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MEMORANDUM

Date: July 3, 1994

To: Records

From: Herbert A. Friedman

Re: Conversation with Deborah Lipstadt in Utah

Told her of both projects. Asked her to consider being headmaster of one school. She said she was not an educator, but quickly backed down. She knows Joe Reimer - thinks very highly of him. I said no decision was required now. There was plenty of time - but she should keep the matter in her head. Promised to keep her posted.



REUVEN KIMELMAN

6/30/94

I told him about the two projects: 300 for Israel Experience, and the 3 academies, and asked him to give thought to becoming headmaster of a school. He replied that he would think about it and get back to me.

7/2/94

He told me he was in the midst of writing two books, which he had to get out of his system. This would take a year or more (sooner, if he could be supported in a leave of absence from university and other teaching). He added that he was more interested in Israel Experience. I told him I had no money with which to support him - and he should proceed normally with his writing and teaching.

As to timing, I told him of Brian's plan to get 30 m., and my truce with Brian until the summer's end. Further, that I had suggested to Brian to come in to the Israel Experience project at the end of his UJA stint (in two year's time. I also said there was plenty of room in top management for both Reuven and Brian. We left it at that, and I promised to keep him posted on developments.

ALAN SLIFKA - JULY 2, 1994

1. He agreed that "continuity" was a mere slogan, that real educational effort was the key to prevent Jewish population erosion. He approved the Israel Experience 300 as an approach, and also approved the three Academy approach. I filled him in with great detail on both.
2. He made three suggestions:
 - a. Develop some program to make the entire U.S. Jewish population conscious of the need for wider and deeper education.
 - b. Enlist all possible networks, not only Federation, to spread this message locally. For instance, utilize local chapters of national organizations (AJC, NCRAC, ADL, UAHF, U.S.A., etc., etc.)
 - c. Re intermarriage: start to teach students during their Bar Mitzvah preparation (ages 11-13) not to intermarry.
3. He is a very good man - sincere, generous, visionary.
4. He liked idea of *Corporation for the Future*.

MEMORANDUM

Date: July 3, 1994

To: Records

From: Herbert A. Friedman

Re: Conversation with Sam Fried in Utah

Explained project of Academy, and enlisted his support with Leslie Wexner. He agreed enthusiastically.



ARNIE EISEN - JULY 5, 1994

Talked about the projects.

STEVE SPIEGEL - JULY 6, 1994

Talked about the projects.

HAIM SHAKED - JULY 6, 1994

1. Israel Experience 300 m

- a. Talk to Eitan Haber, as door-opener to Rabin.
Pick time. Arik Carmon as colleague of Haber.
- b. Talk to Ephraim Sneh.
- c. Talk to Yossi Beilin.

2. Academy boarding school

- a. Ted Arison conversation, as door-opener to son Mickey (build one school in Florida).
- b. Find one person to build one unit in Israel.
Jack Weiler and Bob Arnow
Bud Meyerhoff

3. Family Village

- a. Eli Landau - land (Columbus twin city)
- b. Arison - form Amuta(?)
- c. Albert Ratner - form U.S. Corp. 501 (c) 3

4. Personnel

Managers - variety of programs in Israel Experience
Headmaster - Academy
Mayor - Village

LONG TALK WITH BRUCE SOLL - JULY 7, 1994 in Utah

He is enthusiastic about Academy, believes the idea is basically sound and should be done.

He thinks, however, that only one should be built (or at least, one at a time). I told him about economies of scale.

I spoke specifically about Les doing the lead-off school in New Albany.

1. Les is world figure.
2. Les as chairman of *Corporation for the Future* would give it immediate status. Les negotiates with Rabin for the 300 annual.
3. Les building one school gives instant credibility.
4. Les makes a mark in history.
5. Les gets a model for his child (doesn't matter if boy or girl - Lester Crown's daughter Susan is head of his foundation, full time.)

He is a partner in the Proskauer firm, where Alan Jaffe, president of the UJA/Federation, is a senior partner. Alan thinks very highly of Bernie, who also feels that he is reasonably close to Alan.

Bernie knows of my general plans and objectives, because I discussed them in class, and is sympathetic to them. He asked if he could help in any way. I asked if he would be willing to influence Alan in the direction of cooperating with me. Quite specifically, if it were ever necessary to assemble a delegation of top lay leaders to go with me to Rabin, it would be valuable to have the president of the New York UJA/Fed in the delegation. Bernie said he would certainly be willing to lend whatever weight he might have with Alan.



ABE FOXMAN - AUGUST 4, 1994

Talked to him about getting into the school business. (He was apparently told by Michael Steinhardt about my crack that he (Abe) was wasting his talent.)

He will call me upon return from South Africa and we'll discuss.



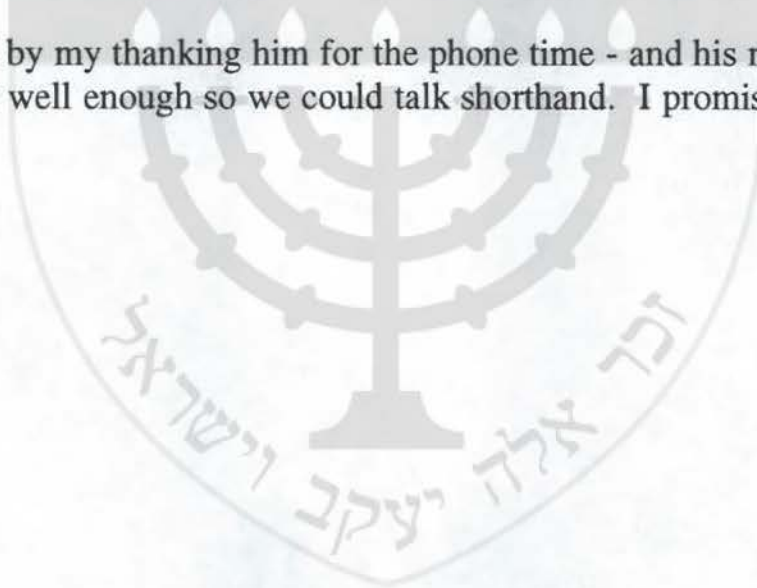
LARRY TISCH - AUGUST 4, 1994

Long talk with him. Sign of his interest: he was interrupted; had to take another call; called me back in three minutes.

He is fully supportive of idea behind my letter to Rabin re: taking UJA money from Agency and using it for Israel experience. He is afraid that campaign proceeds would drop sharply once we announced we were not rescuing Russian Jews. He urged me to start out slowly - take 25 or 50, and gradually take more. He did agree that we could re-focus the campaign, based on "rescuing" American Jewish kids - but would have to do it quietly and gradually.

Re: the boarding school idea, I reminded him that his kids went to such a school (Suffield in Conn.) - and that I was talking to Steinhardt, Wexner and Bronfman. He said, even if we got one going, it would be great.

We ended by my thanking him for the phone time - and his replying that we knew each other well enough so we could talk shorthand. I promised to keep him posted.



LUNCH WITH BILL FRIEDMAN AT SEAGRAM - AUGUST 9, 1994

Long (2-hour) conversation with Bill, in which I explained the two requests I wanted to make of Edgar:

1. To become member of Board of *CORPORATION FOR THE FUTURE*
2. To build an elite boarding school in Virginia.

Bill responded that much thought and talk had gone on for several years about a school, and the matter had never gotten off the ground. No real reason why - just no push to do it. I said the time had arrived to do it - because Michael Steinhardt and Les Wexner had each been approached by me to do it, in Westchester and Ohio, respectively - and if the three did it, the impact on the whole country would be massive.

I gave him several documents, which he said he would forward to Edgar in Sun Valley.

One of the documents was my letter to Rabin, concerning the 300 million of UJA money to the Agency. He was very interested in that, said it was a concept whose time had come. Regarding Edgar's joining the Corp. board, which will manage the Israel Experience in all aspects, he thought Les should invite Edgar to do so - and he said he would try to engineer a meeting between the two.

Lastly, I asked whether he thought I should inform Israel Singer of these moves, and he was affirmative. The lunch was delicious.

August 10, 1994

I made a date with Singer for October 15.

BILL FRIEDMAN 8/9/94 AND ISRAEL SINGER 8/15/94

Each of these men, from different perspectives, have the ear of Edgar Bronfman. Bill is more like a personal aide who deals with many aspects of Bronfman's life, is familiar with the projects and philanthropies which occupy his boss's attention, and has daily access to him. Israel is the secretary-general of the World Jewish Congress and travels all over the world with Bronfman, in the private jet, and has untold hours of personal time with him.

I wanted Bill to advocate two matters with Edgar: accepting membership on the Board of the CORPORATION, and building an academy on his land in Virginia, alone or with his brother Charles, naming it the Bronfman Academy, or perhaps even the Samuel Bronfman Academy. In order to make clear the meaning of the first request, I explained how the Israel Experience would function under the aegis of the Corporation, and gave him a copy of my letter to Prime Minister Rabin, which would initiate the funding. I gave him other documents, and he offered to send them to Edgar, who was vacationing at the moment in Sun Valley. Regarding the second matter, Bill said there had been several discussions in the past about building a school, which I knew about, but that nothing had happened. I think I won his support that now was the time to make a serious decision. Regarding the first matter, Bill thought the best tactic was to have Leslie ask Edgar personally. We agreed that we should both work on arranging a date between them.

As for Israel, my primary motive in seeing him was to obtain his support, and perhaps more important, to obviate any potential opposition. Our conversation, over a mid-afternoon coffee, went remarkably well. He was interested in the details, of both Israel Experience and academy building, and supported both. I urged him to talk to Edgar and let me know reactions. He was in strong agreement with my analysis of the danger of almost complete assimilation within one or at most two generations, and also agreed that the orthodox fortress which would protect himself and cohorts was not applicable to the vast majority of American Jews. Thus, he put himself squarely in favor of discussing both matters with Edgar. Let's see what he does.

MOSHE ARAD, V.P., HEBREW UNIVERSITY, FORMER AMBASSADOR
TO U.S. - AUGUST 12, 1994

He said
Spoke with him about large vision, H.U. working on project to expand Rothberg school by several hundred students.

I suggested that H.U. (in order to become the National University of the Jewish People) should take its entire endowment of 150 m (he said slightly more) and build capacity to expand by many thousand students. Then challenge the American Federation system to invade its endowments (several billions) and provide 150 m to subsidize thousands of graduate students to take master's degrees in Israel. That is the proper scale - and that little scheme would shock U.S. Jewish establishments into wakefulness.

I told him confidentially about my letter to Rabin - and suggested that if the university had anyone personally close to Rabin who could influence him - that would be useful.



He is a major player, both in New York UJA/Federation and in CJF, where he was President in the former, and three times asked to be President of the latter. I told him that one of these years the situation would be right for him to accept. Thus it was important for me to explain my positions to him, so that he could support them.

He is a practical, cautious person, and can find himself agreeing, but at the same time, pointing out the obstacles and difficulties. He agrees with the idea of using UJA funds for the Israel Experience, but doesn't think Rabin will agree (I gave him a copy of my letter to Rabin) for political reasons, and doesn't think the UJA will agree, for fear of a diminution in campaign proceeds. On the other hand, he can see the value of making the effort. He believes in a more moderate approach (i.e. not asking for 300 m. all at once) and I predicted that Rabin would think as he does. Further, asking for the maximum was simply my tactic. I understood that a phasing, perhaps over 3 or 4 years, was necessary. The primary goal was to establish the principle. Once any amount was approved, the process was started, and I was simply announcing up front what the ultimate goal was.

Toward the end of the conversation, he stated that he was in favor of the idea, and I asked him for his public support. I asked further for that support when I brought the matter to the Management Committee of the UJA and the kitchen cabinet of the CJF, on both of which groups I assumed he would be a member. He didn't reply exactly, but I'm choosing to believe that he will be positive, with reservations.

He had little comment on the academy idea, but is close to Michael Steinhardt, and was interested to hear that Michael was thinking seriously. He did ask what Yitz Greenberg's retreat center was all about, expressed puzzlement about its lack of definition, and doubts about its usefulness. I preferred not to make any comment, except to agree with him that the idea did not seem to me to be very thoroughly thought out as yet.

I explained the concept behind CORPORATION, taking UJA funds from Jewish Agency to use for Israel Experience, my letter to Rabin, as well as concept of building elite boarding schools (academies). His first reaction to all this seemed to me to be negative; and then somewhere along in the conversation, I began to get the feeling that he was becoming more positive. He warmed up very much to the idea of the schools, and spoke with pleasure of the part he has played in helping and supporting the Bob Asher school in Jerusalem.

Regarding the Israel Experience funds, he made an interesting point by saying that no permission or acquiescence was required from Rabin or anyone else in Israel. The American UIA as the sole authority to decide where its money is going. I pointed out to him the "exclusive" clause defining the relationship with the Jewish Agency. He made light of this, and gave me a copy of the June 1994 agreement between the UIA and Agency, saying that I could find the clause to which he was referring. I shall read the contract carefully.

I asked him about the smallest decision-making body of the CJF, for I wanted the opportunity to appear before them to present my plan. He responded that there was a monthly meeting involving the top people in both UJA and CJF, and I said it would be a pleasure to be invited to such a gathering.

January 26, 1995

Conversation with MENACHEM REVIVI

Saw him at Brian's office on the above date. Quick remark on two things:

1. Wexner program in Israel - he was happy to hear the item is back on the agenda. He is a strong supporter.
2. He knows Eitan Haber well- and asked me for cc: of my fax to Eitan, to help me get an appointment with Rabin in March.



January 30, 1995

Conversation with Irwin Kula -report on CHAS. BROMFMAN

1. C.B. sad that his idea was dying, *with tears in his eyes.*
2. I.K. explained my idea.
3. C.B. said he was not a fighter and didn't want to get bloodied in a battle with the Jewish Agency.
4. C.B. wanted to see what the strategic plan was to defeat the Agency.
5. Didn't want to go to Rabin unless he felt we could win.
6. I.K. urged him to meet with me to discuss strategic plans.
7. I.K. is trying to fix a date for 6 or 7 Feb when C.B. will be in N.Y. I urged I.K. to arrange meeting where C.B. would be comfortable, and for I.K. to be present also. *Best place would be C.B.'s apt in St. Regis.*

Feb. 8

1. Kula reports Bromfman still hesitant to meet with me.
Kula will keep trying.

November 11, 1994

BILL FRIEDMAN
(572-7516)

1. Edgar Bronfman not ready yet to meet with Rabin on October 18.
2. Edgar is philosophically in agreement with my plan regarding the *Israel Experience* money, but thinks it requires more planning and structure because it is a huge revolutionary idea. Edgar thinks corporately, and believes that a more detailed approach is necessary before trying to tackle the Jewish Agency.
3. I may certainly use Edgar's name in my discussion with Rabin, because Edgar is essentially in agreement (and I told Bill I would also use Les Wexner's name). Edgar has read my letter to Rabin several times.
4. I told Bill about Michael's idea of a 3-way syndicate to build one school at a time - and he reacted positively. I asked him to sound out Edgar on their flight to Denver and call me upon return.
5. I must follow up and have another conversation with Edgar.

- I. He is ~~the~~ director of the Board of Jewish Education whom I invited for a conversation in order to brief him on the two projects which currently engage me~~n~~. The Israel Experience and the building of elite boarding high schools.

He was fascinated by the narration, and very complimentary, saying that he, too, was frustrated by the lack of activity and the surfeit of speeches in the field of education. I criticized the CIJE (Mandel product) and he concurred. His entire attitude was warm and friendly.

II. Re specifics:

1. He was 100% in favor of expanding the Israel Experience to the limit.
2. He admitted receiving an "eye-opener" concerning boarding schools, never having given much thought to them because they don't exist in the Jewish world. What captured him was my phrase that the boarding school gave us a "total environment" in which to work.
3. I asked for help - i.e. ^{ors}administrations, faculty, curriculum experts, opening doors to principals of lower schools which are natural "feeders," etc.
4. He said he would do whatever he could - and remarked immediately that there were not that many lower schools in the New York area. But we should certainly explore them all.

We shall remain in contact.

CALL

①

Alan Ades

P.O.B. 962

New Bedford, Mass. 02741

(o) 508-993-2674

(o-fax) 508-993-2676

(h) 508-992-5601

send JTS speech of last year

send ACT NOW memo

②

Mel Merian
Chairman of Board
U.A.H.C.

838 5th Ave.

N.Y. N.Y. 10021

cc Rabbi Alexander Schindler

As of Tuesday, August 30, 1994

Seen

Colette Avital
Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Lester Crown
Bill Friedman
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Alan Jaffe
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
Brian Lurie
Harvey Meyerhoff
Alfred Moses
Steven Nasatir
Richard Pearlstone
Lester Pollack
Itamar Rabinowitz
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Israel Singer
Stephen Solender
Michael Steinhardt
Joel Tauber
James Tisch
Larry Tisch
Richard Wexler
Leslie Wexner
Maynard Wishner

Appointments to be Made

Richard Goldman
Steve Grossman
Ted Arison (*Shaked*)
Peter May
Robert Lifton
Mort Mandel



As of Tuesday, August 30, 1994

Seen

Colette Avital
Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Lester Crown
Bill Friedman
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Alan Jaffe
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
Brian Lurie
Harvey Meyerhoff
Alfred Moses
Steven Nasatir
Richard Pearlstone
Lester Pollack
Itamar Rabinowitz
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Israel Singer
Stephen Solender
Michael Steinhardt
Joel Tauber
James Tisch
Larry Tisch
Richard Wexler
Leslie Wexner
Maynard Wishner

Appointments to be Made

Richard Goldman
Steve Grossman
Ted Arison (*Shaked*)
Peter May
Robert Lifton
Mort Mandel



MARVIN LENDER

Thurs Day

AMERICAN JEWISH
ARCHIVES

USA funds

1. 300 m.a. for sending kids to Israel + building infrastructure
2. network of day schools - float bond issue; backed by huge endowment fund created by Wexner - Brumfman
3. Summer camps - separate corp. created by synagogues
4. Hillel - E. Brumfman + Wexner grads.
5. Federation - 2.8 b. endow. 1.6 cash instruments
6. Bond organization.
7. call meeting after I've talked to individuals

NW 10

4-6 p.m.

Tel Aviv

People seen

✓ Harvey Krueger
✓ Marvin Lender
✓ Brian Lurie
✓ Martin Kraus
✓ Robert Loup
✓ Dan Shapiro
✓ Albert Retner

Pick date for
Chicago

To be seen

Shoshana Cardin ✓
Maynard Wisner
Charles Goodman
chi. Richard Wexler
Steve Nasatir
Lester Crown
Ties Warner ✓
Charles Bromman ✓
Edgar Bromman
Irving Greenberg ✓
Joel Tauber

Alon Jaffe
James Tisch
Steve Schender

Steve Grossman - AIPAC

Henry Siegmán - AJ Con.

David Harris - AJ Com

~~Matthias Henlein~~

Gershon Kekst

Aug 23, 73

Lunch with Dan Shapiro
and Eugene Grant

both thought that
the revolution was
worth ~~the~~ trying —

Doubtful about success,
but a noble venture.

9/13/93

Conversation with Harvey Kreuger

1. I told him my thesis: HISTORIC CHANGE
IS NEEDED
NOW
- a. Emergency - like war
 - b. Must spend billions ^{\$} to recapture millions of Jews, if possible. No guarantee of success, but must try
 - c. Must re-engineer, re-design, re-structure the system, and place all emphasis on Diaspora (especially 15-25 year-olds.)
2. I told him my list:
- a. Day Schools, esp. high schools
 - b. Summer camps
 - c. Semester in Israel - 9th or 10th grade
 - d. College Kids
 - 1. ~~new~~ Hillel - major expansion
 - 2. Year in Israel
 - e. ~~Atlet~~ villages in Israel
Family

3. I asked whether a non-profit corporation could go to the market for money - billions - to build schools. Issue bonds, secured by assets of land and buildings.

He said yes - depending on projected income plan. Also said, ~~the~~ income to bondholders could be tax-exempt.

[^{Bert Cohen} Someone else said not for "religious" schools]

4. Here is my thinking regarding finances:

A. For Schools in U.S.

1. Huge borrowing, to buy land, build schools.

Go to market

2. Huge endowment fund to be provided

primarily from Wexner-Bronfman

mega-group. Use income to supplement ^{tuition} income, to make Bond Issue attractive.

B. For Israel programs

1. Get Prime Minister approval for re-design of U.S. money. Give Agency 3-year phasing out notice. Take 300 m from Agency + use it

* Thus, gov't of Israel could be making contribution to strengthening Diaspora. How's that for a switch?

For ~~the~~ U.S. high school & college kids to spend time in Israel (~~cont~~ including building the schools and dormitories to absorb them) (perhaps Israel Bonds could be used for physical construction?)

First school could be bought from 20A - Kfar Sivan near Ashdod.

C. For Hillel

Turn loose all former Y.L.C. members and all Wexner alumni to take over the capital & maintenance support

D. Summer Camps

Organize a congregational + UJA ^{task force} rabbinic cabinet into an autonomous structure to build ^{or buy,} staff and operate a ^{pluralistic} system for 50,000 kids each summer. This means about 200 camps - average size 250 kids.

E. Family villages in Israel

Mobilize experienced builders, like Albert Ratner, to build one - and put two more on drawing boards if the one sells out fast. Perhaps this could be done through Israel Bonds.org.

9/28/43

Revolution

1. Bob Loup in favor.
2. Worries about how to keep campaign high
3. But, supposing it drops, there still would be hundreds of millions available for U.S. student program in Israel
4. Suggests we use Robin + Pines to help sell new campaign by ~~sp~~ telling top leadership Israel approves.



UJA-FEDERATION

Our people. Our community. Our responsibility.

September 1993

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Dear Friend,

If we haven't had the chance to meet yet, I want to take this opportunity to introduce myself as I begin my term as General Chairman of the 1994 Annual Campaign. I accepted the position because I believe the work UJA-Federation supports is critical in improving the lives of hundreds of thousands of people, people who often have nowhere else to turn.

I know from your past support to UJA-Federation that you share my commitment in reaching out and helping those who have come to rely on our unique and comprehensive network of services. Indeed your generous gifts are evidence of the constructive role you have chosen to play in enriching the quality of life of New Yorkers, Israelis and Jews in more than 50 countries.

In my own life, I was fortunate that my parents instilled in me the importance of tzedaka. I learned, as you no doubt learned from your parents, that it was my responsibility and privilege to help my brothers and sisters. I have seen first-hand the daily difference UJA-Federation has made in the lives of the young and old, the physically and mentally challenged and the homeless.

Sometimes we may forget that over the past 75 years UJA-Federation has established itself as the world's largest local philanthropy. In fact, it has become a model of success for other philanthropies. Proudly, I can tell you that several leading business publications, including Forbes, have ranked UJA-Federation as one of the nation's most cost efficient charities. Our record demonstrates that we can and do deliver the urgently needed services — year after year.

As I begin my tenure as General Chairman of the Annual Campaign, I have pledged to do whatever it takes to maintain the level of service that we have achieved in the past. But I need your support, both through an increased gift and greater personal involvement.

The facts are plain: the needs are growing more than ever before. The tough economic times and the massive emigration from the Soviet Union have placed a heavy burden on our valued network. A successful campaign today, means relief and assistance tomorrow.

Let us remember the story of Nachshon. As the Jews fled Egypt for the Promised Land, he had the faith to step into the Red Sea before the waters parted. If, together, we can also show such faith, then we can assure the success of the 1994 Annual Campaign.

Sincerely,

James S. Tisch
General Chairman, Campaign

United Jewish Appeal-Federation of Jewish Philanthropies of New York, Inc.
130 East 59th Street, New York, N.Y. 10022 (212) 980-1000 FAX (212) 888-7538

Herbert A. Friedman

The Wexner Heritage Foundation

551 Madison Avenue New York, NY 10022
212-355-6115 (Fax) 212-751-1739

Shapiro
Dear Dan -

9/3/93

Enclosed is copy of the
speech I made at J.T.S., which is
the basis for my "re-designing" program
(is that a better word than revolution?).

Thanks for your affirmative
reaction. I'm pursuing the matter with
Les Horowitz, Marty Krieger and Brian Levin.

Best wishes for 5754 -

Hech

Herbert A. Friedman

The Wexner Heritage Foundation

251 W 110th Street New York, NY 10022
212 355 6115 Fax 212 751 3739

^{London}
Dear Marvin -

9/3/93

You heard this speech, but
I'm enclosing a copy, just to jog your
memory.

I've sent copies to Brian and
Marty K. I really want to have a serious
conversation with you, because I want to follow up
those ideas. A major re-design is in order.
We must do our business in a new way, and I
have some new ideas.

optical table eye
Heck

*Leonard Fein
as possible
writer-publisher
for the "Project"*

DATE: September 10, 1993
24 Elul 5753

TO: UJA Rabbinic Cabinet Colleagues

FROM: Rabbi Jacob S. Rubenstein, Chairman
Rabbi Doniel Z. Kramer, Director

Mr. Leonard Fein of Boston, known to many of us as the founder of Moment, called us yesterday with a very kind offer.

Most rabbis will be addressing the Middle East situation during the Yamim Noraim but the unbelievable headlines of these past few days have us searching for the proper words. In addition, we are also searching our souls for guidance how to respond to these events, based upon our own personal views.

"Laibel" volunteered to pen some "chomer ledrush" for rabbis to use at their discretion. You may not agree with all his points; you can pick and choose if you are so inclined. We also realize that this may be too late for Rosh Hashanah; there is always Yom Kippur.

We appreciate Laibel's offer to provide us with some sermonic sparks.

May your holy day messages be meaningful and uplifting for your congregants.

* * *

The Agreement: Notes and Arguments for the High Holy Days

Leonard Fein: Boston, September 1993

Preliminaries: Many of us--as, obviously, many Israelis--are thrilled beyond measure that Israel and the Palestinians are--and so suddenly--on the verge of an agreement to set aside their conflict and begin the work of peace. And many of us--as, obviously, many Israelis--are uneasy with the draft of the agreement between Israel and the Palestinians. It goes much farther and much faster than anyone expected. So we are simply not prepared to absorb all its implications. Nor is our problem merely that we need time to adjust to the new reality, to relinquish the formulations and the formulas that we have for so many years accepted as axiomatic. There are real risks attached to the new policy.

Still, it is--so we anticipate learning in the next days--the formal policy and the formal undertaking of the government of Israel--and, via the Knesset, of the citizens of Israel. What shall those of us whose hesitation outweighs their enthusiasm do? And how may the enthusiasts among us best help the process along? For that matter, how may all of us contribute to Israel's safety and its welfare in this new era? What are our responsibilities?

It is early in the day. Yet our people look for guidance. And we are ourselves, many of us, uncertain. In what follows, I have tried to provide some language to bridge the gap between yesterday's understanding and today's. I've avoided the analysis of how this all came to pass, both on the grounds that that analysis, in one form or another, has by now been widely published, and because it seems to me that the concern in our community is less with how it came to pass than with what it means. Perhaps some of the formulations that follow will work for you. Or, perhaps, they will suggest to you other ways of coming to grips with the momentous change. In my view, our task is not to present the pros and the cons of the new policy, but, as gracefully as we can, to accept that it is a policy that has not before been attempted, and that Israel's leaders who, in their wisdom, have adopted the policy deserve not only the chance to test it, but also our support in their endeavor. And our people deserve serious answers to the questions they have, those same questions that many of us share with them.

You are welcome to my language, with or without attribution, with or without emendation. It comes, in any event, together with my best wishes for a new year of health, of happiness, and, finally, of peace.

AMERICAN JEWISH

1. James Baker said the other day that what we are witnessing is the labor that precedes the birth. Two observations: This "labor" comes as a shock because we were not even aware that the parties were pregnant. One aspect of the wonder of these last weeks is the keeping of the secret. And now, stunningly, the labor. Not easy, and it may yet require some external inducement. After all, you would not expect someone so long infertile, someone who has never given birth before, someone well-along in age, to have an easy time of it. And if and as, God willing, the baby is born, there is no question that it will have to be rushed directly into intensive care, hooked up to all manner of machinery to help it along through its early months and years. So while the birth itself warrants a hearty "mazel tov," there is a part of us that holds back just a bit, knowing as we do the hazards that await. Aloud, we say "mazel tov." To ourselves, we say as well "b'sha'ah tovah."

2. As Shimon Peres has so wisely noted, the division in Israel is not only between Israelis, it is within every Israeli, one part that longs for peace, one part that fears for safety. So, too, with us. Who among us does not wish for peace, at last? But who among us does not fear that the road that is meant to lead to peace may lead instead to calamity? It is not, in any case, for us to make the choice, to determine for the Israelis which is the greater risk, the risk of a sterile status quo that prolongs the conflict, the bloodshed, the terror, the war, or the risk of a journey towards peace that may end in crushing and costly disappointment. Surely it would be unseemly for us, from this safe place, to recommend to the Israelis that they choose to sustain the status quo, to refuse the risk of peace.

No, it is for the Israeli government to make the choice, for it is Israeli people that bear the burden, it is they who must live with the risk. For now, they have made their choice. They have chosen the path of peace. And as until now we have prayed for victory in war, so now must we pray for victory in peace, and praise those who have chosen to walk this unfamiliar road. They know the risk of this new journey better than we. They will not walk it blindly, nor naively. They will walk it carefully, step by step. Of that we may be certain. We could be certain of that with any Israeli government--the more so with a government headed by a man whose entire lifetime has been devoted to protecting Israel's security.

Still, there can be no guarantee that for all the care they take, the Israelis will walk this new road safely or that they will reach its end, the time of fully-blossomed peace. But we may permit ourselves the fervent hope they will, a hope based not only on our longing for peace but based as well on the manifest desire of both sides to learn at last how to live with each other. We may permit

ourselves that hope, and more: We dare not deny ourselves that hope, and the work that follows from it.

3. When Shimon Peres was asked by Cokie Roberts the other day how he can accept the idea of "land for peace," an idea that involves Israel's giving up of tangibles (i.e., land) in exchange for Palestinian intangibles (i.e., promises), he replied that to say "land for peace" is to misdefine the matter. "Gaza," he said, "is not just land. Gaza is 800,000 people."

4. Amos Oz, a veteran leader of the peace camp in Israel, has written, "The Israeli doves, more than other Israelis, must assume, once peace comes, a clear-cut 'hawkish' stance concerning the duty of the future Palestinian regime to live precisely by the letter and the spirit of its own agreements."

5. If we view these last 45 years, the years since Israel's independence, as one long war, interrupted now and then by breathing spells, we may say that at the end of this war--if in fact its end is now beginning--Israel emerges much stronger, more secure, and even larger than when the war began. Had the Arabs accepted the UN Partition resolution of November 29, 1947, they would have been far better off than they will be under the terms that are now likely to be negotiated--to say nothing of the tens of thousands of lives, Jews and Arabs, that would have been spared.

6. Is it not interesting that we come soon to the year 1997, the one hundredth anniversary of the first World Zionist Congress, in Basle, that improbable meeting of Jews bent on making in Palestine a national home for the Jewish people? Perhaps what that means is that all the years from then until now, Zionism's first century, were meant to create the state--and that now, as we prepare to enter the second century of the Zionist endeavor, we can turn the energies and the attentions of our people from the work of securing the home to the work of furnishing it, of embellishing it, of extending the boundaries of its spirit, the fragrance of its gardens and the pleasantness of their pathways.

7. And what of an Israel again only ten miles wide?

The first answer to that question is that the negotiations over the final borders have yet to begin. We are entitled to expect that Israel's generals will not be less sensitive to that question than we; though their hunger for peace be great, their commitment to Israel's safety is greater still.

The second answer to that question is that Israel's safety depends not only on the depth of its borders. As we have learned to our sorrow, war and terrorism are not much impeded by boundaries. The borders are but one element in the equation of peace. They are by no means a trivial element. But neither is the relationship between the peoples who live on either side of the boundaries. A nation's security--any nation's security--is the product of a number of variables, including military strength and citizen morale, including the state of the economy and its stature in the family of nations, the quality of its human resources and the character of its alliances.

8. We are faced with a curious problem: On the one hand, we are told that this new agreement does not require that we accept everything the PLO says at face value. This is an agreement that arises out of mutual interests, not out of mutual trust. On the other hand, however, we are told that it is time for us to begin the work of setting aside our perception of the PLO as the arch-enemy, that we must now come to view the PLO as a partner in the work of peace.

It is easier for many of us to understand the shared interests than it is for us to accept that yesterday's murderer is today's peacemaker. We have learned to view Arafat not merely with loathing, but with contempt--contempt for what he has inflicted on our own people, contempt for the ways in which he has misled his own. The agreement he now signs offers him much, much less than he might easily

have attained 20 years ago. And now, for his reasons, he and his people are--or so it seems--prepared to set aside their fantasies and, more important, their knives and accept the reality of the Jewish state. But their readiness to accept reality does not mean that we are suddenly enabled to forget the past.

Indeed, among those who oppose the agreement there are many who say precisely that: "Those who forget the past are condemned to repeat it." But true as that insight may be, it is not more true than its obverse: Those who remember only the past, those who are trapped in their yesterdays, cannot make tomorrow happen. The strength of the Jewish people through the ages has been in our twinning of memory: We remember not only yesterday; we remember also tomorrow. We remember the pain and we remember the hope; we remember hayamim hahem and we remember achrit hayamim.

And we remember one other thing: Behind yesterday's murderers there wait tomorrow's children. Wrapped in our own tragedies and sorrows, we have sometimes forgotten that the mothers of the slain children of our enemy mourn their children no less than we mourn ours. And whatever the sins of their leaders, however their leaders have betrayed them, the fate of their children is intertwined with the fate of ours.

AMERICAN JEWISH

So we will work as best we can to accept the new reality, and however well or badly we do at that work, whether we can revise our views of the Palestinian leadership or not, we will keep in mind the simple hopes, the hopes for life and for liberty and for the pursuit of happiness, that are the prayer of the Palestinian people no less than they are our own prayer.

9. The agreement between Israel and the PLO is not an agreement between two reluctant and recalcitrant parties, dragged into a room and forced to sign a joint document that neither of them wants or likes. This is an agreement between two parties who want to learn to live with one another. It is not an agreement between the conquered and the conqueror; it is an agreement between two peoples whose hatred has strangled both and who have chosen, of their own free will, to take their hands from each other's neck and replace the sword with a pen.

Whether the pen will prove mightier than the sword we have yet to learn. The sword, in any case, remains at the ready, even if it is now sheathed. We have not yet reached the sword-into-plowshare time. But for once, we are trying the pen. And may God's blessing be upon the work of those who prefer ink to blood.

11/15 /93

To: HAF

From: Nathan

Itamar's secretary told me the following message:

AMERICAN JEWISH

"The Ambassador apologizes, but he will not be able to arrange a meeting for you with the Prime Minister because of the Prime Minister's heavy schedule. He will try to set up a meeting for you the next time the PM comes to town."

On the bright side, this leaves you free to set up an appointment with Les at your convenience.

NL

Michael Rosenzweig - Atlanta

Ken Bialkin — re Bond Issue
(Sandy Weil)



Conversation with Itamar Rabinovich 11/06/93

1. Afft. with Rabin
2. Contact with Moroccan Amb.

regards from Uri Gordon
" " Loni Baron
" " my wife

1. try to stem the tide of
suicide here:

- a) Is. exp. for 25,000 kids per yr.
build facilities for them
- b) 100 Hebrew high schools + 200 elementary
- c) Hillel
- d) summer camps in U.S.
with heavy Israeli input
- e) family villages)

2. if we don't succeed, the American
galt will go the way of the Spanish
try 2075.
3. if we do succeed, the American
galt will be strong and Israel
will be stronger and richer with
a steady stream from Diaspora

report by Brian of
meeting of mega-group 11/14/93

Western - absent E. Bronfman in chair

~~The Description~~

↓
mood seemed to validate
premise that

Total new agenda
change, etc.

were necessary

Peter May

Larry Tisch

Edgar Bronfman

Michael Steinhilber

Harry Tauler

Lester Crown

Max Fisher

Mort Mandel - absent

Dick Goldman

Bud Meisner

Ted Arison

Chap Bronfman

Richard Pratt - Australia - absent

Israel Klerman - Brazil

Mendel Klerman -

11/23/93

Yitz
1) Greenberg offered to work
on training teachers - for
schools in Israel & in U.S.

2) ^{He} Agreed that we include
ritual centers in the
overall program.

MEMO FROM

STEVEN B. NASATIR

demography - in hands of CJP

summer camps - JCCA

David J. Burnham

"Make no little plans

They have no major to
stir men's souls."

City Planner & Architect in Chicago
early in century.

EDGAR BRONFMAN
+ BILL FRIEDMAN

18 Nov 93

Very satisfactory conversation.
He agrees with the premise (used
words like doom and suicide).

Likes idea of taking US money for
Israel Experiences. Offered to "second the motion" with ^{Rabin}

Likes idea of schools + going to market.
Wonders whether 3 billion defense fund can
succeed.

Complimented me on breadth of idea -
said even if only part of it works, still a
great contribution.

Said he is taking care of Hillel.

Suggested I bring Abram Burg into the
loop.

Asked to be kept posted.

Bill Friedman
572-7516

CONFIDENTIAL

**NOT FOR
Publication
OR DISTRIBUTION**

Q: Will the community of leaders
respond to "another emergency"
unless it is clearly one of physical threat?
Or would the community of
teachers of education +
motivated by the historic
opportunity (unique!) in order
to increase their
freedom & choice.
Suppose there were to
be a massive
3-year
collaborative
to educate
all American
Jews about
the values
worth
6 billion to
preserve?
Mobilize to
educate -
use the
computer &
electronic
communications
intending only
to show
the otherwise
hidden
causes &
reasons -

HISTORY DEMANDS A CHANGE NOW

Re-designing American Jewish Communal Conduct
Effectively to Address the Emergency of the Century Ahead

A proposal by Rabbi Herbert A. Friedman

November 1, 1993

I. EMERGENCY

In 1938, three major philanthropic organizations, after operating separately and competitively for years on problems of Jewish danger overseas, managed to overcome their hostilities, and in six weeks merged their fund-raising efforts. They swiftly created the United Jewish Appeal, which has confronted history for more than a half-century. The miracle of union instead of divisiveness occurred under the impact of a single onslaught known as Kristallnacht, the night of November 9-10, 1938. By January 1, 1939 the UJA campaign was launched. The situation was deemed to be an emergency - and the response was equally swift and powerful. The leaders of that era re-engineered all former processes in order to meet the new future.

Today, we face another emergency - not of Holocaust, not of war, but of a danger which, if allowed to rage unchecked and inadequately confronted, could end in similar results - the dwindling and weakening and gradual disappearance within the next two generations of another major Jewish community, our own, in North America. This emergency will not appear to be hitting us with the power of a massive murder-program, but the long-range effect could be the same, for we are

Geirson Kelst

comment 02/01/94

in a period of mass suicide.

We must once again re-engineer the philanthropic and social structure of our community if we are to meet the present emergency of a steadily faltering and shrinking population in this wonderfully democratic and permissive America. Admittedly, a two-generation-long emergency does not secrete the same adrenaline as a 6-day war or an 18-day Yom Kippur war. Still, the term "emergency" is valid. Most fortuitously, we are possessed of two very powerful instruments with which to fight, namely, the UJA and CJF, each with loyal followers, great resources, and the vision to appraise this historic time properly. It is to be hoped that they will not resist the re-engineering, rather that they will take the lead in it.

Re-engineering is a term which first appeared this year in the title of a book now on the best-seller list for the past 25 weeks, "Re-engineering the Corporation: A Manifesto for Business Revolution". The authors define the word (p.31):

"When someone asks us for a quick definition of business re-engineering, we say that it means 'starting over'. It doesn't mean tinkering with what already exists or making incremental changes that leave basic structures intact...It does mean abandoning long-established procedures and looking afresh at the work required to create a company's product or service and deliver value to the customer...Re-engineering a company means tossing aside old systems and starting over. It involves inventing a better way of doing work."

More formally (p. 32):

"Re-engineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements."

Again (p. 49):

"We can do no better than to return to our original two-word definition for re-engineering: 'starting over'. Re-engineering is about beginning again with a clean sheet of paper. It is about rejecting the conventional wisdom and received assumptions of the past...It is about inventing new approaches that bear little or no resemblance to those of previous eras...Re-engineering is the search for new models of organizing work. Tradition counts for nothing. Re-engineering is a new beginning."

The shock waves emanating from the explosive CJF Population Study of 1990 have by now spread across this nation, Israel and probably the rest of the English-speaking world. There is hardly a Federation without a "continuity" committee; a national organization without a task force; a rabbi who has not preached once or more on various aspects of the subject; a Jewish newspaper or magazine which has not had one or several articles analyzing causes and predicting results.

The basic statistic of a 52% average intermarriage rate erupted with the force of a tsunami wave. And if that figure is the average, with New York at a probable 15% rate, there must be communities (in the western and southern

sections of the U.S.) enjoying a 70-80% rate. Fear for the future has been consuming the attention of the national and local leaderships.

There are differences of opinion. Many say that the American Jewish community has only two generations (60 to 70 years) to redeem itself from an irreversible disappearance. A popular question has become "will your grandchild be Jewish?" Some say that the future is already foreordained, that it is too late to create the conditions necessary for continued survival. Others take the opposite position and cite many factors which illuminate the fundamental strength of the community.

My own position is that the "optimism" of this last position is fatuous, grounded more in wishful thinking than in persuasive data. Yes - we have hundreds of wonderful departments and programs of Jewish studies on American campuses where there simultaneously reside hundreds of thousands of Jewish students, third-and-fourth-generation born in this country, most of whom do not take those wonderful courses. Many students are bereft of a strong sense of identity, are ignorant of Judaism's history and message, indifferent to Israel, and unconcerned with the dangers inherent in intermarriage.

On the other hand, I do not agree with the "pessimists" who shrug off the appeals to help in the fight against assimilation with the tired argument that it

can't succeed, it's too late, the juggernaut possesses too much strength and momentum.

I choose to believe that there are remedies which can defeat or slow down the plague, and I urge that we quickly test their feasibility. Following below is my proposal for the re-design which history now demands, which must be put in place within the very few coming years, and which we do have the human power and institutional power to effectuate if we simply will it. The emergency exists - does our will?

Incidentally, for whatever it means, the leaders of Israel and the media, are lately taking a similar tack and in an unprecedented manner are speaking about the necessity of strengthening the sense of Jewish identity in the Diaspora. They sense that a weakened Jewish presence, particularly in the United States, will result in a weakening of support for Israel, and they are, therefore, urging remedial measures.

Shimon Peres, in his closing speech to the Jewish Agency Assembly some months ago (June) did not ask for increased campaigns or personal aliyah, as might have been expected, but concentrated on the continuity question. He said to the Diaspora delegates: "Your problem, let me be frank, is to keep your children Jewish. If we want something from you, number one, is to keep your children Jewish. You know we are divided in the question of who is a Jew. Some say a

Jew is a person whose parents or at least whose mother is Jewish. But others say a Jew is a person whose children and grandchildren are Jewish. We cannot change our parents, but we have to provide our children with a Jewish message and a Jewish identity." Yitshak Rabin spoke similarly in his famous speech on the White House lawn on September 13.

Just this month, Peres asked Uri Gordon of the Jewish Agency to head a new committee to prepare for a changing relationship between Israel and the Diaspora. Peres said, in his letter to Gordon, that a "significant transformation" of Diaspora Jewry is taking place and at the same time "Israeli society is distancing itself from the Diaspora." Is a new committee just tinkering, or is serious re-engineering being contemplated? Gordon says this is not business as usual. "I am talking of a new conception, a completely fresh look at the problem...without connection to the WZO or the Jewish Agency." Bravo - if he really means it.

Hirsh Goodman, editor of the "Jerusalem Report" wrote in September: "I suggested that perhaps the time has come to raise the (UJA) money directly for Jewish causes in the Diaspora...It has been proven that Jewish education is the best bulwark against (assimilation and intermarriage), but that the cost of Jewish education puts it beyond the reach of many American Jewish families.

Instead of sending the money to Israel where its impact is marginal, keep it in the Diaspora; instead of investing huge sums in the Jewish Agency's

bureaucracy, put it into Jewish education and identity in countries where Jews are facing what can be considered cultural and religious genocide...

Surely the time has come to recognize that the tables should be turned; for us to recognize that the real threat to Jews is not in Israel, but in the Diaspora. The time has come to stop putting our money into bureaucracies (here) and start investing it in survival (there)."

II. REMEDIES, with Suggestions for Financing

A. DAY SCHOOLS IN UNITED STATES

1. Elementary - hundreds more communal schools are needed, for the largely non-orthodox population. The orthodox yeshiva network (Torah U'mesorah) indicates they have 560 schools. The conservative network (Solomon Schechter) claims 66 schools, with 16,000 students. The reform network has about 20 schools and is growing.
2. High Schools - at least 100 more are needed, of superior quality. Models must be Andover, Exeter. The secular curriculum must enable students to seek admission to the finest universities, and the Judaic curriculum must be equally high.
3. Financing
 - a) Go to the market. I tested the idea (with a key individual in a major Wall Street firm) of a \$3 billion bond issue, to

be floated by a non-profit corporation whose board would include the most stellar names in the North American Jewish establishment. The funds raised would be used to buy land and build schools throughout the continent, in cooperation with local federations. These physical assets would constitute a type of collateral for the bonds.

The individual thought it might be possible. The interest payable on the bonds might even be tax-exempt to the purchasers, since the product was a school. But the main factor influencing the flotation would be the income flow needed to pay the bond interest.

- b) Create a \$3 billion endowment fund, through the Wexner-Bronfman mega-group (30 persons at \$100 million each, payable over 10 years, sooner if possible). This endowment fund, properly invested, could earn enough to pay the bond interest; while the capital would be used (after 20-25 years) to redeem the bonds. In effect, this is a defeasance operation - \$3 billion bond issue - matched by a \$3 billion endowment fund.
- c) The non-profit corporation would obviously need to obtain 501-c-3 (or any similar) tax-exempt status from the IRS in order to enable the endowment fund to be amassed.

- d) Tuition income is an additional factor, but this would have to be kept at an absolute minimum for the average middle-class family. (e.g. \$1000 annually per child, instead of the present average of \$5-8000, which prevents many parents from even considering day school as an option). Local federations would tap their own endowment funds to provide maintenance support for the schools built in their cities.

B. PROGRAMS IN ISRAEL FOR HIGH SCHOOL, COLLEGE AND GRADUATE STUDENTS, AGES 15-25

1. Summer camps and other types of programs - 8 weeks.

Notes for all above: School buildings would have to be built; dormitories; other facilities; faculty recruited, and trained. A high school campus, Kfar Silver, near Ashkelon, might be available for purchase from ZOA. Also, other facilities could probably be found for purchase.

2. Tenth and eleventh grade - one semester.
3. Year-in-Israel (any year) for college and graduate students - one or two years.
4. Financing -

- a) Use the amount normally sent by UJA to Jewish Agency - ca. \$300-350 million annually. Obtain approval from

Prime Minister; phase Agency out over 3 year period.
 Take \$100 m. the first year, then \$200 m., then \$300 m.
 This amount would enable sending 20,000 young people
 in the very first year, plus 5 thousand kids to summer
 camps. Money would be left over to purchase and
 construct buildings.

Approximate Costs

\$5000 per student for year x 10,000 =	50 mill.
\$3500 per student for semester x 10,000 =	35 mill.
\$2500 per student for summer camp x 5,000 =	<u>12.5 mill.</u>
25,000 kids Total	97.5 mill.

- b) Israel Bonds could be used for physical infrastructure, if
 Government approved. Thus, Government of Israel would
 be making a contribution to strengthening Diaspora. How
 is that for a switch? Or re-design.

C. HILLEL

1. Build a National Organization - based on local or regional responsibility for all Jewish college students in a given neighborhood.
2. Financing - UJA Young Leadership Cabinet members and alumni, and Wexner Heritage members and alumni to be given autonomy to raise capital and maintenance funds.

D. SUMMER CAMPS IN UNITED STATES

1. Create a National Organization - mobilizing all denominational religious bodies (congregational) into autonomous board. Camp programs to be pluralistic. Program goal - 200 camps for 50,000 kids.
2. Financing - UJA rabbinic cabinet, as core, plus local rabbis and congregational lay leaders to raise one large endowment fund, to subsidize tuition, plus any construction funds. National camp endowment fund makes grants to local camps, in order to keep tuition minimal.

E. FAMILY VILLAGES IN ISRAEL

1. See attached speech, which defines the purposes of such a village. One village to be built, with two more following, if successful.

2. Financing -

- a) Experienced Builders (Albert Ratner) to be consulted for advice.
- b) Self-financing for maintenance, through rental fees.
- c) Israel Bonds participation for capital investment (ownership of physical properties could be in hands of an Israel Government company; management of village in hands of a United States company)



MISCELLANEOUS NOTES

I. STRUCTURE

- a) I suggest that the non-profit corporation be called The Corporation for the Future. Its Board should be sub-divided into Committees with functional responsibility, as in Appendix A. The Corporation must obtain IRS approval.
- b) The Corporation floats the bond issue.
- c) The Corporation creates The Fund for the Future, to support the Bond issue.

II. DETAILS

Perhaps I have gone into too much detail, particularly regarding the financing suggestions, board committees and other matters. But I don't really think so, because I did not want this paper to be just another "inspirational" piece, filled with generalizations. I wanted to force the issue. Nothing has happened for a whole year, since The General Assembly of the CJF in November 1992, except for the appointment of a National Commission (I don't consider that as action, but just more stalling around.) No one has made concrete suggestions. So I decided I would, which will at least start debate. If my ideas are no good, they will be shot down, but then there is an obligation on the part of someone else to come up with something better or different. Let's get down to brass tacks.

I always think of a phrase attributed to the architect Mies van der Rohe - "God is in the details." That's why I love details.

III. MEETING WITH RABIN

He is speaking at the General Assembly in Montreal on the evening of November 18. I am asking Itamar Rabinovich to try to arrange an appointment with him, before or after that date. I want to sound him out - because in the long run, we will want and need the endorsement of both Rabin and Peres to this suggested program (or any amended version thereof). So we might as well catch him now, and start him thinking about it. There are several elements in which he must take decisions:

- a) Government must pick up the slack caused by our financial withdrawal from Jewish Agency.
- b) Role of Bond organization will be determined by Finance Minister Shohat, who will be guided by Rabin.
- c) Peres already has strong opinions about Diaspora taking care of its own needs, but will want Rabin's backing - and then Peres can be a big help to us.

IV. SCHOOL ADVISERS

- a) I would like to mobilize the expert advice of TedSizer (former Headmaster of Andover for 10 years) and Steve Kurtz (former Headmaster of Exeter for 15 years), both of whom I know. They can

help us enormously on shaping the secular curriculum, sports, extra-curricular, and general rules of organization and management.

- b) I would also like to get the participation of Avraham Shapiro (former Headmaster of the Reali School in Haifa - the best private school in Israel, older than the State) to help shape the Judaic curriculum.

V. VARIOUS ROUTES

- a) Central authority (i.e. the Board of the Corporation for the Future) does everything, through its Committees.
- b) Central authority gives local Federations the freedom to do everything.
- c) Central authority requests local federations to provide the demographics (i.e. how many children for local camps; how many youth for Israel experiences; how many schools needed, etc. etc.) and then central authority plus local Federations jointly decide everything.
- d) Number c) is obviously best, if we can avoid local ego and turf problems which always cause delays and compromises.

VI. SCHEDULE

1. Write memorandum, including all specific suggestions.
2. Get green light from LHW.
3. Convene mega-group - to get their backing.
4. See as many members as possible, individually, before the group meets.
5. Small meetings with others:

UJA - Brian and Marvin and Joel Tauber

CJF - Marty and Goodman and Wishner and Cardin

In Israel - Rabin, Peres, Shohat, Mendel Kaplan, Dinitz

6. Then spread throughout the system, with CJF acting as Parliament -
HAF to speak at 1994 quarterly and next GA.

1 November 1993

Attachments:

1. Speech given at JTS dinner, 16 June 1993
2. Speech given at Wexner Alumni Retreat 27 April 1991



APPENDIX A

DRAFT
Tentative

FUNDS FOR THE FUTURE
CORPORATION FOR THE FUTURE

Co-chairmen

Leslie Wexner and Charles Bronfman

President

Directors

Walter Annenberg
Ted Arison
Robert Belfer
Edgar Bronfman
Lester Crown
Max Fisher
Richard Goldman
Harvey Krueger
Marvin Lender
Mort Mandel
Harvey Meyerhoff
Lester Pollack
Albert Ratner
Joel Tauber
Alfred Taubman
Lawrence Tisch

To be added as Directors?

Charles Goodman - former chairman CJF
Bernard Marcus - member of mega-group
William Rosenwald - age
Jack Weiler - age
Maynard Wishner - present chairman CJF

Secretaries

Brian Lurie
Martin Kraar

Note; Any other member of mega-group to be added?

COMMITTEES OF THE BOARD

1. Finance - General Supervision
2. Public issue - Sale of bonds, to construct hundreds of schools in United States
3. Endowment Fund - To support the bond issue
4. Schools -
 - a) Construction
 - b) Admission Criteria
 - c) Curriculum - Secular and Judaic
5. Israel Experience -
 - a) Elementary Students - summer camps
 - b) High School " - one semester
 - c) College " - one year
6. Israel Bond Fund - To acquire land and building, by:
 - a) Purchase
 - b) Rental
 - c) Construction
7. Centers for Jewish Life - On college campuses, to be funded by UJA Young Leadership Cabinet Alumni/ae and Wexner Seminar Alumni/ae.
8. Family Village - For sabbatical year families

As of Thursday, January 20

Seen

Colette Avital
Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
Brian Lurie
Harvey "Bud" Meyerhoff
Steven Nasitir
Lester Pollack
Itamar Rabinowitz
(basic memo sent to
Rabin & Peres)
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Stephen Solender
Michael Steinhardt
Joel Tauber
James Tisch
Richard Wexler
Leslie Wexner
Maynard Wisher

Appointments Made

Alfred Moses
(Washington)
(Mon. Jan. 31, 11:00 am)

Appointments to be Made

Lester Crown
Steve Grossman
Ted Arison (Shaked)
Peter May
Robert Lifton
Mort Mandel
Larry Tisch
Alan Jaffe



~~Thursday~~
As of ~~Friday~~, December 17
~~Thursday~~, January 20
Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
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(basic memo sent to
Rabin & Peres)
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Joel Tauber
Richard Wexler
Leslie Wexner
Maynard Wisher

Appointments Made

Amb. Colette Avital
(Mon. Jan. 10, 12:00)

Michael Steinhardt
(Mon. Jan 10, 2:15)

Stephen Solender
(Thurs. Jan. 13, 9:30)
(Possibly with
James Tisch and
Alan Jaffe)

Appointments to be Made

Lester Crown
(in ~~Chicago~~)

Steve Grossman
(after Jan. 1)

Ted Arison (Shaked)

Alfred Moses
(Washington)

Mon. Jan. 31, 11 a.m.

Peter May

Robert K. Lifton
(via Henry Siegman)
(close to Rabin, also
Edgar Bronfman)

Mort Mandel
(Cleveland/Palm Beach)

Larry Tisch

close up
spaces

←
Appointments Made

Switch These
to the seen
column

~~Thursday~~
As of ~~Friday~~, December 17

Thursday, January 20
Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
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Steve Grossman
(after ~~Jan. 1~~)

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Alfred Moses
(Washington)

Mon. Jan. 31, 11 a.m.

Peter May

Robert K. Lifton
(via ~~Henry Siegman~~)
(close to Rabin, also
~~Edgar Bronfman~~)

Mort Mandel
(~~Cleveland/Palm Beach~~)

Larry Tisch

close up
spaces

←
Appointments Made

Julia -

Can you please update
this page and give to me
tomorrow (Wed.). Thanks.

H.A.F.

***** UF-600SF ***** -JOURNAL- ***** DATE 01/24/1994 ***** TIME 14:43 *****

NO.	COM	DOC	DURATION	X/P	IDENTIFICATION	DATE	TIME	DIAGNOSTIC
10	OK	02	00:01'08	MT	614 479 7208	01/24	14:42	040440AC0800



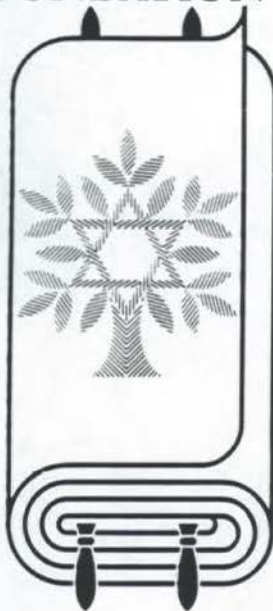
***** -PREFAX- *****

10303144- *****

FAX TRANSMITTAL

FOUNDATION

THE WEXNER HERITAGE



551 Madison Ave
New York, NY 10022
(212) 355-6115
(212) 751-3739 FAX

Date:

1/24/94

TO:

Bruce Soll

Company:

WEXNER (THE LIMITED)

Fax #:

614-479-7208

Number of Pages (including cover sheet):

2

FROM:

Julia APPERSON

Message:

551 Madison Avenue
New York, New York 10022
212 355 6115
Fax 212 751 3739

Huntington Center Suite 3710
41 South High Street
Columbus, Ohio 43215
614 464 2772

Date: **24 January 1994**

Facsimile To: **Mr. Bruce Soll**
614-479-7208

From: **Julia Apperson for Rabbi Friedman**

RE: **BUDGET, PENSION, MEETINGS**

Dear Bruce,

Rabbi Friedman is out of the office this week and has asked that I pass on the following questions to you for discussion. I'm not familiar with the topics, but please feel free to contact me with any questions and I will follow up with Rabbi Friedman:

1) As per Rabbi Friedman's request, I have placed a request at UJA for information regarding Israel Government Budgets and UJA transfers for 1960, 1970, 1980, 1990 and 1993. He would like to discuss these figures with you.

2) Two budget questions -
a) Question of Mid-Winter Retreat 1995. We can't fit it in within the 5% constraint. Should we eliminate it?
b) Planned Summer institute in the former Soviet Union in 1995. It will cost more than the normal \$650,000.

3) Pension Plan - any progress?

4) a) Gordis has February 14 deadline.
b) Problem of sale of house in Beverly Wood.

5) Please set a date for a meeting with Rabbi Friedman in New York the week of Jan. 31.

My apologies if these questions are not clarified enough. They were passed on to me so I wasn't able to be more specific with Rabbi Friedman.

Sincerely,

Julia Apperson
Assistant to the President

①

check Israel Govt budgets for 1960 in \$.

1970

~~1970~~

1980

1990

1993

in \$

212 816,9100



LEE TWENTY
UJA

check amount of UJA transfers

Discuss with Bruce

Bruce ② Two budget questions 1995

1) Question of mid-winter retreat
1995 — can't fit it in, within the 5%
con
restraint.

should we eliminate ?

2) Planned summer institute in F.S.V. 1995
will cost more than normal 650,000

③ Pension plan - any progress?

④ a) Gordis has Feb. 14 deadline

b) Problem of sale of house in Beverlywood

c) Date with staff in NY week of Jan. 31

Brian Lurie in 1/25 will get back to me.

set on
Bruce list

Werner agreed to have meeting with small group
afternoon March 21, when mega-group ~~meets~~ ^{meets} in his office.
in N.Y.

I suggest following personnel: 9 to 11

	<u>National USA</u>	<u>NY USA Fed</u>	<u>CJF.</u>
*	Lurie	Solender	Kraar
*	Lender	Jeffee	Wiskner
	(Pearlstone)?	(Tisch)?	

	<u>Mega-group</u>	<u>Ad hominem</u>
*	Werner	Friedman
*	Bronfman	

Important thing is to set date with everyone
Do you want to call them or should we?

To Bruce

If above date, which Werner set, is
not acceptable to Lurie (possible conflict with
Washington Young Leadership Conference) - get another
date from Werner.

As of Wednesday, December 22

Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
Brian Lurie
Harvey "Bud" Meyerhoff
Steven Nasitir
Lester Pollack
Itamar Rabinowitz
*(basic memo sent to
Rabin & Peres)*
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Joel Tauber
Richard Wexler
Leslie Wexner
Maynard Wisher

Appointments Made

Amb. Colette Avital
(Mon. Jan. 13, 2:00)

Michael Steinhardt
(Mon. Jan 10, 2:15)

Stephen Solender
(Thurs. Jan. 13, 9:30)
(Possibly with
James Tisch and
Alan Jaffe)

Appointments to be Made

Lester Crown
(in Chicago)

Steve Grossman
(after Jan. 1)

Ted Arison *(Shaked)*

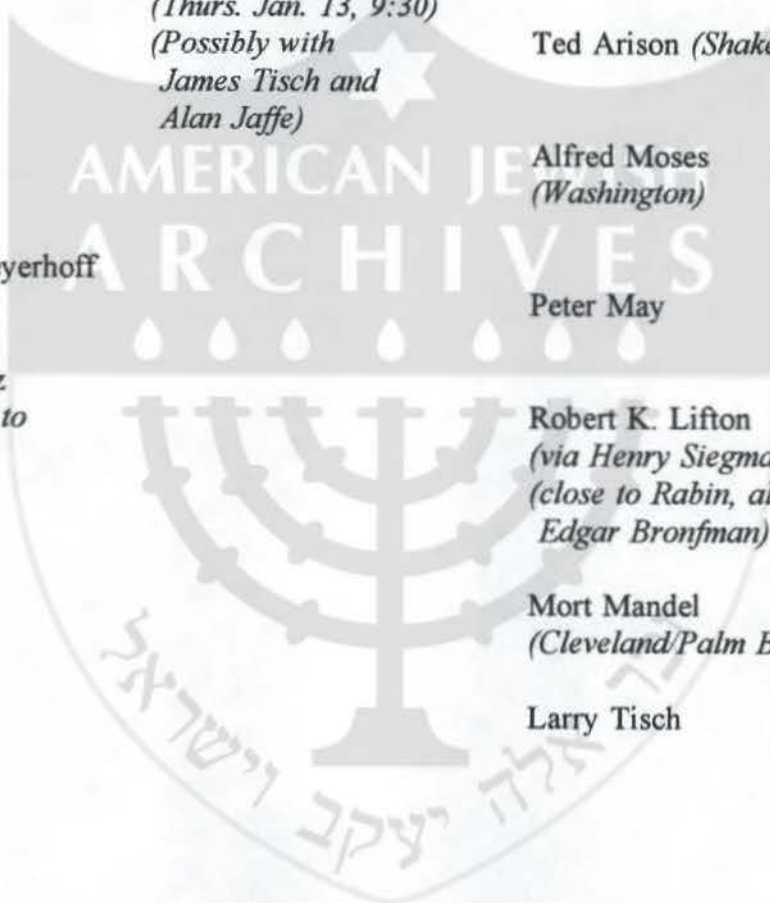
Alfred Moses
(Washington)

Peter May

Robert K. Lifton
(via Henry Siegman)
(close to Rabin, also
Edgar Bronfman)

Mort Mandel
(Cleveland/Palm Beach)

Larry Tisch



As of Friday, December 17

Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
Brian Lurie
Harvey "Bud" Meyerhoff
Steven Nasitir
Lester Pollack
Itamar Rabinowitz
*(basic memo sent to
Rabin & Peres)*
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Joel Tauber
Richard Wexler
Leslie Wexner
Maynard Wisher

Appointments Made

Amb. Colette Avital
(Mon. Jan. 10, 12:00)

Michael Steinhardt
(Mon. Jan 10, 2:15)

Stephen Solender
(Thurs. Jan. 13, 9:30)
(Possibly with
James Tisch and
Alan Jaffe)

Appointments to be Made

Lester Crown
(in Chicago)

Steve Grossman
(after Jan. 1)

Ted Arison *(Shaked)*

Alfred Moses
(Washington)

Peter May

Robert K. Lifton
(via Henry Siegman)
(close to Rabin, also
Edgar Bronfman)

Mort Mandel
(Cleveland/Palm Beach)

Larry Tisch

AMERICAN JEWISH
ARCHIVES



As of Wednesday, December 15

Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Peter Geffen
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Irwin Kula
Marvin Lender
Robert Loup
Brian Lurie
Harvey "Bud" Meyerhoff
Steven Nasitir
Lester Pollack
Itamar Rabinowitz
*(basic memo sent to
Rabin & Peres)*
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Joel Tauber
Richard Wexler
Leslie Wexner
Maynard Wisher

Appointments Made

Michael Steinhardt
(Mon. Jan. 10, 2:15)

Stephen Solender
(Thurs. Jan. 13, 9:30)
*(Possibly with
James Tisch and
Alan Jaffe)*

Appointments to be Made

Lester Crown
(in Chicago)

Steve Grossman
(after Jan. 1)

Ted Arison *(Shaked)*

Alfred Moses
(Washington)

Amb. Colette Avital
(call Dec. 15)

Robert K. Lifton
(via Henry Siegman)
*(close to Rabin, also
Edgar Bronfman)*

Mort Mandel
(Cleveland/Palm Beach)

Larry Tisch

Peter May



As of Wednesday, December 13

Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Charles Goodman
Irving Greenberg
David Harris
Gershon Kekst
Martin Kraar
Harvey Krueger
Marvin Lender
Robert Loup
Brian Lurie
Harvey "Bud" Meyerhoff
Steven Nasitir
Lester Pollack
Itamar Rabinowitz
(basic memo sent to
Rabin & Peres)
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Joel Tauber
Richard Wexler
Leslie Wexner
Maynard Wisher

Peter Geffen
Irwin Kula

Appointments Made

Michael Steinhardt
(Mon. Jan. 10, 2:15)

Solender
Jan 13
9:30

TTSch(?)
Jaffe(?)

Appointments to be Made

Lester Crown
(in Chicago)

Steve Grossman
(after Jan. 1)

Ted Arison (Shaked)

Alfred Moses
(Washington)

Amb. Colette Avital
(call Dec. 15)

Robert K. Lifton
(via Henry Siegman)

close to Rabin
also Edgar B.

Mort Mandel
(Cleveland/Palm Beach)

Larry Tisch

Alan Jaffe

James Tisch

Steve Solender

Peter may

As of Wednesday, December 01

Seen

Charles Bronfman
Edgar Bronfman
Shoshana Cardin
Charles Goodman
Irving Greenberg
David Harris
Martin Kraar
Harvey Krueger
Marvin Lender
Robert Loup
Brian Lurie
Steven Nasitir
Lester Pollack
Itamar Rabinowitz
(basic memo sent to
Rabin & Peres)
Albert Ratner
David Saks
Henry Siegman
Dan Shapiro
Joel Tauber
Richard Wexler
Leslie Wexner
Maynard Wisher

Appointments Made

Harvey "Bud" Meyerhoff
Dec. 01 (12:45 pm)

Gershon Kekst
Dec. 02 (10:30 am)

Alan Jaffe

James Tisch

Steve Solender

Brian Lurie
Dec. 14 (2:00 pm)

Appointments to be Made

Lester Crown
(in Chicago)

Steve Grossman
(after Jan. 1)

Ted Arison (Shaked)

Alfred Moses
(Washington)

Amb. Colette Avital
(call this week)

Robert K. Lifton (Barbara)
(via Henry Siegman)
calling back (1 rep)

Mort Mandel 879-4500 Betsy
(Cleveland/Palm Beach) getting back

Michael Steinhardt

(Gloria Samathia)
(calling back)

Mon 10th
there 12/15

Larry Tisch

as of 11/26/83

SEEN

APPOINTMENTS

APPTS. TO BE MADE

BRIAN LURIE

STEVEN NASITER

LESTER CROWN

MARTIN KRAAR

RICHARD WEXLER

TED ARISON

MARVIN LENDER

MAYNARD WISNER

STEVEN GROSSMAN

JOEL TAUBER

CHARLES GOODMAN

ALFRED MOSES

ROBERT LOUP

HARVEY MEYERHOFF

ROBERT K. LIFTON

ALBERT RATNER

ALAN JAFFE

MORTON MANDEL

LESTER POLLACK

JAMES TISCH

AMP. COLETTE AVITAL

HARVEY KRUEGER

STEVEN SOLENDER

MICHAEL STEINAROT

SHOSHANA CAROIN

GERSHON KEST

LARRY TISCH

DAN SHAPIRO

DAVID HARRIS

HENRY SIEGMAN

DAVID SALTS

EDGAR BRONFMAN

CHARLES BRONFMAN

RABBI IRVING GREENBERG

LESLIE WEXNER

AMBASSADOR TAMAR RABINOVICH

P.M. ITZHAK RABIN (memo sent)

F.M. SHIMON PERES (memo sent)

As of Tuesday, November 30

Seen

Charles Bronfman

Edgar Bronfman

Shoshana Cardin

Irving Greenberg

David Harris

Martin Kraar

Harvey Krueger

Marvin Lender

Robert Loup

Brian Lurie

Lester Pollack

Itamar Rabinowitz
(basic memo sent to
Rabin & Peres)

Albert Ratner

David Saks

Henry Siegman

Dan Shapiro

Joel Tauber

Appointments Made

✓ Steven Nasitir
Nov. 29 (12:30 pm)

✓ Richard Wexler
Nov. 29 (2:30 pm)

✓ Maynard Wisher
Nov. 29 (4:00 pm)

✓ Charles Goodman
Nov. 30 (10:00 am)

Harvey "Bud" Meyerhoff
Dec. 01 (12:45 pm)

Gershon Kekst
Dec. 02 (10:30 am)

Alan Jaffe

James Tisch Dec. 8
(5:00 pm)

Steve Solender

Brian Lurie
Dec. 14 (2:00 pm)

Appointments to be Made

Lester Crown ***
(wait until 11/15) (4/5)

Steve Grossman
(after Jan. 1)

Ted Arison (Shaked)

Alfred Moses
(Washington)

Amb. Collette Avital
(call 11/22)

Robert K. Lipton

Mort Mandel
(Cleveland)

- on West coast
12th of yr. 1 month
- ✓ call back
14th
- *** (via Henry Siegman)
- when will Mandel be in
Palm Beach
- 1) want to explain special project
2) have already explained to
Asst. R.
3) have sent memo to
Rabin & Peres
4) ~~last~~ want to put her in
the loop.

via Siegman, you said
you would arrange appt with
Lipton - is it time?
Haf leaving on Dec. 15

8.2 } a.m.
10.30

11-1.30
2.30

*** have been
tryg. I was in
chi Mon-Tues.
would come back.

ITINERARY

Monday, November 29 - Tuesday, November 30, 1993

Chicago

Monday, November 29

Depart: Midway #115 from La Guardia

Time: 10:15 a.m.

Arrive: 11:20 a.m. Midway

Hotel

Standard Club
320 South Plymouth Court
(312) 427-9100
(Member is Paul Cherner #C84)

12:30 p.m.

Lunch with Steve Nasiter
1 South Franklin Street
#601
(312) 346-6700

2:30 p.m.

Meet with Richard Wexler
Lord, Bissell & Brook
115 South LaSalle Street
34th Floor
(312) 443-1751

4:00 p.m.

Meet with Maynard Wishner
55 East Monroe Street
Suite 4620
(312) 899-5524

Tuesday, November 30

10:00 a.m.

Meet with Charles Goodman
Henry Crown & Co.
222 North LaSalle Street
suite 2000
(312) 899-5020

Depart for New York:

Depart: Midway Airlines #106

Time: 2:30 p.m.

Arrive: 5:29 p.m. La Guardia

*Hana Arman
Reberstein*

213 8630



Special Project

As of Wednesday, November 17

Seen *alpha.*

Appointments Made

Appointments to be Made

~~Lester Pollack~~

~~Harvey Krueger~~

~~Brian Lurie~~

~~Martin Kraar~~

~~Robert Loup~~

~~Albert Ratner~~

~~Marvin Lender~~

~~Dan Shapiro~~

~~Shoshana Cardin~~

~~David Harris~~

~~Itamar Rabinowitz~~
(basic memo sent to
Rabin & Peres)

~~Joel Tauber~~

✓ ~~David Saks~~ Nov. 16 (11:00 am)

✓ ~~Henry Siegman~~ Nov. 17 (10:00 am)

✓ ~~Edgar Bronfman~~ Nov. 18 (3:00 pm)

✓ ~~Leslie Wexner~~ Nov. 18

✓ ~~Charles Bronfman~~ Nov. 23 (10:15 am)

✓ ~~Irving Greenberg~~ Nov. 23 (4:00 pm)

Steven Nasitir Nov. 29 (12:30 pm)

Richard Wexler Nov. 29 (2:30 pm)

Maynard Wisner Nov. 29 (4:00 pm)

✓ Charles Goodman Nov. 30 (10:00 am)

HARVEY (2nd) Meyerson Dec. 01 (12:45)

Gershon Kekst Dec. 02 (10:30 am)

Alan Jaffe

James Tisch Dec 8 (5:00 pm)

Steve Solender

Brian Lurie December 14 (2:00 pm)

Lester Crown

(wait until day of 11/15)

Steve Grossman - after Jan. 1

Ted Arison (Shaked) *7*

Alfred Moses - Washington

Amb. Colette Avital (call 11/22)

~~Leslie Wexner~~

Robert K. Lifton

~~Burt Meyerson~~ *2*

~~Arnon Berg, M.K.~~

short Mandel - Cleveland

~~Sylvia Huxford~~

*Edgar close to
Rabin*

see Arnon Berg

Nov. 29

30

Dec. 1

12:30 lunch. Steve Karsiter

2:30 - Richard Weiser ~~there~~

4:00 ~~at~~ Maynard Wehr

cheapest fare - 9 AM.

coach - 3 PM flight

M. Goodman Nov 30 - 10 AM

Direct Line: 212-598-3505
Fax Number: 212-533-4347

September 13, 1993

TO: Jeanne Forman
 FROM: Florence Behrens

As per your request here are the addresses and telephone and fax numbers you requested:

Mr. Charles H. Goodman ✓
 Henry Crown & Co.
 222 North LaSalle Street
 Suite 2000
 Chicago, IL 60601
 Tel.: 312-899-5020
 Fax: 312-899-5083

✓ added

Mr. Richard L. Wexler ✓
 Lord, Bissell & Brook
 115 So. LaSalle Street
 34th Floor
 Chicago, IL 60603
 Tel.: 312-443-1751
 Fax: 312-443-0336

Mr. Joel D. Tauber
 Tauber Enterprises
 27777 Franklin Road
 Suite 1850
 Southfield, MI 48034
 Tel.: 313-353-0790
 Fax: 313-355-2015

*9/10/93
 she will
 call me
 back.*

Mr. David G. Sacks
 375 Park Avenue
 5th Floor
 New York, NY 10152-0192
 Tel.: 212-572-7617
 Fax: 212-838-5052

Mrs. Shoshana S. Cardin
 P.O. Box 800836
 Miami, FL 33280-0836
 Tel.: 305-932-8337
 Fax: 305-932-8599

Baltimore -

*Maynard Wisner ✓
 Lester Cram ✓
 Steve Nesitir ✓*

one day in Chicago

*Steve Grossman - Boston - 11/10 - his sec.
 Victoria - 617-623-8000 will get back
 to me. - recalled
 back w/*

4- Charles Bronfman -
out of town until
Nov. 9.

He will be in N.Y.
Nov. 22 - CLAL Bd.

meeting
Perhaps morning
of 23-

In the meantime
his sec. will give
him the message-
s have him call
you first.

Lee

1- Mrs. Cardon - I m-
sounded like home #

2- Mr. Sahr I m- no sec.
man I spoke to does
not know when he
will ret. (home?)

3- Lester Pollak - his sec.
will tell him +
get back to me.

Mr. Goodman - (Cuddy).
in Israel - ret. Monday.
He will call Mond
or Tues.

Mr. Tauber - ret. late
Wed. Oct 27
When is he coming
to NY -

Crown - — . (- NY

June
1:00 PM.

Drug Trade

All Things Jewish Magazine

203-637-1034

AMERICAN JEWISH
ARCHIVES

46 P. A

Old Greenberg

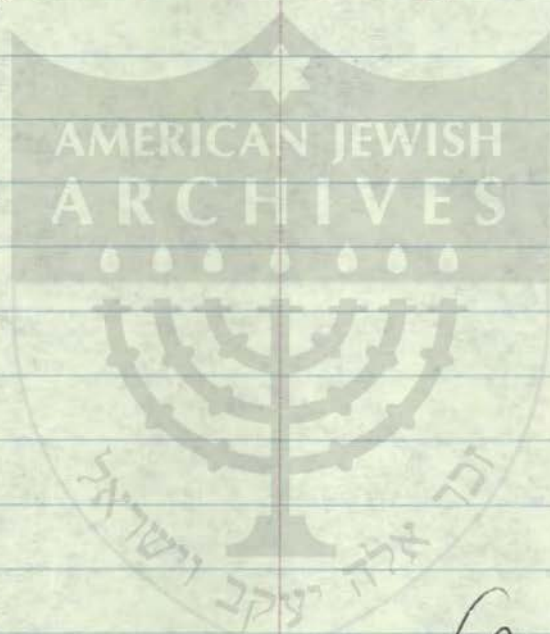
CT 06870

46 PA

~~Old Mrs. St~~

~~06870~~

Call Salender Sec.



7

Julie
836

1758

Hene S.

1. Mrs. Cardin - I left a message on machine. It sounded like a home #.
2. Lester Pollak - his secretary will give him the message and get back to me. She would not set up the appointment herself.
3. Charles Bronfman - he is out-of-town until November 9. He will be in NY November 22 for a CLAL Board meeting. There is a possibility he could see you the morning of Nov. 23. In the meantime, his secretary will give him the message - she said he probably will call you first himself.
4. Steve Nasitir - you have an appointment with him on November 29 - 12:30 for lunch.
5. Charles Goodman - He is in Israel until Monday. His secretary will call back Monday or Tuesday.
6. Mr. Tauber - returning late on Wednesday, October 27.
7. Mr. Crown - he is in the Middle East right now, returning next week. He will not be in Chicago the week of November 29. I gave his secretary the message and asked that Mr. Crown call you upon his return.

10/28 L.M.

what about Nov. 17
if not - when.

will be in N.Y.
week of Nov 15 - but
has heavy meetings
He's rec. will let
him

8- David Fuchs - call after Nov. 8
Nancy
Gruke
You want
to see him.

when will
he be in N.Y.

when in
N.Y.
what week?

As of Tuesday, November 2

Seen

Appointments Made

Appointments to be Made

Lester Pollack

~~Shoshana Cardin~~ Nov. 2

Edgar Bronfman (being set)

Harvey Krueger

Charles Bronfman Nov. 23

Lester Crown (o.o.c.) CHIC

Brian Lurie

Steven Nasitir Nov. 29

Charles Goodman (o.o.c.) CHIC

Martin Kraar

Richard Wexler Nov. 29

Steve Grossman

Robert Loup

Leslie Wexner Nov. 15

~~Dan Shapiro~~

Albert Ratner

Irving Greenberg Nov. 23

Gershon Kekst (o.o.c.)

Marvin Lender

~~David Harris~~ Nov. 3

David Saks (after Nov. 8)

~~Marvin Lender~~

Henry Siegman Nov. 17

Joel Tauber (o.o.c.) - call again

DAN SHAPIRO

DAVID HARRIS

CARDIN

Maynard Wishner (o.o.c.) CHIC

Alan Jaffe

James Tisch

Steve Solender

10/2
left message

11/3 - L.M.

Ted Arison (Shaked)

SeenAppointments MadeAppointments to be Made

Lester Pollack

Shoshana Cardin Nov. 2

Edgar Bronfman (being set)

Harvey Krueger

Charles Bronfman Nov. 23

Lester Crown (o.o.c.)

Brian Lurie

Steven Nasitir Nov. 29

Charles Goodman (o.o.c.)

Martin Kraar

Richard Wexler Nov. 29

Steve Grossman

Robert Loup

Leslie Wexner Nov. 15

David Harris

Dan Shapiro

Irving Greenberg Nov. 23

Gershon Kekst (going o.o.c.)

Albert Ratner

David Saks (after Nov. 8)

Marvin Lender

Henry Siegman (o.o.c.)

DAN SHAPIRO

Joel Tauber (o.o.c.)

Maynard Wishner (o.o.c.)

Alan Jaffe

James Tisch

Steve Solender 10/29 l.m. (out)
call Mond. Today
11/2-l.m.Ted Arison (Shaked) ~~from~~
10/29 Hair ret. call
will call back

As of Friday, November 12

Seen

Appointments Made

Appointments to be Made

Lester Pollack
Harvey Krueger
Brian Lurie
Martin Kraar
Robert Loup
Albert Ratner
Marvin Lender
Dan Shapiro
Shoshana Cardin
David Harris
Itamar Rabinowitz
(basic memo sent to
Rabin & Peres)
Joel Tauber

Leslie Wexner Nov. 15 (3:30 pm)
David Saks Nov. 16 (11:00 am)
Henry Siegman Nov. 17 (10:00 am)
Edgar Bronfman Nov. 18 (3:00 pm)
Charles Bronfman Nov. 23 (10:15m)
Irving Greenberg Nov. 23 (4:00 pm)
Steven Nasitir Nov. 29 (12:30 pm)
Richard Wexler Nov. 29 (2:30 pm)
Maynard Wisner Nov. 29 (4:00 pm)
Charles Goodman Nov. 30 (10:00 am)
Alan Jaffe
James Tisch Dec 8 (5:00 pm)
Steve Solender

Lester Crown
(wait until day of 11/15)
Steve Grossman - after Jan. 1
Gershon Kekst (o.o.c.)
(call after 11/11)
Ted Arison (shaked)
Alfred Moses - Washington
Amb. Colette Avital (call 11/22)

Seen

Lester Pollack
Harvey Krueger
Brian Lurie
Martin Kraar
Robert Loup
Dan Shapiro
Albert Ratner
Marvin Lender

Appointments Made

✓ Shoshana Cardin - Nov. 2
✓ Charles Bronfman - Nov. 23
✓ Steven Nasitir - Nov. 29
✓ Richard Wexler - Nov. 29
✓ Les Wexner - Nov. 17
✓ Irving Greenberg - Nov. 23

Appointments to be Made

✓ Edgar Bronfman being set
Lester Crown - o.o.c.
Charles Goodman - o.o.c.
Steve Grossman
David Harris
Gershon Kekst - going o.o.c.
✓ David Saks - after Nov. 8
Henry Siegman - o.o.c.
Joel Tauber - o.o.c.
Maynard Wiseman - o.o.c.

Alan Jaffe

James Tisch

Steve Solender

1 hr

- start with him
to get a date from
others.

Ted Arison - start with Shaked

a) when will Arison
be in N.Y. ?

b) if H.S. thinks he
should be present,
then ok.

CHARLES R. BRONFMAN
1170 PEEL STREET, MONTREAL, CANADA H3B 4P2
514 - 878-5200

September 24, 1993

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

Dear Herbert:

Thanks so much for your letter. I am delighted that you are both an original and more than satisfied subscriber. Many thanks also for your plaudits. Mine go to you for the excellent work of The Wexner Heritage Foundation which has made a significant mark on the Jewish world in very short order.

I, too, would enjoy a meeting and exchange of ideas. Let's be in contact following the holidays.

Sincerely,



- 1- shall I call
Steve Grossman
in Boston
- 2 " David Harris
Am. Jewish Council
751-4000

Harris called
at PGA - S.
Solender - out
until Monday

Dear Les -

9/13/94

Shimon Peres called me from Jerusalem a few days ago. Israel was asked by the Prime Minister of Jordan for help in setting up a "leadership course" in Jordan, and Peres immediately thought of you. This is an international tribute to you. I responded that you and he and I should meet when he comes to New York to address the UN General Assembly.

This matter is at the highest level between the two governments and you are a key player. I strongly believe you should meet with him and listen to the details. Then you can decide what to do.

Meanwhile I'm trying to settle on a specific time for the meeting. I will keep in touch with Dana.

Best wishes for a wonderful new year for you, Abigail and Harry.

Herb

Message #2

9/13/94

Dear Les -

- 1.) The meeting between you and Shimon Peres is set for Wednesday, Sept. 28, at the Regency Hotel, from 6:30 to 7:30 p.m.
- 2.) The dinner party is Friday night, Sept. 30, at 8 p.m., at the home of Colette Avital, Israeli Consul-General in N.Y. This is a small, very select group: Peres; the Egyptian ~~Prime~~ Foreign Minister (Mr. Moussa); and possibly the Jordanian Crown Prince (Hassan.).

I know you have a board meeting at Columbus until 3 p.m. that day.

I would urge you to fly in to N.Y. for the dinner. You are an international figure and should really give yourself the pleasure of accepting that status.

Heb