEO) brushes aside the unanimous recommendation of his subordinates. He disregards the data they cite—market surveys, past sales performance, interviews with customers—and decides to stick with a faltering product. And, despite all the

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logic on the other side, he turns out to be right.

Albert Einstein attributed his theory of relativity to a flash of insight, not to the cold rationalism of the objective, data-oriented researcher in the laboratory. True, his mind had been prepared by much study and thought, but as he said later, "The really valuable factor is intuition."

So, too, in business, decisions based on shrewd intuition are often superior to those based on careful analytical reasoning. Charles Revson, the builder of Revlon, seemed to have an uncanny knack for determining what the consumer would want. Jack Chamberlin, now chairman of Lenox and formerly with General Electric, recalls his decision about whether to go with an eight-track or cassette tape, in the early days of the technology. One offered better fidelity; the other, greater convenience to users. Deciding to "go by gut," he opted for the latter, an intuition that proved right.

Defining intuition isn't easy. Some executives call it "a feeling in my bones," guesstimate, speculation, imagination, creativity. William C. Shanley III, president of Amstar Corp.'s American Sugar Division, resists the term "hunch," saying it is unrelated to intuition. He thinks hunches suggest a mechanical process, like the gambler playing the horse that has the same name as a favorite aunt.

Nor is intuition to be confused with impulsiveness. The latter is simply a rush to

judgment, often motivated by plain laziness or a desire to avoid the facts. Intuitiveness, on the other hand, welcomes data even though it refuses to be limited to it. Einstein, informed by his intuitions, nevertheless contrived a series of tests and experiments to prove or disprove his insights.

Recent studies of the brain suggest that the left hemisphere is the locus of our logical, sequential, rational and verbal processes, while the right side is the organ for intuitive, imaginative, artistic and creative processes. Despite all the attention given to "rationalism" in management literature and education, a study by Harry Mintzberg of McGill University has suggested that CEOs in leading companies actually use the right side—the intuitive hemisphere—in about 80% of their decisions.

A number of CEOs told us they rely on intuition primarily in hiring, placing and promoting people. Others say they apply it in product decisions, particularly in fashion and entertainment industries. On the other hand, some executives, such as Robert A.M. Coppentrath, president and general manager of Agfa-Gevaert, insist that intuition must be reined in. "It seems to work better as an alarm, a warning system, than as a trigger for action," he says. "As far as I am concerned, it commands better nonaction than action."

Intuition, of course, can lead to just as many mistakes as rational logic can. By definition, creative intuition cannot be the product of a formula. But certain questions are useful in determining whether your "gut feeling" is worth following:

Ask yourself if you are influenced by wishful thinking and pure guesswork. James Cook, president of L.G. Balfour, says he differentiates between "gut and guess" by observing his own reactions to what occurs when his colleagues are shooting down his ideas. If his feeling persists, "and gnaws and gnaws and gnaws," he is more likely to stay with his intuition.

Is your intuitive conclusion based on what psychologists call selective perception? Do you want to keep alive a dying product simply because you have pride of

authorship, or do you have some basis for your intuition? Do you want to sell off a successful product simply because it bores you?

Is your conclusion due, not to intuition but to mental rigidity? That is, are you reacting by habit or a desire to vindicate past policy, refusing to recognize that a change has occurred in the environment? One of the problems with the U.S. auto and steel industries may have been that executives relied too much on their "feel" for the business, rather than paying attention to what their competitors around the world were doing.

Has your judgment been affected by your personal inclinations, for instance a tendency to be optimistic or pessimistic? Are you allowing a flood of emotion to drown good sense? The classic case is that of the British businessman who continued to make a money-losing product because Buckingham Palace was still buying it, even though the general public had turned thumbs down on it.

Can you set up a trial run and avoid a premature, irrevocable commitment? The general who "feels" that the enemy's lines are overextended might want to launch probing maneuvers before he throws his full forces into battle. Intuition must be constantly monitored and tested. Indeed, one of its advantages, according to Richard Brown, former president of Towle Manufacturing Co., is that "when following intuition, you develop a natural tendency to stay closer to the decision and audit it earlier and more often than in decisions based on hard reasoning."

The key question is the one that troubled Joan of Arc: The inner voices may be loud and clear, but do they come from heaven or hell?

The ultimate safeguard is to avoid stubbornness, to listen sympathetically to what others say and to subject all decisions, whether the fruits of reason or of intuition, to searching examination.

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## Stamina: The Executive's Ultimate Resource

Helen Hayes once made a shrewd observation that is as pertinent to business leadership as it is to her own profession of acting. Talent and ability are not enough, she said. "Nothing is any good without endurance."

We've all known intelligent and capable executives who have failed because they didn't have enough emotional and physical

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stamina. Ecclesiastes noted that the race is not necessarily to the swift. The challenge is to keep running. So, too, in business, what often counts is the ability to work consistently long and hard, especially under pressure and after disappointing setbacks.

Fatigue leads to a loss of efficiency, impaired initiative, distorted judgment, skewed perception of time and heightened anxiety. Perhaps most important, fatigue erodes subjective standards of performance. As we grow more tired, we are ready to settle for less quality and accuracy. During World War II, Royal Air Force psychologists observed that pilots made the most errors as they drew their planes in for a landing on returning to their base from hazardous raids. The cause, said the analysts, was an "almost irresistible tendency to relax."

Scientists have long tried to isolate the physiological causes of fatigue. They are far from agreement. Some investigations, based for example on treadmill studies, have yielded data on the performance of both the muscular and nervous systems as energy is expended. One set of theories looks to body chemistry measured by the production of lactate in the blood, or a drop in sugar levels (which can often be counteracted quickly, as marathon runners do, with the ingestion of glucose or consumption of large quantities of oxygen). Rest and relaxation are obviously essential.

For most executives, problems of fatigue are probably not physiological. R.F. McFarland, who has conducted studies of people in stressful activities, concludes

that "the metabolic cost of mental work is slight." What's most important is usually the emotional fortitude to go the extra distance.

There are those who need an immediate confrontation with failure to provide an extra lift. Edward Uhl, chairman of Fairchild Industries, quotes Archie Moore, the light-heavyweight champion, who was down for a count of nine but went on to win by saying to himself, "If I don't get off the mat, I'll lose the fight." But though a fear of failure can be a goad to action for some people, in others it may serve as a brake. Al Masini, president of TeleRep, has commented that nothing raises the energy reservoir like success, nothing depletes it like failure.

If you find that you tire too quickly, you may want to ask yourself whether you are being worn down by various psychological stresses. Feelings of hostility which must be repressed can consume enormous amounts of psychic energy; you may want to think of letting off steam to a carefully chosen confidant. Chances are you will be tired if you are uncertain what is expected of you, or if you are subject to conflicting expectations; if so, try to straighten out, in your own mind at least, just what you want to achieve. And nothing can be so enervating as boredom; if you are bored look for different work that will stimulate rather than dull your energies.

In extreme cases, psychological fatigue may call for sustained therapy. But the average person who is capable of looking at himself objectively can usually do himself much good by following these principles:

1) Notice particularly what kinds of activity help you relax. Every executive needs to recharge his batteries, and it's important to discover what works best for you. For one individual, it could be music or an art gallery; for others, a steam bath, the golf course or just taking a walk.

2) Keep your sense of humor, which includes your ability to laugh at yourself. In his book "Anatomy of an Illness," Norman Cousins argues as do many physicians that laughter is an invaluable ally in mustering the energy needed to defeat disease. So too, an able business leader knows how to help his group discharge their tension by injecting an appropriate note of levity. Not much is understood about how humor

works, but it does seem to relieve stress and to release constructive energies.

3) Acknowledge your areas of dependency. Once we admit that we are not islands of autarchy, and learn to delegate, we can multiply our own resources of stamina by recruiting the strength of others.

If we can acknowledge our need for others as part of our human condition, we can turn to them without feeling guilty or anxious that our dependency is a sign of weakness.

4) Recognize that you have failings as well as virtues—in other words, that you are human. Actually, a knowledge of your limitations can itself provide a source of energy because it tells you where to concentrate. How such a spur can lead to great achievement was illustrated by Somerset Maugham who, at the end of a brilliant writing career, revealed that very early he had discovered his own literary flaws. "I was tired of trying to do what did not come easily to me," he says in his autobiography. He was aware that he had a limited vocabulary, no lyric quality, no gift for metaphor and simile, no imaginative sweep.

"On the other hand," he says, "I had an acute power of observation and it seemed to me that I could see a great many things other people missed. I could put down in clear terms what I saw. I had a logical sense, and if no great feeling for the richness and strangeness of words, at all events a lively appreciation of their sound. I knew that I should never write as well as I could wish, but I thought with pains I could arrive at writing as well as my natural defects allowed."

As with most problems now bedeviling executives, much remains to be learned. We can expect a continuing demand for placebos and fast-cure, over-the-counter remedies. But the ultimate source of a manager's ability to stay the course must be self-discipline. Only then can he share the boast of a genius like Louis Pasteur: "My greatest strength lies solely in my tenacity."

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## Retirement as the Pinnacle of Your Career

It isn't easy for a CEO to face retirement. Hereafter he will have no aide to do his leg work, no secretary to receive his phone calls, no company limousine waiting at the airport and no chauffeur to carry his bag, no well-appointed office with carpeted floors, decorator-chosen paintings on the walls, the refrigerator and bar in the corner.

More important than the paraphernalia is the substance they symbolize—power

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and station and constant reassurance. No longer will there be meetings over which to preside, with the singular attention that is riveted on the acknowledged leader when he chooses to speak. No longer will a sea of faces turn toward him as he enters the room. The pension may match the salary, but no perks of retirement can make up for the loss of influence and control.

Preparing for retirement requires an acceptance of inevitability, just as with aging and death. To acknowledge that youth and energy must wane is a measure of our maturity. It is a law of nature, and is therefore an unwritten provision in the charter of every human organization. Getting out of the way of our replacements may be the final service we can render our old associates.

But it is by no means the final service we can render to ourselves, our families and our communities. With careful foresight, an executive can prepare a retirement program that allows him a sense of continuing achievement and leadership, as well as public visibility.

Executives who have gracefully handled the transition tend to recommend the following guidelines:

1) Do a thorough job of assuring a good start for your successor. Training a successor is not only a major responsibility of the chief executive to his organization, it also forces him to think directly about retirement and to plan for his own future. A successful transition, moreover, can cap the record of his achievements in the organization.

2) Explore in advance how you can apply your accumulated experience as an executive to other areas that capture your interest. Wallace Rasmussen, who retired

two years ago as CEO of Beatrice Foods, made a smooth transition to a new career he had long contemplated.

"I have switched my power base," Mr. Rasmussen says. "I have moved into three areas: banking, small consulting and prisons." He particularly enjoys serving on the prison board of his state, where he finds an opportunity to use his managerial experience in defining objectives. Believing religiously in the redeeming quality of the work ethic, he says it can be taught to convicts. He has also applied his industrial experience to the work sections of penitentiaries, making recommendations to reduce health hazards and inefficiencies.

3) Develop outside interests, and think of retirement as an opportunity to devote yourself to them. Robert A.M. Coppentrath, president of Agfa-Gevaert, says, "European executives are better suited to handle retirement because they are trained early in life to be multi-dimensional." Executives who have devoted themselves single-mindedly to their business careers seem to have the greatest difficulty adjusting to retirement.

The scope of potential interests ranges from participation in global issues to increased involvement with family. James Donahue, former vice president for marketing at Burlington Industries, in addition to spending more time on the golf course, now works with an organization seeking better approaches to world order. A retired general, acknowledging that he "had problems" with his own children, is devoting much time to his grandchildren. "I am more relaxed with them," he says. "Grandparents and grandchildren always get along well because they have a common enemy."

A familiar recourse is to expand on a hobby. In his later years, Winston Churchill could be found painting canvases—he even wrote a little book on the subject—and building brick walls on his estate.

4) Determine which of your old ties you intend to maintain, and which should lapse. To avoid interfering with their successors, some retired executives keep their distance from their old friends and sources of information in the company. One retiree relates how his successor told "me to stay away from the division managers and to stay away from my friends. I was pretty angry at the time but I think, in retrospect, he was probably correct. It was a time for

the changing of the guard. A new commander had taken over, and the troops had to get accustomed to the new chief."

Most executives insist firmly that they have the right to maintain personal friendships, and many companies encourage retirees to maintain official ties—service on a company committee, active consultant status, an office at headquarters. But it's important to become involved in company business only on invitation. Even then, the retiree must be careful not to expand his participation beyond the specific function he is asked to perform.

5) Increase your community and philanthropic activities so you continue to exercise leadership in areas that really matter. Volunteer, for example, as a consultant for the Small Business Administration. Apportion time to advise on development programs at collegiate schools of business or organizations such as the American Management Association. If you have served on boards and communities of public service institutions such as the Boy Scouts, Community Chest and local hospitals, enlarge the amount of time you give to the cause.

But what is most important is your frame of mind. Consider the high spirit of Clarence B. Randall who, after his retirement as president of Inland Steel, wrote in the introduction to his book "The Folklore of Management":

"Retirement is like a high plateau to which the horseman has ridden alone. Withdrawn from the crowd, he can look back calmly at the familiar scenes, and re-examine them as they stand out in sharp relief.

"Gone, too, are the old inhibitions. There is nothing that he is striving for, nothing that he fears. There is no one whom he can damage by anything that he says except himself, and so he lays every word right on the line."

With such a sense of freedom, retirement need not be a setback in the architecture of a career; it can even be the pinnacle.

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## How Busy Executives Can Manage on the Home Front

Recently the vice president for marketing at an international company was virtually ordered to cancel a long-delayed trip to Bermuda with his wife. On the eve of his departure his president told him that the chairman of the board, based in Europe, would be flying in on the Concorde at 10 a.m. the next day and would be leaving at

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by Mortimer R. Feinberg  
and Aaron Levenstein

4 p.m. the same day. "He wants to hear us make the presentation of the new marketing program," said the president, "and only you can do it." The vice president demurred, arguing that his assistant could do the job just as well. "Do you want a career or a file cabinet?" asked the president. Undaunted by the suggestion that he might wind up as a clerk, the man left for Bermuda. On his return, he learned that his assistant now has caught the admired attention of the chairman.

We all know such stories, and of the tensions between business obligation and family commitment. Last August The Wall Street Journal and the Gallup Organization reported that a substantial majority of executives surveyed believe success in business requires the making of "personal and family sacrifices." The data suggests that "chief executives typically work 60 to 70 hours a week, travel six to 10 days a month and give up many of their weekends."

This is not just a product of the American culture but is characteristic of all industrial societies. It is a culmination of the process that began when the Industrial Revolution took the father out of the home and left the mother to raise, cosset and discipline the children. Now many women, too, are pursuing demanding careers. So both men and women are having to make family sacrifices if they wish to succeed in many organizations.

Yet many executives do find a way, despite some ragged edges, to fit a satisfying family life into the pattern of a successful career. They do it by recognizing that life does not always require the big, dramatic solution to problems, that outcomes often depend on doing a series of small things

consistently. Here are some of the practices that have become almost habitual with them:

1. They do not hide behind alibis. They are frank with members of the family and discuss conflicts between home and job whenever they arise.

2. They schedule some time exclusively for the family. These may be short intervals or sustained periods like long weekends and vacations. On such occasions, they do not allow work to interrupt, except in the most extreme emergencies.

3. Even when working at home, they take breaks to renew contact. They recall Eleanor Roosevelt's advice to a friend in the armed services: "When you go home and get engrossed in work, see that you stop long enough now and then—even when she is working with you—to make her feel she is first in your life, even more important than saving the world. Every woman wants to be first to someone sometime in her life." Mrs. Roosevelt had reason to know.

4. They pay attention to small ceremonial family events. Remembering birthdays, bringing home flowers, making bright conversation at the dinner table, arranging to dine out on an anniversary—such activities are perfectly consistent with the skills that have made the husband a captain of industry.

5. When traveling on business, they call home frequently. And the conversation is more than perfunctory: It deals with substantive family matters; allows the wife to get things off her chest, if necessary; demonstrates an interest in each of the family members.

6. They share part of their business life with the family. Of course, they do not try to relive the day. But they assume that their wives and children are interested and intelligent, and want a general knowledge of what is happening to the husband or parent.

7. They make significant use of family time. Just as the executive knows the value of his working time, so too he seeks to make the most effective possible use of his time at home. He remains as wide-awake to the interests of spouse and children as he would to those of a customer.

In short, the basic instruments he must use, at home as in the office, are his executive skills. Two are involved: the ability to communicate and the ability to delegate.

The first requires a facility in maintaining contact. What counts, however, is not

necessarily frequency of contact but true depth of association when contact is made. The second skill, the art of delegating, begins with the executive's definition of what he may and what he should not delegate.

If an executive decides that family responsibilities are tasks that only he can handle, then the home can take as firm a place in his schedule of activities as any other of his non-delegable activities. And the same principle applies as with all other non-delegable tasks: If a conflict of demands requires that one must be neglected at a given moment, there is a clear understanding that the executive must compensate for the omission at the earliest possible moment.

Much will be gained as top management clarifies its own policy and determines what it expects of its people. It cannot simultaneously demand of its executives the impeccable domestic behavior of a Presbyterian minister and total dedication to the needs of the company. The criteria should be made clear in advance to those who seek promotion and to those already in the executive suite.

But the primary responsibility continues to rest on the individual to define his own values. Besieged by a press and media that denigrate his business efforts and that extol the virtues of personalism, a butt of soap operas and women's magazines, the executive must make his choice. Specifically, he must answer these questions:

Is he prepared to live with the tension that will come if he strives to be both top man in his organization and the beloved patriarch of his home?

Given the new pressures that exist in the business scene of the 1980s, is he prepared to withstand the demands and reproaches of peers, subordinates and superiors if he opts for family priorities?

If he decides to take vows as a "monk of industry," will he be able to live with the judgment that his family and the community may render, and can he gain his satisfactions from knowing that his business activity, as a whole, serves his nation and ultimately his family?

As Americans wrestle with this kind of problem, it may be useful to remember that a society needs all kinds of people—the footloose and the home-bound.

*Mr. Feinberg, chairman of BFS Psychological Associates, is co-author, with Richard F. Dempewolf, of "Corporate Bigamy" (Morrow). Mr. Levenstein is a professor of management at Baruch College.*





# Student Association

*Applied (2/3/89 - 60  
with Drane Stain*

Student Union Building 428, SUNY at New Paltz New Paltz, New York 12561 914/ 257-3070 or -3071

## Executive Board

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Jason Black
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The Campus Media Center
  - Director,  
S.A. Graphics

November 20, 1989

Rabbi Marc Tanenbaum  
45 East 9th Street  
Apt. 18F  
New York, NY 10128

As you may or may not be aware of, the State University of New York at New Paltz has become a battleground for the issue of racism. An incident over the summer involving students and Campus Police, which many believe was racially motivated, has set the stage for a semester of perpetually increasing racial tension.

The Student Association has decided to accept the challenge of dealing with this ever-important issue, and is trying to help turn this bad incident good, by focusing on the greater problem, rather than the specific issues. In that light, we are organizing and funding a 1st Annual Unification Day, which will take place on Sat., Jan. 27, 1989. The days events will include a lunch and jazz band, keynote speakers, workshops, a dinner, and a dance at night.

The important key to the day is POSITIVENESS. This will hopefully be achieved through information, and one-on-one contact. The three workshops planned are - 1. Ethnophobia--fear of people of other races. 2. How historical treatment of groups affects prejudices, and 3. Contributions of various groups to society.

When thinking of keynote speakers to invite, you were on the top of the list. We have heard you speak before, and feel you can help inspire the students of SUNY New Paltz to unity.

FAX COVER SHEET

MARC H. TANENBAUM  
International Consultant  
American Jewish Committee

45 East 89th Street  
New York, NY 10128

212-831-2952 FAX: 212-876-8351

DATE:- Nov. 22, 1989

TO: Carol and Morton Siegel

FAX #:- 201-398-9559

TOTAL NUMBER OF PAGES  
INCLUDING COVER SHEET- 4

MESSAGE AREA

Dear Carol and Morton,

I wanted you to be the first  
to see the copies of the letters I received today from  
Dr. Billy Graham. They're terrific - don't you agree?  
It was wonderful being with you at the PAW dinner!

IF THIS BOX IS CHECKED, PLEASE FAX BACK TO CONFIRM RECEIPT  
OF THIS FAX.

Happy Thanksgiving,

RESPONSE AREA

Marc

THE ABOVE FAX WAS RECEIVED GARBLED. PLEASE RESEND FAX.



LEO CHERNE  
90 FIFTH AVENUE  
NEW YORK, N.Y. 10011-7696

November 22, 1989

Rabbi Marc H. Tanenbaum  
45 East 89th Street  
Apt. 18-F  
New York, New York 10128

Dear Marc:

Your presence on the IRC Board and Executive Committee are of such importance to the organization and such personal pleasure to me that I cannot adequately thank you for the additional generous contribution you sent.

With admiration and affection.

Sincerely,



Leo Cherne

LC/mlg

November 23, 1989

The Reverend Dr. Billy Graham  
Box 877  
Montreat, North Carolina 28757

My Dear Billy,

It is Thanksgiving Day and my heart is filled with gratitude for all of God's rich blessings to Georgette, myself, and our families, as well as our friends.

But surely one of the richest blessings of all has been your steadfast friendship over these many years.

Your letter to Sir John Templeton supporting my candidacy for the Templeton Award is but the latest expression of your kindness and devotion. I simply do not have words adequate to express my full-hearted gratitude for this special act of kindness and graciousness.

I hope I will continue to be worthy of that quality of your trust.

I am delighted to know that you will be coming to New York in December. If your schedule allows, Georgette and I would be delighted to have you and your family as our guests at dinner.

The events in Eastern Europe are staggering in their implications and I would be especially eager to hear your views on what is happening day-by-day.

Again, with my heartfelt appreciation and my prayers for God's special care for you, Ruth, your families and associates.

Affectionately,



Dear Marc,

I handle alpha communication much better than describing the emotion of thoughts and gratefulness at your friendship.

In addition to having to handle "Mother" who you described as an amazing force (but wouldn't want to live with) and a host of details, I worried most about your health. I just hope that being out in the cold of the cemetery did not bother you or affect you adversely.

Your kindness and affection will always be remembered  
Sandy Stet



*Thank You*



## Rabbi Marc H. Tanenbaum

November 28, 1989

Mr. Leo Nevas  
Nevas, Nevas, and Rubin  
Westport, Conn.

FAX-203-454-3419

Dear Leo,

I have read Harvey Feldman's report on the AJC mission to Austria (Oct. 16-21, '89) dated Nov. 10, 1989.

I find it difficult to believe that an AJC key professional - a former Foreign Service officer - could engage in such misrepresentation, even falsification, of the record of our activities in Austria from 1986 to 1988. This document has the quality of ancient Christian theology - creating artificial contrasts between type and anti-type; namely, asserting that Judaism is inferior in order to prove the superiority of the Christian dispensation. The analogy suggests that the Leo Nevas, Ted Ellenoff, Trosten and Tanenbaum missions failed and the new order will now triumph. The old, failed order had to be rejected and repudiated much as Christianity needed to reject Judaism and the Jews. (A little overdrawn, admittedly, but a not dissimilar psychodynamic process.)

If I had the time and the inclination, I would provide a critical commentary on practically every line of the Nov. 10th memorandum. I will confine myself to two critical points:

1) Feldman writes: "In 1987, Bill Trosten and Marc Tanenbaum (name misspelled) visited Austria to explore the possibility of joint programs with the Austrian government. That project met with opposition from the Viennese Jewish community which felt that AJC was dealing with their own government over their heads." Then, "in our case, I telephoned Paul Grosz, President of the Viennese community in June, four months before our arrival, to secure his agreement to the visit."

I have consulted some of our AJC files on Austria and my personal datebook. They tell a completely different story of what happened. For example,

(A) Our first reconnaissance trip to Vienna took place on Oct. 8, 1986 (not 1987). In May 1986, after arranging the first Jewish meeting yet held with Ambassador Thomas Klestil at the Austrian Embassy in Washington, D.C., we contacted by telephone that week Dr. Ivan Hacker, president of the Viennese Kultusgemeinde.

Speaking in fluent German to each other, Bill Trosten told him of our planned mission, and Dr. Hacker welcomed us warmly. On October 8, 1986, our very first meeting in Vienna was held at 11:00 a.m. in the Kultusgemeinde building, in the President's office.

We explained to Dr. Hacker that our mission was to seek to improve relations between Austria and the American Jewish Community. We had no intention of meddling in the internal affairs of the Kultusgemeinde, nor in its relationship with the Austrian government. He said that he understood that and appreciated our sensitivity to their situation.

He then explained in detail that there was considerable conflict within the Jewish



community, Orthodox versus secular, Likud-oriented versus Mapai, ~~not~~ isolationist versus assimilationist, OVP members versus SPD, younger generation versus older, native-born Austrians versus "Ost-Juden.". He stated that it was extremely difficult to obtain consensus, and whatever programs are carried out there will always be criticism from <sup>one</sup> faction or another. Even Simon Wiesenthal was subjected to bitter criticism by some factions for his statements about Kurt Waldheim.

Trosten and I made it clear <sup>again</sup> that it was not our policy nor intention to ~~meddle~~ in their internal affairs. As a matter of courtesy, we simply wished the Jewish community to know of our bi-lateral U.S.-Austrian plans, involving government, political, cultural, religious, educational, and media relations.

<sup>are</sup> There <sup>are</sup> at least a dozen letters from Dr. Hacker, and after his death, Paul Grosz, his successor, keeping the lines of communication open between AJC and the Kultusgemeinde.

There was some strong opposition to our efforts from two Austrian Jews, both of whom were involved in large financial and real estate negotiations with the Austrian government. They feared, as they told us, that any "foreign" intervention from any Jewish body outside Austria might compromise their "relations" with the Austrian government and political parties. They also opposed activities by B'nai B'rith International and the World Jewish Congress for the same reasons.

With the complete support of President Hacker and members of the Kultusgemeinde, with whom we met, and the added encouragement of Israeli Ambassador Michael Elizur, we determined that we should not abandon a potentially important AJC-Austrian program only because of the objections of two or three self-interested Austrian Jewish entrepreneurs.

We submitted this full report to the International Relations Commission and later to the Board of Governors. The records will show that we had unanimous approval of our going forward with the several projects we had outlined.

With that approval of AJC's top policy making bodies, we arranged several subsequent lay-professional missions to Austria. Ted Ellenoff headed the first mission of several officers, Trosten, and myself in July 1987. Leo Nevas, then chairman of AJC's International Affairs Commission, led a similar but larger lay mission in November 1987.

In both instances, we held numerous meetings with the top leadership of the Kultusgemeinde with whom we had a full exchange of views. In November 1987, under Leo's chairmanship, within one week we held four separate meetings with Austrian Jewish leaders. One meeting, held in the exquisite home of the late Max Berger, had eighty-six members of the Kultusgemeinde present. For several hours, we held a lengthy and candid dialogue. Despite several dissident views - reflecting mainly OVP and SPD political orientations, we received very warm and overwhelming support of our undertakings. (The two entrepreneurs, despite the majority consensus, continued to badmouth our work, particularly after we had developed strong and close working ties with ~~some~~ major government, political, religious and educational officials.)

Finally, it needs to be recorded that once we had arranged a fixed date for an International Symposium on Austrian-U.S. Jewish relations for Jan. 11-13, 1988, Paul Grosz agreed to co-sponsor the symposium. He also accepted to deliver an opening statement at the symposium.



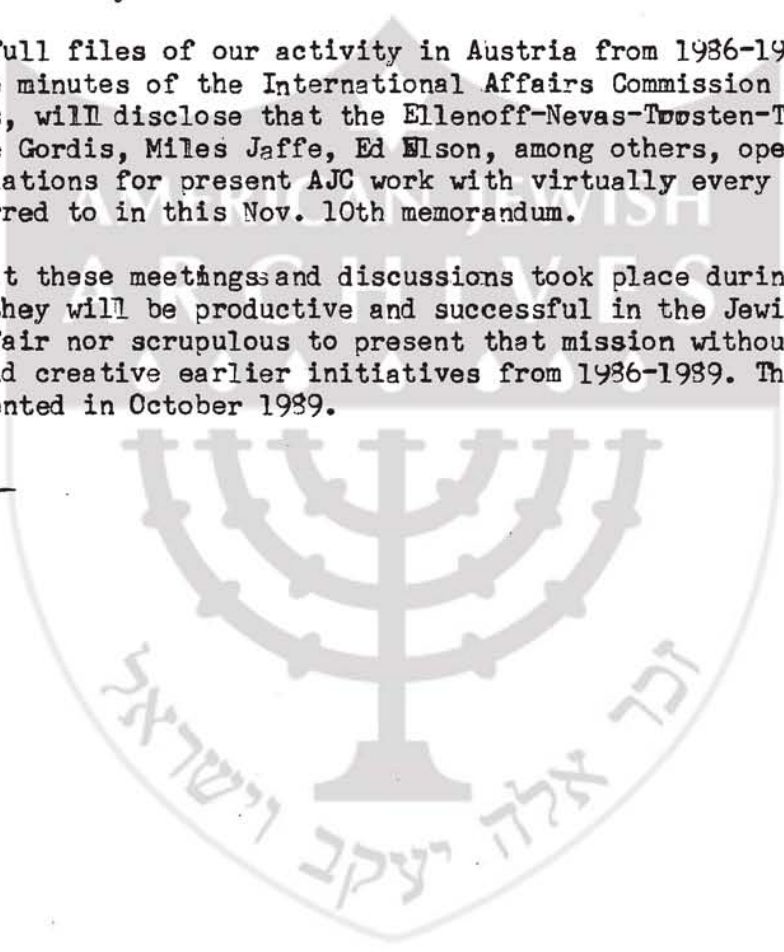
The only reason that the symposium did not take place is that neither the Austrian Foreign Ministry nor the Z-Bank kept their several promises to provide adequate budget nor staff. We had arranged for the leading U.S. and Israeli experts on Austrian-Jewish relations to take part in the program. As we got closer to the symposium date, we found that the Austrians had done almost nothing. We saw no point in continuing on that front.

(B) The meetings with Austrian government, educational, political, cultural, and Catholic officials described in the Nov. 10th memo are interesting and impressive. They suggest that this was a path-breaking mission opening up new areas of opportunity never tried by AJC before.

A review of the full files of our activity in Austria from 1936-1938, plus an examination of the minutes of the International Affairs Commission and the Board of Governors, will disclose that the Ellenoff-Nevas-Twosten-Tanenbaum missions, augmented by David Gordis, Miles Jaffe, Ed Wilson, among others, opened up doors and laid the foundations for present AJC work with virtually every person or organization referred to in this Nov. 10th memorandum.

We are pleased that these meetings and discussions took place during the Oct. 1939 mission. We hope they will be productive and successful in the Jewish interest. It is simply not fair nor scrupulous to present that mission without reference to its abundant and creative earlier initiatives from 1936-1939. The Austrian wheel was not invented in October 1939.

*Wane*



FAX COVER SHEET

MARC H. TANENBAUM  
International Consultant  
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45 East 89th Street  
New York, NY 10128

212-831-2952 FAX: 212-876-8351

DATE:- Nov. 28, 1989

TO: Mr. Leo Nevas

FAX #:- 1-203-454-3419

TOTAL NUMBER OF PAGES  
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MESSAGE AREA

Dear Leo,

Attached is a reaction to the Feldman memo.  
It is too long and emotional - I was mad. But  
it contains some information that might  
be useful. Best! Marc

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OF THIS FAX.

RESPONSE AREA

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FAX COVER SHEET

MARC H. TANENBAUM  
International Consultant  
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45 East 89th Street  
New York, NY 10128

212-831-2952 FAX: 212-876-8351

DATE: - Nov. 28, 1989

TO: Bill Trosten

FAX #: - 1-518-392-5739

TOTAL NUMBER OF PAGES  
INCLUDING COVER SHEET -         

MESSAGE AREA

Dear Bill,

Attached is a response to the  
Feldman memo. I was mad, so it's too long  
and emotional. But it has some useful  
facts in it. Best! Marc

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RESPONSE AREA

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December 5, 1989

**For:** AJC Chapters  
**From:** Harvey Feldman, International Relations Department  
**Subject:** Briefing on Eastern Europe and Suggestions for Action

It is clear that we are at a historic turning point in Eastern Europe, and as well in that region's relationship with the Soviet Union on the one hand and the US and the West on the other. In the next few pages we attempt (1) a concise briefing on developments to the present and what we expect to see down the road; (2) an outline of the AJC plan of action for Eastern Europe and the Soviet Union which will be presented to the International Relations Commission on December 17th for its approval and for forwarding to the Board of Governors the next day; and (3) suggestions for what the chapters can do both in association with New York and independently.

#### 1. The Background

The present situation in Eastern Europe starts from a decision taken by Mikhail Gorbachev and his advisers about two or so years ago. The economic reforms he had been attempting in the Soviet Union following on the Andropov line (attempting to boost productivity and economic rationalization by exhortation and increased work discipline; anti-alcohol campaigns) simply was not working. Therefore it was decided to try a wholesale restructuring leading toward an economy operating largely on the basis of market forces (although combined with communist dogma on property rights). It also had become apparent the country could not abandon a command economy but maintain command politics, and so the Soviet Union began moving decisively away from totalitarianism and the Brezhnevite version of the Stalinist model.



While this was going on, other developments were taking place in Eastern Europe. In Poland, with the declaration of martial law in December 1981 and the ascent of General Jaruzelski, the army replaced the Party as the center of power. But the army proved as incapable of running the economy as had the Party. In extremis, Solidarity had to be brought into the governing coalition. The idea at first was to make them responsible for the economy (so failures would be theirs), but leave the political order in Communist hands. Walensa would not play this game, and the result was the Solidarity-army coalition that today rules Poland, with the Party in a quasi opposition role.

Meanwhile, in Hungary, a different evolution was taking place. Kadar's "goulash communism" proved a failure for the same reasons as the Andropov-Gorbachev reforms: a mixed command-and-market economy ultimately does not work because it tends to combine the worst features of both systems. Yet one cannot marry technological innovation and economic development to totalitarian politics. Last summer, after years of half way measures to reform the economy, Hungary began moving rapidly toward a multi-party system. At the same time, as if to dramatize its new orientation, it removed the barbed wire and machine gun posts on its border with Austria and later, when the waves of East Germans began crossing westward, reneged its earlier agreement with the East German regime not to permit such movement. It was this enormous surge of population from East to West Germany, crossing first through Hungary and later through Czechoslovakia that destabilized both the East German and the Czech communist regimes.

The dilemma facing the East German, Czech and Bulgarian regimes was this: the Soviet Union had been the model for their Stalinoid regimes, but was so no longer. Indeed, the "new thinking" was taking the USSR further and further from the Stalinist model, and doing so rapidly. Sensitive to the idea that one could not have freedom of choice in the USSR but enforce

unfreedom of choice in Eastern Europe, Gorbachev and his associates were saying openly and frequently that the "Brezhnev doctrine" was dead and gone. Led by the USSR, at their early December meeting the current leaders of the Warsaw Pact unanimously denounced and apologized for the August 1968 invasion of Czechoslovakia, removing that regime's last shred of legitimacy. Soviet bayonets no longer act as the final guarantee of East European Stalinism.

In the three incompletely reformed communist states, only the Bulgarian regime had a kind of quasi-legitimacy (which may mean that reform there will be less complete than in the other two). But in the absence of Soviet military forces to maintain them in power, both the Czech and East German parties now must seek popular support from a populace that never selected them and feels no loyalty to them. In the absence of a "Chinese solution" (i.e. brute force) neither government can sustain itself.

The present situation in Eastern Europe presents great opportunities, but also great dangers. For 45 years the weight of the Soviet Union inhibited any form of politics other than joining Komsomol, joining the Party, and perhaps joining a faction within the Party, all the while feeding at the public trough. Now that weight has been lifted, and a variety of political movements are springing up. Among these, as though removed from the deep freeze and allowed to thaw, are political forces last seen in the 1930s. It should be remembered that Czechoslovakia was the only democratic country in all of Eastern Europe during the interwar period. The others were authoritarian if not indeed fascist.

Perhaps we should not be surprised at this return to the last politics known in some of these countries, but it is more than a little disturbing to hear Hungarian voices calling for rebirth of the Arrow-Cross Party, the fascist party of the 1930s. Also in Hungary, in connection with the November 26th referendum on whether to choose a new president in January or wait until



after the new parliament convenes in April following free elections, the Democratic Forum (allied with the Communists in supporting choice in January) called the Free Democrats (who wanted postponement) of being "rootless cosmopolitans" -- Stalin's codewords for Jews -- and asked "all true Hungarians" to boycott the referendum. We have not heard of anti-Semitic outbursts in East Germany or Czechoslovakia since the great upheavals there, but in the Soviet Union itself signs painted on buildings in Kishinev proclaim "Russians back behind the Dniester; Jews into the Dniester." And in Leningrad there have been handbills saying, "Jews! We will not permit you to emigrate. It is easier to kill you here."

What should we be doing? The following two sections of this memorandum outline various courses of action at the national and chapter levels. It is most important to bear in mind is that at the moment the slogan which sums up developments in Eastern Europe seems to be "Russians out! Communists out!" But it is not yet "Democracy in!" What we need to do is to begin work immediately and vigorously on behalf of that second slogan. We cannot simply expect that events in Eastern Europe, or for that matter in the Soviet Union, will move inexorably toward Democracy. Yet knowing that Democracy is the best protection for Jews everywhere, it is our obligation as the largest Jewish community left in the world to wage the battle against anti-Semitism and for Democracy in both places.

A word on German unification. The formal US position for many years past has been to favor German unification as long as it results in a German state which is both democratic and a member of NATO. The Soviet position in the 1950s was that it could agree to German unification provided the result was a neutral, demilitarized Germany. This changed in the 1960s to simple opposition to unification and all-out support for a separate, sovereign, Communist East Germany. There are hints that it is changing once again. If the USSR no longer insists on

a Communist East Germany, and if it has excellent political and economic relations with West Germany (as it does), on what basis does it object to unification? At least one Soviet Foreign Ministry spokesman has said there is a difference between the "inner German border" and the "external border"; the latter is fixed, the former not necessarily so.

IRD believes the 1990s will see a unified German state, one from whose territory all foreign troops (US, British, French and Soviet) have been withdrawn, which is a member of the European Community, which maintains its own armed forces but is a member of neither NATO or the Warsaw Pact. But that is for the future. For the moment, the AJC public position is we would not oppose German unification provided it results in a democratic state which maintains the human and civic rights guarantees of the Adenauer constitution, which is integrated within the European Community, and which gives appropriate assurances to both Poland and Czechoslovakia that it adheres to the Helsinki Conference formula that it is impermissible to change present international boundaries by either the threat or use of force.

## 2. Thoughts on a National Plan of Action for Eastern Europe and the Soviet Union.

### A. Assumptions

- We cannot do everything everywhere, nor do we need to. The Memorial Foundation for Jewish Culture and the American Joint Distribution Committee have been providing material assistance to the Jewish communities of the region since the 1950s. YIVO rescues materials documenting Jewish life in Eastern Europe, materials from folksongs to synagogue records and local Yiddish newspapers. Academic institutions conduct research. And so on.

- The AJC role therefore should be primarily in the political and inter-religious areas. We want to oppose anti-Semitism wherever it surfaces, and work to separate it from the growing spirit of nationalism. We want to foster democracy and



pluralism because that is the best protection for Jewish lives and Jewish rights.

- Our priority must be on those places where there is a substantial Jewish population. In that connection, it is important to remember that while events in Eastern Europe dominates headlines at the moment, only in Hungary is there a large Jewish population (approximately 80,000 in a country of 10 million). Indeed, there are only about 150,000 Jews in all of Eastern Europe. By contrast, there about approximately 1.5 million Jews in the USSR, with especially large concentrations in Moscow, Leningrad, and the Ukraine.

#### B. Action Plan

- Missions to the Region. Our first step necessarily must be a survey of the area. We need to understand what is going on, to establish contact with the new emerging forces and with the Jewish communities themselves. We should plan on at least two International Relations Commission fact-finding missions to the region in 1990, one to East Germany, Czechoslovakia, Hungary and Yugoslavia; a second to the Baltic states, Moscow, Leningrad, Kiev and Kishinev.

- Vienna Conference. As a result of an AJC delegation visit to Austria in October at the invitation of the Austrian Ministry of Foreign Affairs, we and an Austrian institute to be designated by the Ministry will jointly sponsor in mid 1990 a conference on Democracy and Pluralism in Eastern Europe. Representatives from the East European countries (including the Jewish communities there) will be invited along with US and Austrians scholars and officials. Most of the costs will be borne by the Austrians.

- Working with Christian Groups. There are large Catholic populations in Eastern Europe and portions of the Soviet Union, especially Lithuania and the Ukraine. Protestants predominate in Latvia and Estonia. As a result of our October AJC visit to

Austria, Cardinal Koenig has said he will attempt to organize a conference on nationalism and anti-Semitism in Lublin, Poland, for Catholic bishops of the region.

November 1990 will mark the 25th anniversary of Nostra Aetate, Pope John XXIII's statement on relations between Catholics and Jews. Working with the hierarchy here and overseas, we should try to make that anniversary the focal point for a drive against anti-Semitism in Catholic lands. We should pay particular attention to the Catholic church in the Ukraine.

Historically, we have not had much contact with the Russian Orthodox Church. We need to try to remedy that and, as well, to enlist Protestant support in Latvia and Estonia.

Jewish communities abroad tend to have very little experience in conducting inter-religious dialogue. Yet it can be extremely important for their safety and well-being. We should consider training workshops here for Jewish community leaders.

- Coalition building. Lithuanian Americans and other ethnic groups here with roots in Eastern Europe and the Soviet Union have often said they admire our influence with the Congress and the Administration and have sought our support on issues important to them. Because of their connections in "the old country", they can be important allies in our efforts to promote democracy and pluralism. We should try to build alliances with such groups at both national and local levels.

- Representing our Views and Concerns. We need to carefully monitor events in Eastern Europe and the Soviet Union and to represent our views and concerns forcefully to US authorities (Congress, the State Department and the White House) and to representatives here of the countries concerned. The latter can be done by chapters with local consulates general as well as in Washington with embassies and in New York with UN missions. We want to make the point that the American Jewish community, and Americans generally, will support assistance to movements seeking national identity and democracy, but will vigorously and



decisively oppose assistance to countries where anti-Semitism is prevalent or receives any form of encouragement from the government.

We should immediately begin discussing with representatives of Poland, Hungary and Czechoslovakia working to repeal the Zionism equals racism UN resolution.

- Education, Coordination and Follow-Up. We will need to plan suitable follow-up actions on the basis of the fact-finding missions' reports. In addition, we want chapters to be able to work in tandem with national (see next section) and therefore need to find ways of keeping them reasonably current and coordinating their efforts. The agency will need to establish at least a modest operation to do this. Also, it is clear that the number of Jewish organizations working at various tasks in Eastern Europe is growing quickly, but without much awareness of what others are doing. If we wished to be even more ambitious, we should establish an informational clearing house in order to provide a modicum of coordination and limit duplication.

### 3. Action Plan for Chapters

The most important action field staff can take is to become informed on East European and Soviet developments. We will try to provide key information, but events are moving rapidly and you will have to educate yourselves for the most part. Your most important sources of information will be newspapers like The New York Times, The Washington Post or The Christian Science Monitor, and a good news magazine. There really is only one good news magazine, The Economist. It is your best source of informed general commentary on events in the Soviet Union and Eastern Europe, and on a host of other areas and matters. Those who want to explore things in a bit more depth should subscribe to the excellent Radio Free Europe and Radio Liberty weekly reports, available from RFE/RL, Inc., 1775 Broadway, New York NY 10019 at

a cost of \$250 per year. For the specialist there are quarterlies like Foreign Affairs, Foreign Policy, Orbis, etc.

Actions to be considered.

- Mesh activities with those on the National Action Plan. Use your consular visitation program to call attention to anti-Semitic activities in your interlocutor's country. Do not hesitate to say that while the American Jewish community and the American people at large will generously support movements which seek democracy along with national identity, we will vigorously oppose assistance to any country where anti-Semitism is prevalent or receives government support. Ask that your views be reported back to his capital. Given 7-10 days notice, we will try to provide you with talking points for your calls.

- Call on representatives of Hungary, Poland and Czechoslovakia to have their ministries to instruct their UN delegations to work to repeal the Zionism equals racism resolution.

- The International Relations Commission fact-finding missions to the region obviously will include chapter members, and they will be able to report back to memberships on their findings. In addition, we encourage chapters to plan missions of their own to Eastern Europe and the Soviet Union. If you wish, we can suggest specific cities and itineraries, and in some cases lists of people, official and unofficial, whom you might try to see, together with talking points.

- Some chapters already have become active in Eastern Europe. Pittsburgh, for example, has a very lively connection with Jewish communities in Yugoslavia. We enthusiastically support this kind of on-going contact. In particular, we encourage chapters to "adopt" Jewish communities and take on projects there in the way Pittsburgh has "adopted" Zagreb.

- Inter-ethnic coalition building. As noted in section 2, given the influence some of these groups have "in the old country", they can be an important line of defense for Jewish



communities. Their cultivation should be a priority for almost every chapter.

- Contact your Congressional representatives and alert the media when you have information about anti-Semitic activities in Eastern European countries or the Soviet Union. Vigorously oppose assistance to countries where such activities are prevalent or supported.

- Keep IRD informed of your activities.

89-550



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Sir Sigmund Sternberg O.B.E. J.K.O.S.G.J.P.

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

Date

Our ref

Your ref

Rabbi Marc Tanenbaum

FAK 0101 212 876 8351

8 December 1989


Dear Marc,

I enclose article from the International Herald Tribune. I wonder who the Polish citizen is who will represent the US Jewish Community and who authorised this person.

Might I suggest you talk directly to your contact in Poland and find out what happened.

With kind regards,

Yours sincerely,

  
SIGMUND STERNBERG

# EUROPEAN TOPICS

Specialized Services

## Continental Trade

Continental trade has been one of the mainstays of the jewelry industry in Europe for many years. It has been particularly important in the case of the United Kingdom, where the jewelry industry has been able to maintain a high level of production and exportation. The industry has been able to do this by maintaining a high level of quality and by offering a wide variety of products to meet the needs of the continental market.

The industry has also been able to maintain a high level of production and exportation by maintaining a high level of quality and by offering a wide variety of products to meet the needs of the continental market. This has been achieved through the efforts of the industry and the support of the government.

The industry has also been able to maintain a high level of production and exportation by maintaining a high level of quality and by offering a wide variety of products to meet the needs of the continental market. This has been achieved through the efforts of the industry and the support of the government.

Following the outbreak of the war, the industry has been able to maintain a high level of production and exportation by maintaining a high level of quality and by offering a wide variety of products to meet the needs of the continental market. This has been achieved through the efforts of the industry and the support of the government.



The industry has also been able to maintain a high level of production and exportation by maintaining a high level of quality and by offering a wide variety of products to meet the needs of the continental market. This has been achieved through the efforts of the industry and the support of the government.



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*John M. Templeton*  
*Box N7776, Lyford Cay, Nassau, Bahamas*  
*Telephone: 809-362-4904*  
*Fax: 809-362-4880*

December 11, 1989

Professor W.A. Davies, F.B.A., D.D., D.L.H.,  
The Divinity School  
Duke University  
Durham, North Carolina 27706

Dear Professor Davies:

Thank you for your supporting letter of Rabbi Marc Tannenbaum for the Templeton Prize. He is well known to us and has spoken in honour of our Prize winners in New York.

His many years of close cooperation with the World Council of Churches and his leadership in the USA have marked him out as an outstanding Jewish leader.

The recipient of the 1990 award will be announced on Wednesday 7th March at the Church Centre at the UN in New York. The ceremony honoring the recipient will be held in Guildhall, London on Tuesday March 8th at 4:30PM.

With my warmest good wishes and the Season's Greetings.

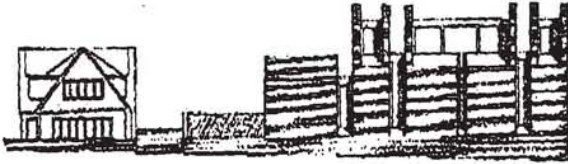
Sincerely yours,

*John M. Templeton*  
John M. Templeton

JMT/mg



# Hebrew Institute of Riverdale



3700 Henry Hudson Parkway, Bronx, New York 1  
(212) 796-4730 Rabbi's Study (212) 884-0930 Fax (212) 884

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**Avraham Weiss**  
Rabbi

**Chaim Marder**  
Associate Rabbi  
Director, Educational Pro.

December 12, 1989 **Frank Buchwitz**  
Executive Director

Rabbi Mark Tannenbaum  
American Jewish Committee  
165 E. 56th Street  
New York, N.Y. 10022

Dear Mark,

The American Jewish Congress undermining of the Glomp retraction is beneath contempt and quite frankly, unforgivable. It is rare that I speak in such a tone. But such is the reality.

Sincerely,

*Avi*  
**Avraham Weiss**  
Rabbi

AW:s

cc: Alan Dershowitz

FAX COVER SHEET

MARC H. TANENBAUM  
International Consultant  
American Jewish Committee

45 East 89th Street  
New York, NY 10128

212-831-2952 FAX: 212-876-8351

DATE:- Dec 12, 1989

TO: Sir Sigmund Sternberg, London

FAX #- 011-44-1-485-4512

TOTAL NUMBER OF PAGES  
INCLUDING COVER SHEET- 2

MESSAGE AREA

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IF THIS BOX IS CHECKED, PLEASE FAX BACK TO CONFIRM RECEIPT  
OF THIS FAX.

RESPONSE AREA

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THE ABOVE FAX WAS RECEIVED GARBLED. PLEASE RESEND FAX.



December 13, 1989

Rabbi Marc Tanenbaum  
45 East 85th Street  
New York, New York 10128

Dear Rabbi Tanenbaum,

I enjoyed speaking with you last night about the upcoming workshop, and I look forward to hearing your recommendations on the one or two other learned Jews we might invite. I am delighted to have your help in exploring the nature of the ties that bind and the conflicts that repel the Christian, Muslim and Jewish communities. We expect the workshop in February to generate important insight and action. We also hope it will be fruitful and moving for all of us.

Let me give you some background on the idea of the workshop. The JCM "Family" Workshop had its inception on the 6th through the 9th of July 1989 when we held a meeting at the Pecks' home with the following people: Dr. Scott Peck, Lily Peck, Kathleen Fitzpatrick (Dr. Peck's Executive Director), Sousan Abadian Heifetz of the John F. Kennedy School of Government at Harvard, Sister Ellen Stephen of the Episcopal Order of St. Helena, and myself. This meeting had been established because of multiple mutual interests and had no specific agenda. One of those mutual interests centered around an unpublished "talking paper" which I wrote called "Jewish-Christian-Muslim Relations: A Family Model." The paper spoke of the conflicts between Jews, Muslims and Christians using the terms of family psychodynamics. Although many other topics were covered, the energy that evolved centered on some of our mutual Jewish/Christian misunderstandings in an atmosphere of honesty and empathy. Even the relatively small amount of clarification and healing which occurred on that occasion was sufficient to energize us to begin constructing a four day Jewish/Christian/Muslim (JCM) Family Workshop to be held in February 1990.

Fueling the above-mentioned energy were Dr. Peck's affiliation with The Foundation for Community Encouragement (FCE) and my efforts with the Religion and Conflict Project at the Center for Strategic and International Studies in Washington, D.C. FCE's primary expertise is in the experiential teaching of a "soft technology" for building authentic community among individuals and within organizations to prepare people to address issues, problems, and tasks as a group. One of FCE's mottoes is "community building first, decision making second." There have been many previous attempts at Jewish/Christian/Muslim dialogue before, but the planned February 1990 JCM Family Workshop will be the first such attempt, to my knowledge, that will begin with a community building process before the issues are addressed.

It quickly became apparent to us that many knowledgeable people of all three faiths were deeply interested in attending the workshop, people of such stature that many were already familiar with innovative educational techniques and different models for conflict resolution. We chose to keep the group small (less than thirty), and to divide it more or less evenly between Muslims, Jews and Christians.

There will be four parts to the workshop. The first two days, under FCE guidance, will be spent developing a sense of community among the participants on the assumption that people are not able to deal with the issues between them in a coherent fashion until they know each other sufficiently intimately as people as to care for each other. A second part of the conference will occur over the course of several evenings, when the wisdom of the participants concerning innovative educational techniques and models of conflict resolution will be elicited, elucidated, shared, and perhaps even organized. The third part of the workshop will occur on the third day, when the participants, with facilitation, will clarify the issues, real and imaginary, which isolate Jews, Christians and Muslims from each other. The fourth part of the conference will occur on the last day, when the participants, again with facilitation, will plan for the future.

Beyond the expectation that as a result of the initial community building process an unusual degree of clarification of issues will be achieved and that a great deal of valuable sharing and learning will occur between the experts present, we have deliberately refrained from limiting the conference to any particular desired outcomes. Dozens of possible outcomes can be envisioned, however. To ensure, as far as possible, the success of such outcomes, the entire workshop will be researched by FCE to provide data for future use by other organizations.

We are really quite pleased that you will join us in this effort. Indeed, we greatly look forward to your participation. The workshop will be held not far from New York City at the Maryknoll School of Theology. The workshop will begin on Saturday morning, February 17th and will end at 5:00 p.m. on Tuesday, February 20th. Please plan on arriving late in the day of Friday, February 16. Although our budget is limited, we can cover your travel expenses.

Attached you will find a more formalized description of the workshop. We will be sending you final materials including a list of participants and directions to the Maryknoll School of Theology in the first week of February. Please don't hesitate to call me if any questions arise. My office phone number is (617) 495-7867; my home is (617) 489-5335.

Sincerely,



Ronald A. Heifetz, M.D.  
Lecturer in Public Policy

*Marc - Can you think of any Jewish women who might provide what we need?*



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COUNTRY:

DATE: December 13, 1989

INTERNATIONAL RESCUE COMMITTEE  
386 PARK AVENUE SOUTH  
NEW YORK, NY 10016  
Tel: 212-679-0010  
Fax: 212-689-3459

*ADW  
- Anne Bishop  
- Camille Brown*

TOTAL NUMBER OF PAGES: 5 (Including Cover Sheet)

TO: Rabbi Marc Tanenbaum

FROM: Lorna Stevens - Bob DeVecchi's Office

SUBJ: Hong Kong



The Women's Commission for Refugee Women and Children is planning to visit Hong Kong beginning January 6. Liv Ullmann will be a Co-Chair, along with Patricia Derian, Former Assistant Secretary for Human Rights in the Carter Administration.

The Episcopal Migration Ministries will be sending a member to participate in the delegation and the Lutherans are considering doing the same. USCC will be represented by Dawn Calabria. Their respective agencies will be providing financial support for them. Bob DeVecchi thought you might like to suggest someone from one of the Jewish agencies who might wish to be a member of the delegation. If so, please let us know as soon as possible so that I can assist with the arrangements.

I have attached a copy of the draft press release and will be glad to provide more information if you decide to send a representative.

*Lorna Stevens*



# WOMEN'S COMMISSION FOR REFUGEE WOMEN AND CHILDREN

CARE OF INTERNATIONAL RESCUE COMMITTEE, INC.

386 PARK AVENUE SOUTH • NEW YORK, NEW YORK 10016

TEL. (212) 679-0010 • FAX: (212) 689-3459

CONTACT: NEW YORK: SUSAN STARK/IRC  
212/679-0010

JANE CABOT  
212/736-5820

\*CATHERINE O'NEILL  
*Chairwoman*

\*PATRICIA YARBERRY ALLEN, M.D.

\*VERA BLINKEN  
MEREDITH BROKAW

\*AUDREY P. BYNOE  
JANE FENDERSON CABOT  
DAWN TENNANT CALABIA  
ELLEN J. CHESLER

ELLEN CONRAD  
\*BETSY TRIPPE DeVECCHI

SANDRA FELDMAN  
MARGARET GROARKE

\*JOAN F. HAMBURG  
\*MILLIE HARMON-MEYERS  
\*CYNTHIA LAWRENCE HAQ, M.D.  
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THE HON. MABEL SMYTHE-HAITH

\*LIV ULLMANN  
THE REV. ELIZABETH P. WIESNER  
JUNE WILLENZ

DALENA WRIGHT  
VIVIAN WYSER-PRATTE

SUSAN STARK  
*Staff Director*

\*STEERING COMMITTEE

## FOR IMMEDIATE RELEASE

LIV ULLMANN AND DISTINGUISHED GROUP OF WOMEN CONCERNED ABOUT VIOLATION OF REFUGEE AND HUMAN RIGHTS AGREEMENTS WILL INVESTIGATE "UNFOLDING TRAGEDY" OF FORCED EXPULSION OF VIETNAMESE "BOAT PEOPLE" FROM HONG KONG

A group of seven distinguished women have announced their intention to visit Hong Kong at the beginning of the New Year to "search for another more humane solution to the tragedy we see unfolding", said Patricia Derian, Co-Chair of the delegation and Former U.S. Assistant Secretary of State for Human Rights. The group's visit is prompted by the forcible return of Vietnamese "boat people" to Vietnam, the majority of whom are women and young children.

The group will press for changes in what they describe as the "intolerable living conditions under which these people are presently confined. Of particular concern are the more than 5,000 children held in prison-like conditions, subject

to violence and suffering from malnutrition.

Liv Ullmann, the delegation Co-Chair and UNICEF Ambassador at Large, underscored her desire to participate stating, "If I want to offer my own child a life of freedom and opportunity how can I sit still if freedom and opportunity are denied so many other children."

The delegation of the Women's Commission for Refugee Women and Children, formed under the auspices of the International Rescue Committee, the largest non-sectarian refugee relief organization in the United States, will plan a full schedule of appointments and interviews with all sides involved in making "this hasty and horrifying decision", said Ms. Derian.

The delegation, which includes women active in refugee affairs and in human rights, has expressed a special interest in meeting Vietnamese women who face expulsion; and in determining how they and their children will cope in a country which only recently announced that women and children without obvious means of support would face "limited prospects" if they were returned to Vietnam.

"We will explore the range of options and suggestions put forth by all parties, and in a non-political context make recommendations which address the situation in a more humane and sensible context than is presently the case", said Ms. Derian who achieved international recognition as an advocate for human rights during her service in the State Department (1976-1980).

The group plans to arrive in Hong Kong on January 4. It will hold a press briefing to release their recommendation on



January 10 in Hong Kong.

For further information on the schedule of the delegation, please contact Lorna Stevens, Director of Staff at IRC in New York.

Delegation members:

Liv Ullmann, Member of IRL Executive Committee and UNICEF Ambassador at Large. In an effort to bring attention to the plight of refugees, Ms. Ullmann has made numerous visits to refugee camps in Asia and Africa.

Patricia Derian, Co-Chair, Former Assistant Secretary of State for Human Rights.

Courtney Pastorfield, Staff Legislative Assistant, Senate Subcommittee on Children, Family, Drugs and Alcoholism and former nurse in refugee camps in Thailand.

Susan Forbes Martin, Program Director, Refugee Policy Group and author of studies on issues affecting women refugees.

Dawn Calabria, U.S. Catholic Conference - and former staff member U.S. House of Representatives, Foreign Affairs Committee.

Mary Anne Schwalbe, Director Upper School, Nightingale Bamford, New York, and recently returned from six month assignment teaching in refugee camps in Thailand.

Diana Bui, Advisory Council of Episcopal Migration Ministries and Senior Associate of Indochina Resource Action Center.

Columbia University in the City of New York | New York, N.Y. 10027

MIDDLE EAST INSTITUTE

International Affairs Building  
420 West 118th Street

December 15, 1989

Mr. Marc Tanenbaum  
45 East 89th Street #18F  
New York, New York 10128

Dear Marc:

Thank you very much for a gracious letter and for the excellent piece by you on Baron that you included. We should meet at simchas.

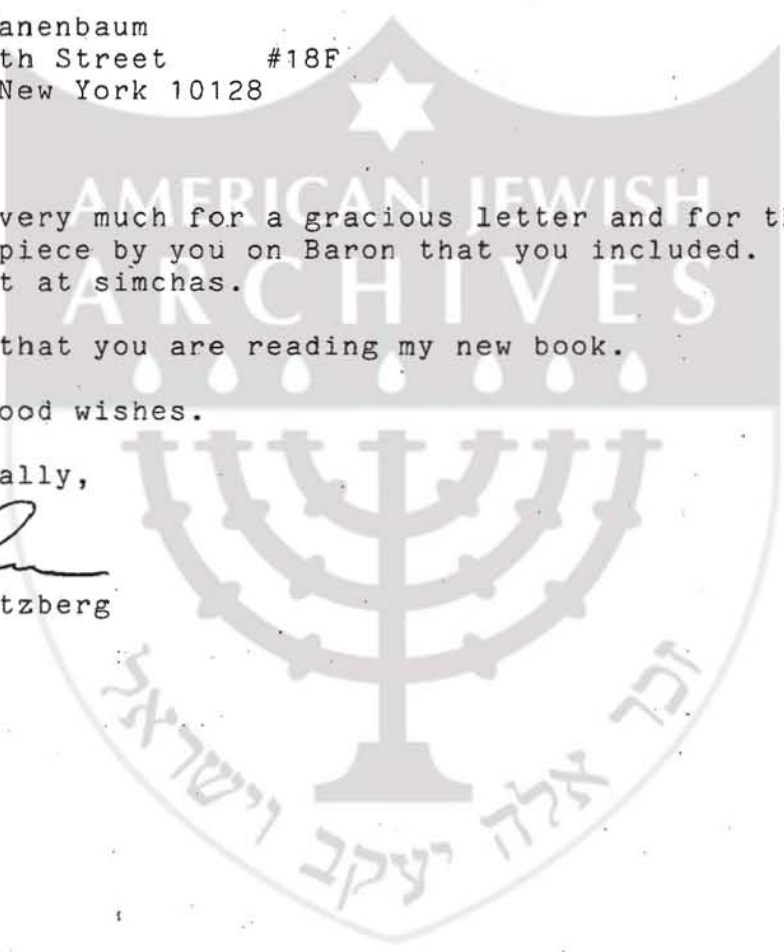
I am glad that you are reading my new book.

With all good wishes.

Most cordially,



Arthur Hertzberg





Sir Sigmund Sternberg O StJ KCSG JP

Star House Grafton Road  
London NW5 4BD  
Telephone 01-485 2538  
Facsimile 01-485 4512

6 PAGES

Date

Our ref

Your ref

Rabbi Marc Tannenbaum  
FAX 01522 212 826 3352

16th January 1990


AMERICAN JEWISH  
ARCHIVES

Dear Marc,

I attach my reply to the notice by the FOR MY BROTHERS KEEP  
SILENCE ASSOCIATION in the Jerusalem Post and their reply which I  
have now received a reply. I would appreciate your comments.

With kind regards,

Yours sincerely,

 SIGMUND STERNBERG



15-01-1990 972 23 9363376

FROM FOR MY BROTHERS.

54081

TO 034414054502

15.01.90 21:14

For My Brothers Keep Not Silent Association  
43, Ha-Zeitim St.  
Giv'at Shmu'el 51905  
ISRAEL  
15th January 1990

Six Sigmund Sternberg  
The Sigmund Sternberg Centre for Jewish  
The Sigmund Sternberg  
02



02 02 02 02  
02 02 02 02





# The Sternberg Centre for Judaism

The Manor House · 80 East End Road · London N3 2SY · Tel: 01-346 2288.

מרכז סטרנברג  
ליהדות  
במזרח האגס

Director · Rabbi A M Bayfield MA

From FAX 485 4512

For My Brothers, Keep Not Silence Association,  
43 Rehov Hazeitim,  
Givat Shmuel 51905,  
ISRAEL

FAX 972 3 9363376

15th December 1989

To Whom it May Concern,

As you conceal your identity behind a Fax number, I am not able to address you personally. The Chief Rabbi, Lord Jakobovits, Dr. Geoffrey Wigoder, the Chairman of the Israel Interfaith Association and I were astonished to see your full page notice in the Jerusalem Post International edition of the week ending 13 January in which you refer to 133 named distinguished individuals, including Rabbis, Educational Institutes, Organizations, towns and settlements and schools who have voiced their protests at the foot dragging and failure to honour promises to remove the convent from Auschwitz, denounced the Vatican agencies concerned with this issue and the silence of the Polish Government.

The world press has reported Cardinal Glemp's letter to me of 20 September 1989 which stated:

"that the best solution to the dispute involving the Carmelite convent at Auschwitz would be for work to start as soon as possible. It is my intention that the Geneva Declaration of 1987 should be implemented and I am therefore keen to work on a friendly dialogue between Christians and Jews. The tragedy and sacrifice of Shoah defies any comparison. It will remain a warning for all until the end of this world. Until you sent your messages I was unaware of the moderating voices, therefore I was glad that some of the shrill voices do not reflect the feelings of world Jewry and aggression is not part of Jewish philosophy. It is essential not only to move the convent outside the perimeter of the site, but also to set up the new cultural centre. This will help us to continue the dialogue which is so dear to us.



- 2 -

Worldwide media coverage was given to my visit in September 1989 with Bishop Mahon to Father Sainz de P. Baranda Felipe, Carmelite Head in Rome when they confirmed that the convent will be moved.

In November Dr Polonsky of the London School of Economics and I visited Cardinal Glomp in Warsaw and Bishop Jerzy Dabrowski, Secretary of the Polish Bishops' Conference. At the meeting Cardinal Glomp confirmed that land had been acquired for the building of a centre in which the Carmelite convent would be relocated and plans have been drawn up by architects. We were also assured by Bishop Muszynski that land had been acquired and that plans have been drawn up. A board has been erected on the site, explaining that a centre is to be built there.

Dr. Polonsky and I also met Mrs. Izabela Cywinska, the Minister for Culture who has set up a committee to deal with all issues connected with Auschwitz. The committee will facilitate the building of the centre and will reorganize displays in the museum bringing out more clearly that 90% of all those who died there were Jews.

On a visit to Poland in December Robert K. Lifton, president of the American Jewish Congress, Henry Siegman and other Jewish leaders were also assured that matters are proceeding with the implementation of the Agreement. Cardinal Glomp stated that he sought to close the episode by stating that the Polish Episcopate will honour the undertaking signed in Geneva, with a number of European leaders, to move the convent to a new location. He said that this decision is now irreversible. He expressed the wish to put the matter behind him and stated that he would "now concentrate his efforts on the promotion of Catholic-Jewish understanding, particularly on the popular level, where ignorance of Jews and Judaism is widespread."

Most of this information was published and therefore available to you. I understand your impatience, but in Poland, due to the economic crisis, things are not progressing as fast as one would like - they have other priorities. Before embarking on a further campaign you should have consulted my colleagues and I to find out exactly what has occurred.

The 133 named individuals and institutions should have this



- 3 -

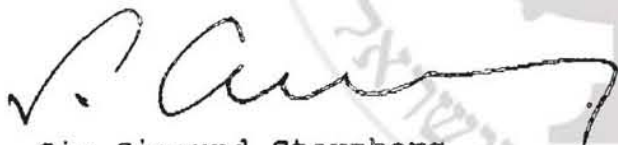
information and therefore I urge you in the interest of fairness to send them a copy of my letter and furthermore, I request you to go on a fact-finding mission to the Vatican and Poland to find out for yourself and then report your findings. I will arrange this visit for you with no cost to yourself the only condition being that you conduct yourself according to the Mosaic principles of our law.

At a time when the Polish and Israeli governments have declared their intention to establish full diplomatic relations, a campaign of the type you are intending to undertake can only harm the interests of the State of Israel, not to speak of its effect undermining the security of the small Jewish Community in Poland. The implementation of the Geneva Agreement requires an atmosphere of calm and reasoned dialogue.

As it is your intention to present the signatures of protesters to the Pope, and the head of the Polish government I request that you send this FAX on to all those whose names appear in the notice and all the further names you enrol from protesters, as it is essential, and also your duty, that they be made aware of the facts.

I await your immediate reply. You can reach me on FAX number 01 485 4512 or 482 4116. I am sending a copy of this letter to the Jerusalem Post and releasing it to the world media.

Yours sincerely,



Sir Sigmund Sternberg  
Knight Commander of the Order of St. Gregory the Great.

# The Jewish People Protests!!!

- **The Jewish People** protests the foot dragging and failure to honour promises to remove the convent from Auschwitz
- **The Jewish People denounces** the Vatican agencies concerned with this issue.
- **The Jewish People protests** the silence of the Polish Government.
- **The Jewish People protests** the apathy, and muzzling of voices by those who refuse to understand: in our eyes, the Auschwitz death camp represents the essence of the Holocaust!
- **The Jewish People** stands in pain but tall, rebutting the deliberate efforts to belittle and deny the Holocaust! We shall never forget or allow others to make us forget who were the murderers and who the victims in Auschwitz.

This process is one of a nation, bearing the signatures of the heads of communities and cities, as well as those of Jewish leaders, in Israel and abroad. The signatures will be presented to the Pope and the head of the Polish Government, by a delegation of Holocaust survivors from Israel.

Rabbi Mordechai Shahu  
The Rishon Lizon.  
Chief Rabbi of Israel

Rabbi Avraham Shapiro  
Chief Rabbi of Israel

Those whose relatives died in the Holocaust can send protests in their name to the Association at 43 Rehov Hazefren, Givat Shimon 61906, Israel, Fax 972-0-6063378. Where possible, their protests will be added to future declarations.

## EDUCATIONAL INSTITUTIONS

Bar Ilan University, Jerusalem  
Tel Aviv University  
David Yellin Teachers College, Jerusalem  
Hebrew University  
De Meir Prepara, Tel Aviv Teachers College  
Ya'akov Hagan, for the Lipshitz Religious Centre  
Dr. Rabeck, Educational Workers' Association (Le'Avot)  
Dr. Abraham Hersh, for Levinski Teachers College  
Aharon Harari, for Ben Herz College  
Yoram Ruz, for Emek Yezreel College  
Ahava Labor State Teachers College, Ramat Hashikma, Tel Aviv  
Rabbi Prof. R. Sh. Viner, 'Shivat Ha'Nefesh', Educational College  
Judaica B'nai, for the Elal Seminar, Seminars Centre of the United Kibbutz Movement

Association of Immigrants from Bialystok  
Chabad Lublin, Ramat Hashikma  
The Shalom, Daily Shalom Center and  
Moshav Emek, for World Student Organisations  
Ephraim Sidi, for the Guide Merit (Young Education Association)

Dr. Yehoshua Gad, chairman, Aduva, Ramat Hashikma  
Chabad Lublin  
The Shalom Movement  
Yehuda Ben-Zion, chairman, Givat Shimon, Tel Aviv  
Shimon  
Zvi Shvetsman, for the Shalom Organisation  
Hanan Ha-Oved, Vehalomed Youth Movement  
Moshav Te'asa, Givat Shimon, for Hachalutzim's Organisation  
The National Religious Party  
Borshak Immigration Memorial Hall  
The Leprosarium, Tel Aviv Ministry of Jerusalem  
Karmel Street, for the Central Fund of the Bnei Eizhu Religious Institution

Yehuda Ben-Zion, for residents of Yavne  
Ezra Me'adim, for residents of Yavne  
Pe'evet Eshkol, for residents of Tzur Hahararim  
Moshav Zvi, residents, Jordan Valley  
Yosef Magal, for residents of Kedumim, Samaria  
Dudu Palmah, for members of kibbutz Kfar Hanassi  
Hillel Levinson, for members of kibbutz Yagur  
Regba members  
Kibbutz Na'ar members  
Arieh Ma'adim, for residents of Yizhar, Samaria  
Michael Foss, for members of Ramat Hashikma  
Moshav Sde Tzvi members, Emek Beit She'an  
Moshav Tarom, Ma'at Yehuda

## ORGANIZATIONS AND INSTITUTES

World Association of Jewish Builders, Artisans and  
Concentration Camp Inmates  
World Federation of Jews from Poland  
United Publisher, Secretary General, Netzer Movement  
Robert Golan, Chairman, for Association of Immigrants from  
the USSR  
Mr. Uri Venter, for Ingut Olet, Mitzvat Europa  
British Immigrants Association  
Hitachdut Olet (Holland)  
Aharon Ozan, Chairman, for Israel Section of the World  
Sikhards Federation  
Abba Golan, for Association of Laborers in Israel  
Avraham Katz, for Association of Victims of Nazi Persecution  
Avraham Cohen, for Association of Victims of the War Against  
the Nazis  
For Wido  
Raya Jaglom, President, World War  
Michal Me'adim, Chairman, World War Executive  
Ruth Tokuan, Chairman, Israel War Executive  
Nissan Harpaz, for the World Zionist Organization  
Rabbi Asher Hersh, General Secretary, World Union  
for Progressive Judaism  
Yisrael Kassar, for the Histadrut, Israel Federation of Labour  
Masha Lubenski, for Na'amat  
Gedalya Schreiber, for the Tikvahim Youth Centre  
Yisrael Harpaz, for the Tiferet Israel Movement, Homes  
El Hama Organ Movement  
Reuven Shalom, Head, the Sephardi Educational Centre  
Jerusalem  
Mr. Valner, for the Teachers Union  
Shoshana Bauer, for the Primary School Teachers Union  
Nissim Zil, for the Moshav Movement  
Elishava Shapiro, Ezra Rabin, for Hachalutzim Heartz  
Muki Zur, for the United Kibbutz Movement  
Sam Ben Shimon, for the Beyshad (Engagement) Movement  
The Public Council for Soviet Jewry  
Herzl Makov, for the World Leadership of B'nai

## RABBIS AND RELIGIOUS INSTITUTIONS

Rabbi Landau, for worshippers, Ramat Hashikma, Tel Aviv  
Rabbi Moshe Mays, for Yad Eliahu neighbourhood, Tel Aviv  
Rabbi Ovadia Yifti, for Hadar Yosef residents, Tel Aviv  
Rabbi Avraham Bakshi and Rabbi Shear Yeshuv Cohen for Ma'at  
residents  
Yehuda Ben-Zion, Jabotinsky St., Jerusalem  
Rabbi Isaac Frankel, for Davy neighbourhood, Tel Aviv  
Rabbi Yehuda Metzger, for worshippers, Tzvi Zvi synagogue,  
Tel Aviv  
Rabbi David Kadush, Rabbi of East Ma'at  
Rabbi Zundel Feld, for Neve Avram community,  
Ramat Avivim  
Yehoshua Me'adim, Chairman of the Board, Tel Aviv Great  
Synagogue, 117 Aduva Rd.  
Rabbi Kunitzky, for Givat Shimon residents, Jerusalem  
Rabbi Avraham Kaniel  
Rabbi Akiva Hersh, for worshippers, Central Ashkenazi  
Synagogue, Haifa  
Rabbi Eliahu Hersh, Rabbi of Ezer Hatorah neighbourhood,  
Tel Aviv  
Rabbi Yosef Haim Ha'el, Rabbi of Aza, Netzer  
Rabbi Naum Yitzhak Hakevi, Rabbi of Horeva  
Rabbi Shimon Elson, Rabbi of Horeva  
Rabbi Yehoshua Hersh, Rabbi of Kfar Sava  
Rabbi Naum Shimon, for far groups, Migdal Ha'Avot, Haifa  
Rabbi Meir, for Kfar Yehuda neighbourhood,  
Tel Aviv

## TOWNS AND SETTLEMENTS

Teddy Kolik, for residents of Jerusalem  
Shimon Lanat, for residents of Tel Aviv Jaffa  
Avie Gurai, for residents of Haifa  
Ehud Kunitzky, for residents of Bat Yam  
Yehonim Lanav, for residents of Hadera  
Yosef Poroz, for residents of Tibnas  
Mordechai Adar, for residents of Afula  
Dovot Gery, for residents of Kiryat Yotz

## SCHOOLS

Mi'eva Yisrael School, Holon  
Avi Koni, Principal, Kedma Youth Village  
Yisrael Chai, Principal, Meir Shifeya Youth Village  
Hadassa Nourim Youth Village  
Shimon Adar, Principal, Even Shimon Uv'ana  
Daniel Sharaf, Principal, Anad Ha'am School, Pevah Tzvi  
Mordechai Tiko, Principal, Wizo Nahalot Yehuda School,  
Youth Village, Ashdod Litzon  
Rabbi Borstein, Head, Beit Shimon Yeshiva, Horeva  
Rabbi Yosef Ba-Gad, Head, Nehalem Yeshiva  
Hodevat Religious Youth Village  
Kadanan Agricultural Secondary School  
Meir Levy, Principal, Ben Shimon Youth Village  
Yehoshua Gabbai, for Netzah School, Jerusalem  
Rabbi Moshe Linsker, for Boys' Town, Jerusalem  
Mr. Sivan, for the Religious Department of Mivva Yisrael  
School  
Hanna Bar Yeshu, Principal, Sha'ar Comprehensive Religious  
School, Mitzvat Shapira  
Nauman Tarava, for Kfar Ba'ay School  
Mordechai Cohen, Principal, Tzvi Vespurna, Technological  
Centre, Nehalem  
ORT Neutzel School, Ashdod  
Dr. Israel Goldstein Youth Village  
Rabbi Shlomo Weiss, Head, Dnei, Akiva Neve Herzog, Yeshiva,  
Netzer Golan  
Beitar Youth Farm Association  
Yehonim Jabotinsky Youth Village  
David Kaniel Youth Village  
Pupils of Hachalutz Haysarim  
Hanan Meisel Shohat Youth Village, Nahalal (Hadesesh,  
Lanad)  
Ma'adim (Labi) Educational Center  
Mossinson Boarding School, Magd'e, Hord Hasharon  
Avi Teledano, Principal, Kiryat Ya'akov Youth Village  
Wizo School, Nir Ha'emek, Afula

For My Brothers, Keep Not Silence Association



[end]

Original documents  
faded and/or illegible



FAX COVER SHEET

MARC H. TANENBAUM  
International Consultant  
American Jewish Committee

45 East 89th Street  
New York, NY 10128

212-831-2952 FAX: 212-876-8351

DATE:- Dec 15, 1989

TO: Sir Sigmund Sternberg, London

FAX #:- 011-44-1-485-4512

TOTAL NUMBER OF PAGES  
INCLUDING COVER SHEET- 3

MESSAGE AREA

Dear Siggie, The enclosed should be of interest.  
I believe that a clarifying statement by Cardinal  
Glenn would help prevent further controversy. I  
think I can help on this side with Rabbi  
Wass' consent to an appropriate clarification.

IF THIS BOX IS CHECKED, PLEASE FAX BACK TO CONFIRM RECEIPT  
 OF THIS FAX. 12/16 2:20

RESPONSE AREA

None

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THE ABOVE FAX WAS RECEIVED GARBLED. PLEASE RESEND FAX.



# THE WALKER ECUMENICAL EXCHANGE

144 HANCOCK STREET • AUBURNDALE, MASSACHUSETTS 02166 •  
USA

(617) 969-3919

Dec 15, 1989

DEAR Rabbi Tannenbaum,

Thank you for your kind hospitality during my recent New York trip. I very much appreciated our good conversation on Jewish Tibetan dialogue and the possibility of future collaborations on Tibet U.S. Resettlement.

In case you have any questions, I don't think my first mailing to you included the enclosed financial summary and 1990 timetable.

Since we last spoke, HR 3705 has gotten 6 Congressional co-sponsors: Rose, PORTER, Lantos, Douglas, Dornan, and Wyden.

Not bad for Holiday recess?

With Best Regards,

Edward J. Behar



# Cornell Law School

Myron Taylor Hall  
Ithaca, New York 14853-4901

5830 Midnight Pass Road  
Sarasota, FL 34242

21 December 1989

Dear Marc,

Your kind, gracious letter has been forwarded. We are escapees from the rigors of winter weather in upstate New York. We hope to be here in Sarasota to mid-March. The weather here has not been perfect, but it sure beats what we would have had to face in Ithaca. At least we can walk on the beach and complain that the temperature is only 60 degrees!

What you write about the infamous RC prayer ought to be spelled out in a letter to the Editor and published in *Midstream* as a correction of the statement by Aciman (p. 35b, Nov. issue). I hope that you will feel impelled to render this service in the interest of truth in an important matter.

I knew that you had opted for semi-retirement, and I am delighted that the fruit of your "leisure time" will be a study that you are preëminently qualified to do. I hope that you will, indeed, write it. It will be an important book.

I too hope that our paths will cross. I suspect that your colleagues at AJC think that I am now both superannuated and supernumerary, for I do not hear from them any more. Out of mind is out of sight....

Best wishes for a happy Hanukah and most cordial regards.

Yours as ever,

  
Milton R. Konvitz



# LIFE

PRODUCTIONS

December 21, 1989

Rabbi Mark Tanenbaum  
American Jewish Committee  
165 East 56th Street  
New York, NY 10022

Dear Rabbi Tanenbaum,

It was a pleasure meeting you on my recent trip to New York and I want to thank you for taking the time to be interviewed for the film on the life and ministry of Billy Graham. You gave us some excellent material that I know will greatly enhance this film.

I also wish to extend to you the gratefulness of Billy Graham for your participation in this project. I spoke with him shortly after we had our interview and told him what a great time I had with you.

Thanks again for your cooperation and I will be in touch soon.

Best regards,

  
Charles Warren

/psm

cc: Dr. John Corts - Chief Operating Officer, BILLY  
GRAHAM EVANGELISTIC ASSOCIATION  
Dr. Billy Graham  
Dr. T. W. Wilson - Personal Executive to Dr. Billy  
Graham

*Executive Office*

200 Galleria Parkway, N.W. • Suite 1020 • Atlanta, Georgia 30339 • (404) 984-9971 • FAX (404) 984-8781

*Production Office*

444 Irving Drive • Suite 201 • Burbank, California 91504 • (818) 841-8851 • FAX (818) 841-8853

## Duke University

DURHAM  
NORTH CAROLINA  
27706

THE DIVINITY SCHOOL

this moment

P.S. By a strange twist I have mislaid the letter which was returned ~~because~~ <sup>to find it</sup> that I wrote was that I was relieved to know that <sup>there</sup> ~~it~~ was nothing in what I had written, especially about Shi'lo's article in Midstream, which was not meant personally <sup>to hurt</sup> but as a warning of its possible negative impact of which had kept you from writing. At the same time I was very sorry to hear of your illnesses and relieved to know that you were recovering.

I did not know that you had retired but want you to realize that in my experience no Jewish figure has meant more in the interpretation of Judaism to the Gentile community than you. Rooted in Judaism as you unmistakably are. Your warmth of personality and natural courtesy

## Duke University

DURHAM  
NORTH CAROLINA  
27706W.D. & E.L. Davies  
228 Monticello Avenue  
Durham, NC 27707

Dear Mr. [unclear]

THE DIVINITY SCHOOL

27 Dec 89

Dear Max,

This letter was returned for the reason indicated! I mistook '59 for '89.

Do keep in touch. I could not resist enclosing - variety of trinkets? - the award from the B'nai B'rith. One reason why I have always especially valued your friendship is that you have always encouraged me throughout the years in my efforts to interpret Christianity to Jews and Judaism to Christians. You



4.  
- things have enabled you to gain the confidence of the Christian community in a very rare, if not unique way.

I congratulate you at the end of a truly magnificent life of service to Judaism to us. I wish there could have been a Festschrift for you: if anyone deserves such, you do.

I also mentioned that I had been thinking of you in connection with a meeting where Terry Sanford (Senator & former President of Duke) outlined his strategy for the area of the Caribbean. I wish there could be a similar strategy for the Middle East, including Israel.

It would be important for you to meet Sanford I think: he is in Washington. I wish we could talk of this at length.

Then again I am still working on "The Centre of Judaism: What is it?"?

I would so value your thoughts.

We do hope you are both in good health now & sturdy. Do keep in touch. I will be a constant as

are in this sense a very special person in my life, because you, almost alone among Jews, apart from the great David Daube, my tutor, have so encouraged me when it was much easier to give up the effort to bridge two so separated worlds & concentrate on my own. No Jewish institution\* has ever encouraged me as you have done & the task has sometimes been a very lonely one: I have felt this.

I would still like your considered & deliberate answer to the question "What is the centre of Judaism?" I am still working on it.

Greetings to you both from us both,  
W A

WILLIAM E. WASSERMAN  
TWO PARK AVENUE  
NEW YORK, N. Y. 10016

Dec 28, 1989

Dear Rabbi Fanebaum,

I greatly appreciated the spirit of your service at Sutton Place Synagogue on the High Holy Days and want to offer this gift as a small measure of support. Thank you for all that you have done and are doing - particularly the thoughtful and diplomatic manner which you bring to our people. With love  
William E. Wasserman



18: XI: 89

Professor M. A. Davies, F. B. A., D. D., D. L. H.  
Fellow of the American Academy  
of Arts and Sciences,  
Honorary Fellow, Fitzwilliam  
College, Cambridge,

Dear Sir John,

I have been asked to support the nomination of Rabbi Marc H. Jannetbaum, The American Jewish Committee, for the Templeton Prize for Progress in Religion. I do so with the utmost alacrity, with unreserved enthusiasm and with deep conviction.

Although I had heard of him previously, I first met Dr Jannetbaum when I went to teach at Union Theological Seminary and Columbia University in 1959. Ever since - for now over 35 years - we have been in close personal contact by correspondence and otherwise.

The reason why I consider him most worthy of your most prestigious award is simple. Throughout my academic life I have been concerned with early Christianity in its relation to its matrix - Judaism: I have published extensively in this field. The

Search for the Jewish roots of Christianity naturally led me to concern over the relation between Christians and Jews, a concern made increasingly ~~and~~ more and more urgently in view of the fate of Jews in Europe in this century. My academic work and my involvement in Jewish-Christian relations brought me into contact with the leading Jewish religious scholars and thinkers of our time, men of the stature of Gershom Scholem, L. F. Urbach and earlier Martin Buber and Abraham Heschel (I have been collaborating with Dr Louis Finkelstein for many years). I mention all this to add force to what I now state about Rabbi Marc Jannenson. Of all the Jewish leaders, academic and other, whom I have met he stands out as the most effective ambassador for Judaism to Christians and Gentiles generally. He possesses two attributes in a supreme degree which accounts for this: He is profoundly religious and highly informed and deeply rooted in Judaism. But his commitment to Judaism, unmistakable as it is to all, coexists with an openness and largesse of spirit and tolerance which have enabled him to



empathize with Christians and non-Jews in what I can only describe as a unique manner. He has a quality of humanity and sensitivity which has enabled him to bring together believers of two Faiths alienated for centuries. His contribution to ecumenical cooperation, dialogue and to progress in religious toleration and civility and above all to the furtherance of mutual respect between Jews and Christians, which is without fear or suspicion, is, in my experience, unique - a word I seldom if ever use of any person but cannot avoid in writing of Rabbi Jannenbar.

I need not document the contribution to which I refer. In its social, tangible, outward aspects I am sure that those who remunerate him have abundantly done this. The intangible contribution he has made to the "enriching" or to put it in another way to the "progress" of the religious life, not only of his country but of the world, cannot be adequately rewarded.

Respectfully submitted,  
M. S. Davis.

Sir John Templeton  
c/o Miss Mary Walker  
Templeton Prize Foundation, Lyford Cay Shopping Center  
Box N 776, Lyford Cay, Nassau, Bahamas.

*Archbishop Iakovos  
Primate of the Greek Orthodox Church  
in North and South America*

Passover, 1989

Dear Rabbi Tanenbaum:

In a spirit of brotherhood and true rejoicing over the Great Feast of Passover, I warmly greet you as you commemorate the anniversary of the freedom seeking children of Israel from the land of bondage.

It is my fervent prayer that mankind never again face bondage, injustice and persecution but rather a world of compassion, solidarity, justice, freedom and human dignity.

May your Passover be abundantly blessed with renewed faith, joy and peace.

Prayerfully,

*Archbishop Iakovos*

Rabbi Marc H. Tanenbaum  
Director of International Affairs  
American Jewish Committee  
165 East 56 Street  
New York, NY 10022





NDREAS MBANGUE,  
premier Catholique Camerounais,  
baptisé en Allemagne le 6 - 1 - 1889.

"Le Seigneur fit pour nous

des merveilles.

Saint est son Nom ! "Lc. 1, 49

1890 1990

"C'est pour que nous restions libres  
que le Christ nous a libérés. Donc  
tenez bon et ne vous remettez pas  
sous le joug de l'esclavage"

(Gal. 5, 1)



Le Père Engelbert Mveng s.j.

La Soeur Thérèse Michèle BSSOMBA

AKAMSE et les 2 communautés féminine

et masculine de la Famille des

Béatitudes sont heureux de vous

offrir leurs voeux les meilleurs, à

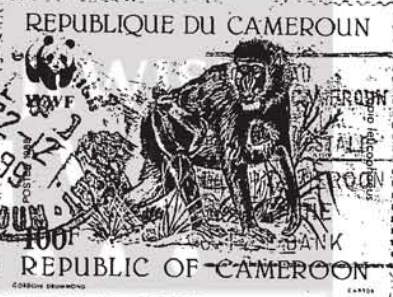
l'occasion des Fêtes de Noël et

de Nouvel An.-

-----ooo0ooo-----

*Hoping to meet you some  
day, in Africa -  
Sincerely yours  
S. Mveng*





Rabbi Marc TANENBAUM

Institute of Human Relations

165 East 56 Street

New-York, N.Y. 10022

U. S. A.



PAR AVION VIA AIR MAIL



# Student Association

Student Union Building 428, SUNY at New Paltz New Paltz, New York 12561 914/ 257-3070 or -3071

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**Director, S.A. Graphics**

We know you are quite busy, but we hope you will make some time to help us seize this opportunity to make a great day in "unity history".

Please write us or call us soon, to tell us if you are available, and so we can better update you on what has happened, and on what we would like to happen.

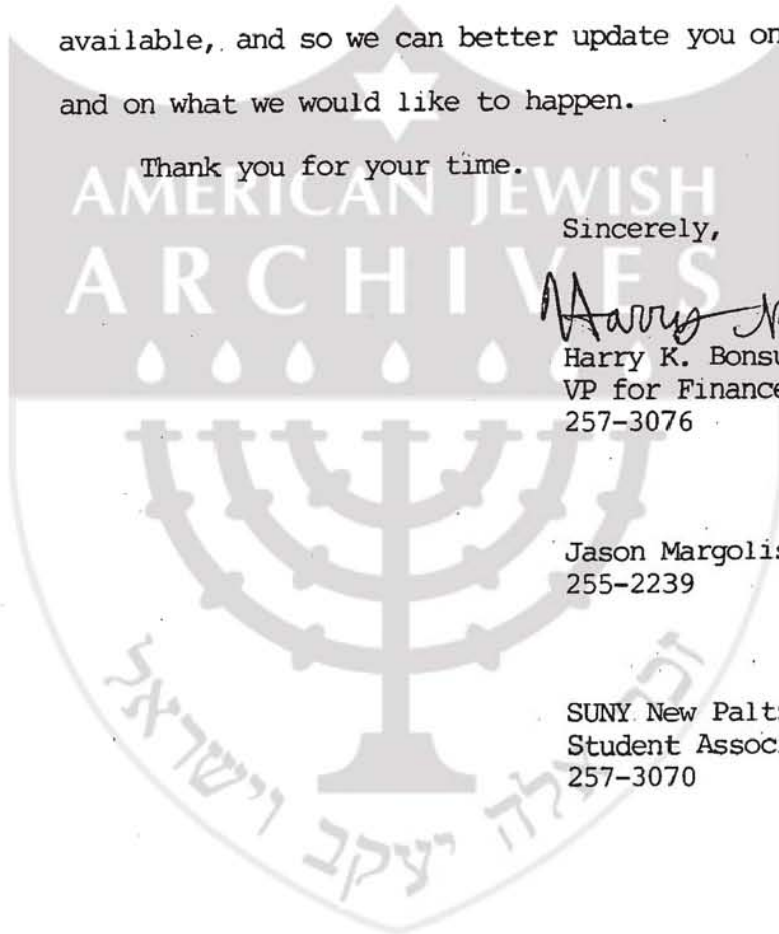
Thank you for your time.

Sincerely,

Harry K. Bonsu  
VP for Finance  
257-3076

Jason Margolis  
255-2239

SUNY New Paltz  
Student Association  
257-3070





**Stichting Wetenschappelijk Onderzoek van  
Christelijke Literatuur over Joden en Jodendom**  
(Foundation Research into Christian Literature on Jews and Judaism)

**RECOMMENDING COMMITTEE of the  
"Anthology of Christian Literature on Jews and Judaism"  
(Coordinator Dr Hans Jansen)**

- \* **Prof Armand Abecassis** - renowned publicist on interpretation of Judaism, professor at universities of Strassbourg and Paris.
- \* **Prof Jhr Dr F A M Alting von Geusau** - member of the Jerusalem Committee, professor on international law at universities of Leyden and Tilburg.
- \* **M van Amerongen** - author on various subjects related to the Holocaust, chief editor of the Dutch weekly "De Groene Amsterdammer".
- \* **Dr P G Aring** - head of the Melancton Akademie at Cologne.
- \* **C B Arriens** - former Ambassador of The Netherlands in Jerusalem.
- \* **The Right Reverend John A Baker** - Bishop of Salisbury.
- \* **Prof dr L A R Bakker** - professor on fundamental theology at the Catholic Theological University of Amsterdam
- \* **Dr Ezra BenGershom** - founding member of the Interhomines Foundation of Rotterdam for the promotion of understanding between Jews and Non-Jews.
- \* **Prof Dr E H van der Beugel** - emeritus professor on western cooperation at the University of Leyden.
- \* **Mr P B van den Biggelaar** - former director of the Radboud Foundation for the promotion of study of the relations between Christian Faith, Science and Technology at Vught, The Netherlands.
- \* **Gunnel Borgegaard** - on behalf of the Samarbetsraadet f r Judar och Kristna at Uppsala, Sweden.
- \* **Prof Dr (Mrs) C Brinkgreve** - professor on social sciences (women studies) at the Catholic University of Nijmegen.
- \* **Yves Chevalier** - on behalf of the Amite Judeo-Christienne de France, director of the Revue SENS.
- \* **Prof dr- H Dethier**, professor on philosophy of religion at Vrije Universiteit of Brussels.
- \* **Dr D. Dolman** - president of the Second Chamber of the States General at The Hague.
- \* **Prof Marcel Dubois, O.P.** - professor at the Faculty of Philosophy and Arts of the Hebrew University of Jerusalem.
- \* **Eugene J Fisher** - secretary for Catholic-Jewish relations of the Bishops' Committee for ecumenical and interreligious affairs of the National Conference of Catholic Bishops at Washington DC.
- \* **Victor C Goldbloom** - president of the Executive Committee of the International Council of Christians and Jews, President and Chief Executive Officer of the Canadian Council of Christians and Jews at Toronto.
- \* **Dr K Hanhart** - pastor at Brussels, formerly professor on NT-literature at the Dubuque Theological Seminary, USA.
- \* **Miriam Hasson** - Secretary of the Centro de Estudios Judeo-Cristianos at Madrid.
- \* **Mr J L Heldring** - former chief editor of the Dutch newspaper NRC-Handelsblad and director of the Netherlands Institute of International Affairs at The Hague.
- \* **D Houwaart** - author of various studies on Jews in the Netherlands, formerly President of the Anne Frank Foundation at Amsterdam.
- \* **Prof Dr L de Jong** - former director of the State Institute on War Documentation at Amsterdam and author of "The Kingdom of The Netherlands during the Second World War".



- \* Prof Dr J Klener - teacher on Hebrew and Judaism at the State Universities of Gent and Liege, Belgium.
- \* Drs M Kohnstamm - historian, secretary to Jean Monnet during the building of the European Economical Community and first Rector of the International University of Florence.
- \* Prof A Lacocque - Professor of the Chicago Theological Seminary.
- \* Mr R A Levisson - president of the Centre for Information and Documentation on Israel (CIDI) at The Hague.
- \* Dr J Michman - Research Fellow of the Hebrew University, formerly director of the Yad Vashem Holocaust Memorial, Jerusalem.
- \* Fr Georges Passelecq, O S B - monk of the Maredsous Abbey, secretary for Catholic-Jewish relations in Belgium.
- \* Prof (Rev) John T Pawlikowski - director of the Catholic Theological Union at Chicago.
- \* Mrs Joan Peters - journalist and lecturer on Palistinian history at Chicago, author of "From Time Immemorial".
- \* Rabbi David Rosen - director, Community Relations Anti-Defamation League B'nai B'rith, Jerusalem.
- \* Prof Rosemary R Ruether - author of "Faith and Fracticide" and professor at Theological Seminary, Evanston (USA).
- \* Dr J Schoneveld - general secretary of the International Council of Christians and Jews (ICCJ) at Heppenheim (Fed Republic of Germany).
- \* Dr Simon Schoon - president of Dutch Council of Christians and Jews.
- \* Prof Antonio Barbosa da Silva - professor at the Department of Theology of the University of Uppsala, Sweden.
- \* A Soetendorp - rabbi of Liberal Jewish Communities in The Netherlands.
- \* Prof Dr Herbert A Strauss - director of the Zentrum fur Anti-Semitismusforschung at Berlin.
- \* Prof Dr Clemens Thoma - director of the Institut fur Judisch-Christliche Forschung of the Theological Faculty at Luzern.
- \* Prof Dr R A P Tielman - president of the International Humanist and Ethical Union and professor on social and cultural aspects of humanism at the State University of Utrecht.
- \* R J Zwi Werblowsky, D es L, Martin Buber Professor of Comparative Religion at the Hebrew University of Jerusalem.
- \* Prof Geoffrey Wigoder - editor-in-chief of the "Encyclopedia Judaica", Jerusalem
- \* Ir Isabel Sampaio Wilken - secretary of the Conselho de Fraternidade Cristao-Judaica at Sao Paulo.
- \* Ds G Willems - clergyman at Knokke, Belgium.

Dr J Wieberdink  
secretary



# MEMO

from the desk of



Ellie Roberts

Nov. 22

Dear Marc:

You were terrific on Friday at Temple and Teri's very first fair letter. In all the years Rita has worked with you, I have never felt so compelled to thank you for your guidance, understanding of these momentous events and their positive possibilities. The clash-  
re cat smile of Jim Baker and Bush's timidity leave people like us very concerned with all this ~~spicidity~~ ~~re~~ a unified Germany. →

So, thanks again and I  
wish I could send \$5  
to Journal Graphics and  
read what you said!

Happy holidays and  
all the best.

Chiss R.





## BIOGRAPHY OF ELISABETH MAXWELL

Elisabeth Maxwell was born in France in the Dauphiné region where her Protestant ancestors had founded weaving works.

She was educated first in Lyons then at the university in Paris, where she read Classics and Law.

Having met Robert Maxwell after the Liberation of Paris, she married in March 1945 and left for England before finishing her law degree. They have seven children and five grandchildren.

She has given her constant support to Pergamon Press, the scientific publishing company which her husband founded in 1948 and she is currently Director of Editorial Relations in Pergamon Press. She was last year co-ordinating editor of a volume of tributes by 600 scientific editors and authors to celebrate the 40th anniversary of Pergamon Press.

As well as educating her large family and supporting her husband in his many activities, which included travelling extensively all over the world either with or without him, Elisabeth has devoted a great deal of her time to charitable work: The Royal College of Nursing, National Society for the Prevention of Cruelty to Children, Organisation for Rehabilitation by Training, the Royal Society for Mentally Handicapped Children and Adults are among those charities which have benefited from her enthusiasm and hard work.

In 1970, she embarked on a second University career at Oxford. She gained a BA in Modern Languages in 1974 and was awarded a D Phil in 1981. For her doctoral research, she studied the archives of her Huguenot ancestors who were the founders in the 13th century of the village of Merindol, which was a centre of resistance to religious persecution in France for four centuries. They were themselves the victims of endless torment, torture and execution.

Her own ecumenical background (her father was a Protestant, her mother a Catholic and her husband Jewish) fostered her concern for the parallel persecution of the Protestants in France and that of the Jews and, in particular, of her husband's family in Central Europe, which culminated in the Holocaust.

She first worked on the reconstruction of the genealogical tree of her husband's family, most of whom were murdered in Auschwitz. Then in 1981 she started on a programme of reading and research on the factors contributing to the Holocaust. At the same time, her involvement, since its inception, in the Journal of Holocaust and Genocide Studies, brought her into contact with theologians, historians and scholars working on interfaith projects. It was this work which made her decide that an International Conference on the theme of the impact of the Holocaust on Christian/Jewish Relations was long overdue in the United Kingdom.

Together with scholars from Israel, the United States, Germany, France and the United Kingdom, she organised the International Conference "Remembering for the Future", which took place in Oxford and London from July 10-17 1988.

Attended by leading historians, philosophers and theologians, both Christian and Jewish, from all corners of the globe, the conference broke new ground in exploring the fundamental issues raised by the Holocaust. Never before were so many scholars and thinkers ready to expose themselves so deeply to the ultimate issues, and all paid tribute to Mrs Maxwell's significant role as energiser and organiser of this major congress.

She is a member of the Executive Committee of the Anglo-Israel Association. She is a member of the Advisory Board of the Council of Christian and Jews. She is a Permanent Observer of the International Council of Christians and Jews.

In May 1988 she was awarded the Sir Sigmund Sternberg Annual Award for her interfaith work.

In July 1988 she was presented with the Interfaith Medallion.

In 1989 she received the Anne Frank's Institute Eternal Flame Award.

She is an Honorary Doctor of Humane Letters of Templeton University, Philadelphia.

