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Museum of the Southern Jewish Experience, 1986-1995.

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RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

*Jacobs
Synagogue*

July 16, 1990
23 Tammuz 5750

Marshall D. Krolick, Esq.
Suite 1700
225 West Washington Street
Chicago, IL 60606

Dear Marshall:

I just returned from Israel and found your letter of June 28th.

I see no reason why the Union cannot be helpful in establishing a Torah Loan Program. You are absolutely right! Many of our congregations - especially the larger, older cathedral temples in urban areas - have an overabundance of scrolls which are used only once a year, for the processional on Simchat Torah. I am sure that leaders of at least some of these congregations would be willing to share their resources with other.

All that we really need do is devise a plan for implementation, and a number of questions have to be answered. Among them:

1. Time limit of loan.
2. Process of it's renewal.
3. Responsibility for cost of transportation and insurance.
4. Proper acknowledgement of the lender, perhaps on the Torah Scroll itself.

As you can see, I am sending a copy of this letter to Arthur Grant in the hope that he will prepare a preliminary proposal for your review. Once we have that in place, we can appeal for donors through the various communication vehicles at our command - - Reform Judaism, the President's packet, the Rabbis packet, etc.

I asked Arthur to undertake this task not only because he is staffing your committee, but also because the regional mechanism will be most useful in effecting this plan. Moreover, he is responsible for assembling all the material for the Presidents and Rabbis packets.

Marshall D. Krolick, Esq.

-2-

July 16, 1990

To some extent this program might tie in with the "Big Brother" program which we discussed some weeks ago.

Arthur might call Macy Hart at Jacobs to see how many scrolls the Museum of Southern Jewish Experience has even now. In this manner, we might be able to meet the immediate needs of Sun Lakes Arizona and Boca Raton. If that avenue is closed, we can try elsewhere. I see no reason why we should not be able to find two Torah scrolls so that these congregations will not have to mark the High Holy Days without this symbol so central to our faith.

I will follow this up with Arthur directly and I hope you will too.

Just keep your ideas perking. They are exceedingly good.

With warm good wishes, I am

Cordially,

Alexander M. Schindler

CC: Bernard Isaacs
Allan B. Goldman, Esq.
Arthur Grant

XS

July 5, 1990
12 Tammuz 5750

Marshall D. Krolick, Esq.
Suite 1700
225 West Washington Street
Chicago, IL 60606

Dear Marshall:

Just a note to advise that Alex is still overseas. He had a series of Jewish communal meetings in Israel and will not get back to his desk until next week. Needless to note, your letter will await his return.

The Union has always sought to provide Torahs on loan for newly formed congregations and has done so on many occasions in the past. While I don't recall any formal program, you should know that the proposal you make is not alien to the UAHC.

With warm regards and best wishes for a wonderful summer, I am

Sincerely,

Edith J. Miller
Assistant to the President

cc: Bernard Isaacs
Allan B. Goldman, Esq.
Arthur Grant

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COUNSEL
IRWIN PANTER
JUAN M. SOLIZ

June 28, 1990

Rabbi Alexander M. Schindler
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Rabbi:

I am enclosing herewith copies of two letters which I received as a result of the recent article in Reform Magazine, which article referred to the Congregational Heritage Preservation Committee. As you will note, these letters are basically identical in that they are from relatively new congregations composed mainly of senior citizens on fixed incomes. In each case, the congregation feels that it is unable to afford a Torah and is seeking a loan or gift of one.

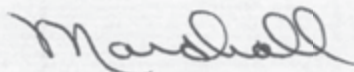
As you and I have previously discussed, should an existing congregation decide to dissolve, the Congregational Heritage Preservation Committee would recommend that it donate its Torah to a congregation in need of one. However, at the present time we do not know of any congregations who are in the process of dissolving. It does not seem appropriate to make those congregations without Torahs wait for another congregation to die.

I know that there are many congregations, especially the larger ones, who have five, six and sometimes more Torahs. For example, my congregations has at least six that I know of and we are in the process of obtaining another one. Many of these Torahs have been given to the congregations under special circumstances, such as by bequest, and therefore can not be loaned out or given away.

However, I have to believe that there are congregations within our Movement who do not need all of the Torahs they now have and could be persuaded to loan or donate one to a congregation, such as those writing the enclosed letters, to which a Torah would mean so much. Getting such a program started is probably not within the original charge of the Congregational Heritage Preservation Committee, but I certainly feel it would be a very worthwhile project.

When you have a moment, I would greatly appreciate your thoughts on this matter and, if you think the idea has merit, suggestions as to how, and by whom, it could be implemented.

Sincerely,



Marshall D. Krolick

MDK/lg
Enclosure

cc: Mr. Arthur Grant
Mr. Bernard Isaacs
Allan B. Goldman, Esq.





Sun Lakes Jewish Congregation

June 15, 1990

Mr. Marshall Krolick
UAHC Small Congregation Trust Committee
3126 Violet Lane
Northbrook, Illinois 60062

Dear Mr. Krolick,

Reading an article in the summer issue of "Reform Judaism" about the Museum of the Southern Jewish Experience has raised hopes of our Congregation. We are a small Reform congregation of about 150 members in a retirement community in Arizona.

We were originally organized in 1978 with about 25 persons. At that time, we borrowed a Torah to start our Congregation. In 1985 we received a Torah from one of our members that had been in Westminster Synagogue in London. This Torah was held by the Nazis during World War II and originally came from Kolody, Czechoslovakia. It is in very poor condition and could best be described as a memorial to the Holocaust, never to be buried. Since this memorial is of the time of most retired people today, we are very proud to be the guardian of it.

However, our "borrowed" Torah was only for temporary use and has been returned, and we are in desperate need of a "Kosher" Torah.

It is difficult to raise money in a retirement community for the purchase of a new Torah, since our inquiries show them to be quite costly. If you have any ideas as to how we might obtain a "Kosher" Torah, we would be very grateful.

My home address is 10421 E. Chestnut, Sun Lakes, Arizona 85248. Thank you for any help you may offer us.

Sincerely,

Sy Greber

Seymour Greber, President
Sun Lakes Jewish Congregation

Box 122 SG/ca 9666 E. Riggs Rd. Sun Lakes Az. 85248

BETH AMI CONGREGATION

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Ellis Robinson
276-8804

EXECUTIVE VICE PRESIDENT:
Henry Perl
368-8127

CANTOR:
Mark Levi
785-0285

June 19, 1990

TREASURER:
Sidney Dubchansky
368-9570

Mr. Marshall Krolick
3126 Violet Lane
Northbrook, Ill 60062

Dear Mr. Krolick:

I read the article published in Reform Judaism,
issue of Summer, 1990, re Museum of Southern Jewish experience.

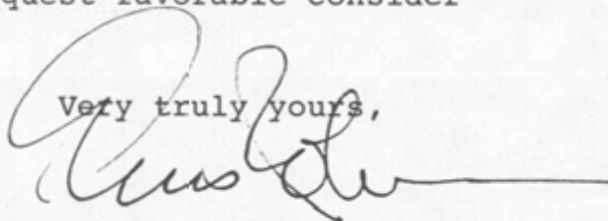
We are a comparatively new congregation made up of senior citizens, almost all of whom are on fixed incomes. We started approximately five years ago and now our membership numbers around two hundred families. Because of the limited amount of money we can raise since our members are on fixed incomes, there are many things of which we are in dire need in order to operate as a full-service congregation.

The highest priorities are for torahs. Since, in your article, you mentioned that you have some that have been turned over to you from temples that are no longer in existence, it would be a "mitzvah" to put them to use in another temple.

If there should be any possibility of your having torahs that you could either give us or lend to use, I would be most anxious to hear from you.

Hoping that you will give this request favorable consideration, I am

Very truly yours,



Ellis Robinson
President

ER/lf

June 18, 1990

Jacobs *Museum* *File*
TO: Messrs. Steven Orlansky, Chairman, Jacobs Camp and
Herman Kohlmeier, Jr., President, MSJE, INC.

FROM: Rabbi Allan L. Smith, Director, UAHC Youth Division

CC: Messrs. Allan Goldman, Chairman, UAHC Board,
Mel Merians, Treasurer, Rabbi Alexander Schindler, President ✓
Messrs., Macy Hart, Director, Jacobs Camp
Arie Gluck, Director, Harlam Camp
Robert Koppel, UAHC Business Manager
B.J. Tanenbaum, Jr., UAHC Board

Dear Messrs. Kohlmeier and Orlansky,

A meeting was convened in Seattle to discuss the UAHC and its position relative to the Museum of the Southern Jewish Experience as it relates to the UAHC Jacobs Camp and the Union" as a whole."

In attendance at this meeting were Rabbi Alexander Schindler, Messrs. Allan Goldman, Mel Merians, Bob Koppel and myself. Everyone was convinced that a meeting between us was important and it was agreed that such a meeting held on site at the camp would provide the best opportunity for an informed discussion.

Since the Union has legal responsibility for Camp Jacobs and all of its facilities, and MSJE, Inc., has an interest in this facility at camp, it is absolutely essential that we establish the principles as they pertain to areas of mutual and independent responsibility.

In order to have some starting point, we feel it would be most helpful for you to send us a document (one from the Camp and one from MSJE, Inc.) which would give your ideas on the following:

1. How do the various entities relate to one another?
2. How should the entities operate in the relationship?
3. What should be the various responsibilities of each entity with respect to the Museum facility at Camp.
4. What should be the relationship between MSJE, Inc., and the Union as it pertains to the total program of MSJE, Inc., and what should be the operative financial principles of fund raising and the like.

I have asked Macy to coordinate the meeting date with me and to help expedite the creation of these documents.

Thanks for your assistance. We look forward to our meeting together.

Yours sincerely,

Rabbi Allan L. Smith
Director, UAHC Youth Division

/als

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Sydney Jacobson

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COUNSEL

IRWIN PANTER
JUAN M. SOLIZ

May 31, 1990

Rabbi Alexander M. Schindler
Union of American Hebrew Congregations
838 Fifth Avenue
New York, N.Y. 10021

Allan B. Goldman, Esq.
347 Conway
Los Angeles, CA 90024

Re: Congregational Heritage Preservation Committee

Dear Rabbi and Allan:

Unfortunately I will be unable to attend the Board meeting in Seattle next week because the change from the original scheduled date has resulted in a conflict with a prior commitment. Therefore, I would like to take this opportunity to advise you as to the progress of the above captioned Committee.

As you will note from the above caption, at the last committee meeting we resolved to change the name of the committee. We felt that the word "trust" was misleading and that the new name more accurately reflects the true purpose of the committee. We hope this is acceptable to you.

It is our opinion that the work of the committee should not be solely directed at congregations who have determined to dissolve, but rather should also be expanded to include those congregations who feel that dissolution could be a potential occurrence in the future. With regard to this latter group, it is our hope that we would be able to work with them to draft a "Will" which would serve as a guideline in the event that future leadership determines to dissolve the congregation.

In either situation, the committee has determined that it could be of assistance in the following areas:

1. Preservation of records and archives, preferably in a central location such as the American Jewish Archives in Cincinnati.
2. Disposition of non-religious artifacts, either to an appropriate museum or to other congregations which would make use of the items.
3. Disposition of religious artifacts. Of course, an example of this would be the gift of Torahs to new congregations.

4. Preservation of memorial tablets and observation of yahrzeit dates, preferably through the cooperation of a neighboring congregation.
5. Disposition of real estate, such as the Temple and parsonage buildings. This would include provision for the proceeds of the sale of any such properties.
6. Perpetual care of the congregational cemetery. The establishment of an endowment, possibly utilizing the proceeds of the sale of the Temple building, would be an ideal solution for this problem.
7. Return of any donated items which are on loan to the congregation.
8. Immediate encouragement of all congregations to review both their legal entity status and the holding of title to real estate and cemetery property. It is our experience that many congregations are not organized as corporations and therefore the leadership may be incurring personal liability. Also, especially in the case of older congregations, title to the real estate may be held by defunct associations rather than the current entity. These problems should be corrected even in the case of successful congregations who look forward to many years of continuing existence.
9. Establishment of an oral history program, especially including recorded interviews with older congregants. Only in this way can the actual history of the congregation be preserved for future generations. N.F.T.S. did embark on a similar program entitled "The American Jewish Experience" several years ago, but it is my understanding that it is no longer functioning.
10. Photographing the exterior and interior of congregational buildings for historical reference purposes.
11. Opening of a line of communication with the various other organizations devoted to the preservation of the American Jewish history, such as the American Jewish Historical Society and local Jewish historical societies. Before this should be attempted, we must determine whether the services of our committee would be available to other than Reform congregations. I would greatly appreciate any thoughts you might have on this subject.
12. The "twinning" of more successful congregations with those in potential danger of dissolving. This might provide a way for the troubled congregation to continue its existence, if that is desirable. Examples of such cooperation would be shared professional staff and programming.
13. Possible establishment of a national cemetery endowment fund. Of course, as always the primary problem would be the source of the necessary funds.
14. Determination of the various repositories for those items which should be preserved in libraries or museums. For records and documents this would obviously be the American Jewish Archives and for artifacts this could be either the new museum in Mississippi, Skirball, or local museums such as the one here in Chicago at Spertus College. We obviously do not want a

"turf" conflict and therefore the committee feels it should establish some guidelines, such as geographical, to guide this determination.

The work of the committee in all of the above areas obviously depends on a strong program of communication and publicity so that all of our congregations, regional offices and staff in New York will be aware of our services and can immediately refer to us potential problems as they occur. This campaign will initially consist of letters to regional directors and to congregational rabbis or presidents, as well as, hopefully, articles in our various publications. I have prepared preliminary drafts of the letters to the Regional Directors and congregational rabbis and will review those with Arthur Grant when he is here in Chicago on Sunday, June 3, 1990 for the meeting of the Dues Policy Review Committee. At that same time, Art and I will also discuss the enlargement of the committee, the establishment of a network of subcommittees, and proposed dates for the next committee meeting. At the present time, the committee is top-heavy with professional staff people and we need more volunteers to fill out the subcommittees.

There has already been one article referring to the committee and it has borne fruit. After it appeared I was contacted by a gentlemen here in Chicago who has artifacts from a previously closed congregation. I will be meeting with him in the near future to review those items and to determine the proper disposition of them.

In response to Rabbi Schindler's letter of April 5, 1990 I contacted Mr. Herman S. Kohlmeyer of New Orleans who is the new Chairman of the Board of the Museum of the Southern Jewish Experience. We had a very nice conversation and agreed to mutually cooperate in the future. He has several meetings within the next few weeks pertaining to the Museum, especially one with regard to the Port Gibson situation. He promised that as soon as those meetings were concluded he would call me so that we can go forward.

I was also contacted by Rabbi Jackofsky with regard to Temple Israel of Blytheville, Arkansas. This is a small congregation with no young members. As the principal family is in the process of relocating, Rabbi Jackofsky was concerned for the future of the congregation. He requested that I contact the congregation's part-time rabbi, Constance Golden of Memphis. I did call her and we had an interesting conversation. She advised me that the congregation is not in immediate danger of closing, but certainly that is a potential situation in the future. I suggested that she have the current Board of Directors prepare a congregational "Will" providing for many of the items referred to above and that also she have a member of the congregation, who is an attorney, review the Congregation's entity status and real estate ownership. Rabbi Golden was very appreciative of and receptive to these suggestions and promised that she would get back to me as soon as she had discussed the matter with the Board of Directors.

By coincidence, I have been invited to present my program on "Jews in the Civil War" to the annual meeting of the Southern Jewish Historical Society to be held in Jackson, Mississippi on the first week-end in November. Although that presents a conflict for me, as it is the same week-end as our regional bi-ennial, I have decided to accept the invitation for it will give me the opportunity to advise the Association of our committee's work. Also, I will be able to visit the museum in Utica, as the Association plans a tour of that museum during its meeting. Because, as you know, many of the congregations

which may potentially require our committee's services are located in the South, I believe that attending this meeting will open several doors for us and will be quite beneficial.

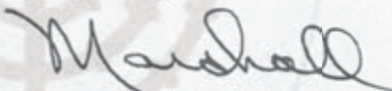
Bernard Isaacs has accepted the Vice-Chairmanship of our committee and, as always, he has been extremely dedicated, helpful and efficient. This is an area of great interest to Bernie and he will be an invaluable asset to the committee.

Although the committee has, since its initial conception, gotten off to a slow start, I am confident that before the next scheduled Board meeting we will have all of the various mechanisms in place to be of service to the congregations and to the Union as a whole. Therefore, I would ask that you consider placing our committee on the agenda for the Board meeting to be held in Rye Brook so that we can advise the Board as to the workings of our committee. This would be a material benefit to our publicity campaign.

Because there is the possibility of travel by various committee members to visit the congregations which will require our services, as well as the repositories and other congregations which might receive the assets of the dissolving congregations, the question of a committee budget was raised at the last committee meeting. We would greatly appreciate your thoughts on this subject as well as any other comments you may have concerning the progress and function of our committee.

Best wishes for a most successful Board meeting in Seattle.

Sincerely,



Marshall D. Krolick

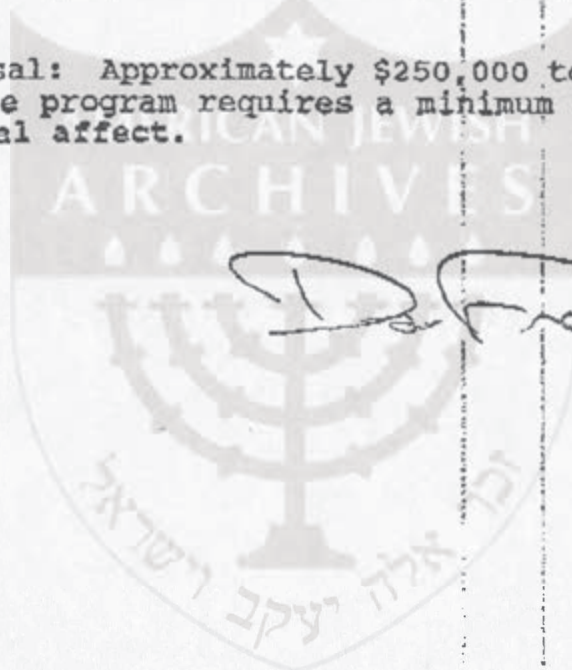
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- C. Workshops for individual congregations. A staff person could visit a synagogue for a one day leadership seminar which would include experiential exploration of various styles of Jewish learning and modes of spirituality and help congregations focus on which changes they might consider making to inspire the spiritual growth of the congregation and how these changes might most sensitively be implemented.

Organization: The program requires administrative and significant field work. (Actually leading the workshops themselves, 20-25 per year). Staff would include a Program Director, Office Manager-Administrator, and four to five part time workshop facilitators who could be sent to congregations and serve as staff for the national events.

Cost of the proposal: Approximately \$250,000 to \$300,000 for each of two years. The program requires a minimum of two years if it is to have any real affect.



D. Fresh

Jacobs *cf*

cc: Smith

✓

April 27, 1990
2 Iyar 5750

Mrs. Joseph Rosenzweig
132 Peninsula Point Drive
Hot Springs, AR 71901

Dear Susi:

Of course I remember meeting you and your husband so that you didn't really need to mention Connie Beskind to justify your writing to me.

Let me say at once that I fully share your appreciation of Macy Hart's work. He is a capable human being and devoted to his causes. He has certainly gained the support and the appreciation of the men and women of your area.

You ought to know that we have extended ourselves greatly in order to meet Macy's needs. We have held endless sessions talking with him of the future. Moreover our position regarding his substantial increase in salary was really beyond what our fiduciary responsibility and need to maintain a reasonable measure of equity among our staff was in an effort to retain him.

The only conclusion that I can draw from his refusal to accept this position is that he is basically tired of doing what he has been doing all of these years and he is looking for a newer challenge. His work with the Museum interests him but the Camp itself and its program and duties require full-time attention. We owe your young people no less and you simply cannot do two full-time jobs well. The Museum, too, requires full time leadership if it is really to flourish.

Be that as it may, I think that there is really precious little that you can do. Macy simply has to make up his mind as to what way he wants to go for the future. Let me assure you only that if he chooses to leave the Camp it will not be because the Union has not gone the last inch in order to retain him.

Cordial greetings,

Alexander M. Schindler



RABBI ALEXANDER M. SCHINDLER
PRESIDENT

UNION OF AMERICAN HEBREW CONGREGATIONS
838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

*Synagogue
Museum*

April 24, 1990
29 Nisan 5750

Mr. Herman S. Kohlmeyer, Jr.
Senior Vice President - Investments
Prudential-Bache Securities
639 Loyola Avenue
Suite 1500
New Orleans, LA 70113

Dear Herman:

It was lovely meeting you and I am so pleased that we had an opportunity to chat.

It would be wonderful to have you meet Rabbi Syme and other members of the Union staff. Please be sure to let me know when you plan to be in New York. Our staff members travel around the country, and very often visitors drop by while we are "on the road." Therefore, with some advance notice, we can seek to set up an appointment.

Do keep me posted on developments with regard to the Museum. I would be very interested to see how matters move along.

With kindest greetings and every good wish, I am

Sincerely,

Alexander M. Schindler

*By all means
to let me know
where he is
But I can be sure
to give an efficient
advance notice
that we are not
in the road
of the fund
time*

Herman S. Kohlmeier, Jr.
Senior Vice President-Investments

Prudential-Bache
Securities

April 17, 1990

Rabbi Alexander M. Schindler
Union of American Hebrew Congregations
838 Fifth Avenue
New York, N. Y. 10021

Dear Rabbi Schindler,

You were kind enough to let me slip into your office for a half hour earlier this month to discuss the Museum of the Southern Jewish Experience.

I very much appreciate your being willing to see me on such short notice. I am brand new to this project, having only arrived on board a few months ago, and I didn't want to let too much more time go by without showing my face to you.

I know you were in Mississippi for the dedication of the building in October, and that you are very well aware of the progress of the venture. It looks to me that I have come along just at the right time, with Macy and others having done all the tough work, and with there being nothing for me to do other than to raise some money.

The project has enormous appeal to me. I am certain that there are many other people who will enjoy the same tug on their hearts, much less their pocketbooks. What is needed is for them to know about the Museum and its work. It is, after all, still a rather closely guarded secret, having to compete with countless other appeals.

We will be spending time in building up a broader board, gaining wider community support. We are working with a well qualified applicant to take over the position of curator.

I hope that what we are doing has your blessings. I come to New York at least every other month, and would like to be able to introduced myself to Rabbi Syme and others on my next trip.

Again, with many thanks for your courtesies, and with warmest regards,

Yours very truly,


Herman S. Kohlmeier, Jr.



איחוד
ליהדות
מתקדמת
באמריקה

Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100 CABLES: UNIONUAHC

YOUTH DIVISION

Rabbi Allan L. Smith, *Director*

Copy to Mel 3/27/90

file

March 19, 1990

Mr. Allan B. Goldman
347 Conway
Los Angeles, CA 90024

Dear Allan,

The enclosed two documents summarize the results of my meetings in Mississippi. As you will note they are general and do not speak directly of Macy.

Of course, it is the desire of the leadership that Macy be the person. I concur. As far as the arrangements of Macy's continued tenure with the UAHC, these would be in accordance with the executive compensation program of the UAHC.

The very specific details of the relationship between the two corporate entities, the Jacobs Camp and the MSJE Inc., still need to be determined. It is my intention to call a meeting of the lay leaders on all sides in order to accomplish this. I will coordinate this meeting with you, Mel Merians and Harry Wood, Jr., to allow for appropriate representation from the UAHC National Committees and Board. The general principles are now much clearer if the enclosed is acceptable.

I am leaving for Israel on Wednesday and will return next Thursday. I will call at that time.

Thanks for your help in reviewing this.

Regards,

Rabbi Allan L. Smith
Director

/als
Encls.

JOB DESCRIPTION: JACOBS CAMP DIRECTOR

Background Principles: For twenty years, the Jacobs Camp has operated successfully as a summer camp facility with a limited off season educational program for children and adults on week ends and school vacation periods. The area served by the camp is Mississippi, Louisiana, Arkansas and the immediately adjacent area of Tennessee. There are three major cities: New Orleans, Memphis and Jackson. All other areas served are small towns with very small Jewish communities. The Camp has also recruited youngsters in Alabama. The Jewish community looks to the Jacobs Camp as the educational center and Jewish cultural center of the entire geographic area. As such, the constituency does have a wide range of expectations relative to service. This is a fortuitous circumstance.

Throughout its history, both the UAHC National Camp Committee and the local Jacobs Camp Committee have shared a concern relative to camper enrollment. The number of available youngsters has decreased over the years. Under all circumstances, the percentage of available youngsters required to fill the Jacobs camp has been ten fold that of any other UAHC facility. In order to guarantee that any available youngster would have the capacity to attend the camp, its fees have been kept artificially low and the camp has been subsidized by a Sustaining Fund from the adult constituency of the area. In the future some geographic adjustments should be considered to allow the camp to recruit more actively in the adjacent areas. That will not change the overall issue in substance. The Jacobs facility remains viable so long as it broadens its educational concerns on a year round basis. Hence the following basic description of the Jacobs Director position.

1. The Director will serve as the Jewish professional, representing Reform educational and cultural positions, to the current Camp Jacobs recruiting area.
2. The Director will hire, train and supervise the staff of programming and administrative assistants required to service the area as allowed for by budget.
3. The Director will be responsible for the operation of all facilities and programs operated under the direction of the UAHC in the area.
4. The Director will be an employee of the UAHC under the supervision of the Director of the Youth Division of the UAHC and employed under terms established for executives of the UAHC.

The Jacobs Camp and the Museum Facility and Corporation

The MSJE Inc. Leadership is parallel to the Camp Leadership. Many of the leaders are the same but not all. In addition some of the more important current and potential, leaders of MSJE are interested exclusively in the Museum project. The Museum/Synagogue facility at the Camp will be the major focus of the project for the near future.

The size of the general community will not allow for a total separation of the entities.

Therefore the Jacobs Camp will assume the overall control of all Educational programs in the area. The MSJE Inc. will have two roles.

1. To establish program priorities for the general project under the umbrella of the Jacobs Camp.
2. To provide the funding for all non camp related projects and expenses.

In order to operationalize the plan, we will establish a two-fold structure:

1. A subcommittee of the Jacobs Camp Committee.
2. A foundation like corporation to facilitate the raising and allocation of funds for projects suggested by the sub-committee and approved by the Camp Committee.

Jacobs
Camp Museum

March 15, 1990
18 Adar 5750

Mrs. William Rudner
4654 Hemlock Lane
Memphis, TN 38117

Dear Jocelyn:

I know you have been concerned about the situation which has arisen at the Jacobs Camp Institute. Let me assure you that we are doing all we can to retain Macy, to accommodate his needs but without making a financial commitment which would disadvantage other members of the UAHC staff (e.g. he requested a salary exceeding that of the Vice Presidents).

We are mindful of all Macy has done, not merely for Jacobs Camp but for the Museum as well. Members of the departmental staffs involved are meeting with leaders of the Camp and Museum regularly and I get full reports. Be assured we are doing our utmost to keep matters at an even keel and to bring the situation to a mutually acceptable agreement.

With fond regards to you and Bill, in which Rhea joins, I am

Sincerely,

Alexander M. Schindler

MEMORANDUM

*Jacob
Sapoznik
Mason*

gpm

DATE: March 12, 1990
15 Adar 5750

TO: Allan B. Goldman

FROM: Robert M. Koppel *BOG*

RE: Jacob Camp and MSJE, Inc. Draft Agreement Structure

*Please set up
mtg w/
Smitty &
Bob + Don Syon
in re this.*

I am enclosing a copy of the draft document which Smitty brought down to Mississippi last week. The draft includes your edits plus a few changes suggested by Mel and Smitty during a meeting we had just prior to Smitty's departure.

I think the next step is to listen to and evaluate Smitty's report on his conversations with the Jacobs/MSJE, Inc. lay leadership.

cc: Rabbi Alexander M. Schindler
Rabbi Allan L. Smith

d-r-a-f-t

PROPOSED STRUCTURE FOR THE RELATIONSHIP BETWEEN
THE HENRY S. JACOBS CAMP, THE UAHC
AND
THE MUSEUM FOR THE SOUTHERN JEWISH EXPERIENCE, INC.

1. In recognition of the grant provided by the Plough Foundation, the synagogue - museum building located on the property of the UAHC Henry S. Jacobs Camp in Utica, Mississippi is owned by the Jacobs Camp. As owner of the building, the Jacobs Camp will provide basic maintenance services normally associated with building ownership, including grounds keeping, janitorial services, and purchase of building property and liability insurance.
2. The collection of museum artifacts currently located in the building are listed as property of Jacobs Camp. Following preparation of a complete inventory which will detail each artifact, the UAHC Jacobs Camp will transfer ownership of all such artifacts to the Museum for the Southern Jewish Experience, Inc. (MSJE, Inc). The MSJE, Inc. will provide insurance coverage for all such artifacts and all future artifacts on the premises and/or included in the collection. All new gifts or acquisitions of artifacts will be the property of MSJE, Inc. MSJE, Inc. as owner of the artifacts will establish curatorial and conservation systems and procedures to maintain the integrity of the collection.

Museum for the Southern Jewish Experience, Inc. - Proposed Structure

3. As owner of the artifacts and operator of all museum shows, MSJE, Inc. will be responsible for all expenses related to the display of the artifacts and mounting of any and all shows and exhibits, including without limitation the additional maintenance (painting, lighting, electrical modifications, etc.) required to set up and dismantle museum shows and exhibitions.
4. MSJE, Inc. will actively engage in a program to distribute the museum's ritual artifacts to Reform congregations, thus acting as a "living museum" of the ritual artifacts obtained from congregations that have ceased to exist.
5. MSJE, Inc. and Jacobs Camp will be operated separately; however, recognizing that the building is on camp property and that a substantial portion of the building is a sanctuary/meeting room, Jacobs Camp will have first priority on the use of the building. A proposed museum calender will be submitted to Jacobs Camp management and scheduling meetings will be held regularly to ensure that few, if any, conflicts develop. Jacobs Camp will develop and list procedures designed to protect the primary camping purpose of the location. Such procedures will include: restricting automobile use and parking to designated areas, prohibition of museum guests from entering the camp program area without specific prior approval, etc.

Museum for the Southern Jewish Experience, Inc. - Proposed Structure

6. All operating expenses related to the museum, except basic maintenance services referred to in Paragraph 1, must be paid solely by MSJE, Inc.. These expenses shall include but not be limited to: salaries for curators, supervisors, fund raisers and support staff; expenses for brochures, catalogues, fund raising materials; expenses listed in Paragraph 3, etc.
7. No Jacobs Camp personnel will be compensated by MSJE, Inc. However, since MSJE, Inc. is a new enterprise which the UAHC and the Jacobs Camp wish to encourage, for 12 months from the date of this agreement, MSJE, Inc. may use Jacobs Camp clerical support staff and clerical facilities, providing that this in no way interferes with the normal operating functions of the camp. The final decision regarding availability of office assistance will rest with the Jacobs Camp director.
8. MSJE, Inc. will be responsible for compliance with all federal, state and local laws and regulations which affect museum operations in Utica, Mississippi. MSJE, Inc. will be responsible for all fees and payments required for compliance.
9. As a courtesy, MSJE, Inc. will send the Jacobs Camp Committee, the camp director the UAHC in care of Theresa Bobrow at 838 Fifth Avenue, New York, NY 10021 copies of all board and executive committee meeting minutes, budgets and financial statements.



איחוד
ליהדות
מתקדמת
באמריקה

Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100 CABLES: UNIONUAHC

YOUTH DIVISION

Rabbi Allan L. Smith, *Director*

March 12, 1990

Memorandum to: Rabbi Alexander M. Schindler

From: Rabbi Allan L. Smith

Copies: Rabbi Daniel B. Syme, Mr. Robert Koppel

Summary of Meeting with Representatives of Jacobs Camp

On Thursday, March 8, 1990, I met with key individuals representing the Jacobs Camp Executive Committee, including Steve Orlansky, present Camp Chairperson, David Grishman, immediate past Camp chairperson, and Earl Schwartz, next Camp chairperson and others. While these individuals could not speak authoritatively for the independent non profit corporation which I will call MSJE Inc., they could speak for the Jacobs Camp and carry the sense of what is desired by MSJE Inc. and clearly the basic involved constituency.

The most important point to note is that we began with discussing the Camp and its future, then the Museum Facility and then Macy. Of course, the question of Macy was intertwined throughout.

The Jacobs Camp:

We begin with the reality of an existing camp facility owned and operated by the UAHC. The service area is Mississippi, Louisiana, Arkansas and part of Tennessee. Recruitment has taken place in Alabama as well. The concern is the service area and its need. How one defines the need and our desire to help preserve the Jewish identity and commitment of that constituency is somewhat broader than in most of our other camping situations. There is no question that outside the major centers of New Orleans, Memphis and Jackson, the Jacobs facility is seen as the "Jewish Center" of the service area. Whatever cultural, social, recreational, educational and spiritual services which can be provided by the Camp are desired, appreciated and supported.

The summer camp program has been successful and continues. However, the service area is small, in the number of camper age youngsters. At any time in the near future, the number could drop significantly lower. Currently filling the camp requires a percentage ten times greater than any of our other facilities. Some adjustment in the recruiting area relative to Alabama and perhaps Tennessee could help. There is a critical number necessary to do summer camping. Efforts must be made to insure that critical number. However, supporting the service area will not be insured through geographic shifting of constituency. That will only help the camp. Very important, but not the main issue. Supporting the constituency requires a broadening of the program of the institution beyond the narrow confines of camping and a few weekend retreats. Hence the program of the Museum Facility.

The Museum Facility and MSJE Inc.:

The dedication of the Museum/Synagogue facility at the Jacobs Camps in 1989 sent a message to the service area constituency that the UAHC would support programming which focused attention on the value of preserving the history of the Jewish community in the service area as well as enhancing their pride in their ongoing struggle for a Jewish presence and influence in the area. The community leadership has two types of programming in mind. The first would be the general program within the Facility during all standard summer and winter sessions for young people. These would be sustained by the general Jacobs budgetary allocations. The second would be the expanded program both at the facility and outside the facility which would both educate and provide support for the overall Museum project. This program would be sustained by MSJE Inc. The very specific relationships of the various corporate entities needs to be defined in this context in the simplest and closest parallel way possible. It is the very strong feeling of all parties involved in the meeting that the professional leadership to shepherd the total Jewish program of the service area be one person. The individual they feel most strongly about is Macy Hart.

Macy Hart:

The representatives of Jacobs, most reluctantly and with very intense negative feelings, are prepared to proceed without Macy. Under all circumstances, they feel that this moment in time requires one person with mature and creative skills to move the Jacobs Camp into a new chapter. The Camp with the Museum facility must assume new dimensions. To them an individual from the area with a deep understanding of the Jewish life of the southern community and the skills to match the facility is essential if we are to be successful. Since we have that person in Macy, everything should be done to maintain his presence in the job. However, they recognize that Macy's requirements are beyond what the UAHC can provide without disrupting the UAHC Staff structure. The reasonable approach which they hope Macy will accept is as follows:

1. Macy will serve as Director of the total Jacobs entity
2. Appropriate Assistants will be hired for defined programs as dictated by need and supported by budget.
3. Following the summer session of 1990 Macy will be allowed to complete his Sabbatical.
4. Compensation will be in accordance with the plan already set in motion which will grant raises in July of 1990.
5. Annual increments will be based upon job performance and budget within the UAHC system which should be in the minimum 5% range.
6. Outside compensation will be defined as with all other UAHC employees and not include functions of the Jacobs and Museum entity.
7. Function in behalf of the Museum entity will be included within the job description of the total Jacobs entity.
8. The program of the Jacobs entity will be supervised by the NCCI through the local Jacobs committee structure as with all other similar UAHC facilities.
9. The local committee and corporate entity connected to the Jacobs entity will serve as guarantor of all support budgets required to effect the total program as envisioned by this report.

allan

Watkins Ludlam & Stennis

Attorneys at Law

William F. Winter
Robert H. Weaver
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Ernest G. Taylor, Jr.
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March 2, 1990

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(1884-1944)

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Director of Administration

(601) 949-4770

Rabbi Allen Smith
Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

RE: Henry S. Jacobs Camp

Dear Smitty:

I look forward to seeing you next week in Jackson. In the meantime, while it is so vividly on my mind, I thought I would take a moment to set out in writing my thoughts concerning the current situation.

First, I am appalled and outraged, if outraged is not too strong of a word, that the UAHC would not consent to the Camp Committee's compensation recommendations for Macy Hart. The reason for my feelings is that even though Macy's salary check is issued by the UAHC, all of the income needed for that compensation is generated through the operation of the Camp.

As you know, Henry S. Jacobs Camp is not merely a summer camp for kids. It may have started out that way, but that is not what it is today. It is a center for Jewish life for this region. There are so many small congregations throughout the deep south that look to the Camp for religious stimulation and education that the Camp has grown beyond its original concept.

With the addition of the Museum for the Southern Jewish Experience at the Camp facilities, the Camp and its facilities stand to mean even more to Jewish families in this region. The number of congregations with full time Rabbis in this area has continued to decline. As many of our young people move to larger communities, congregations in smaller communities face further decline in membership. The larger congregations are growing at

the expense of the smaller congregations. This is not only true with Jewish life, but it is true in many other aspects of life in the deep south. There are many small communities in the southern states that are declining while their former citizens are migrating to larger communities. Indeed, some communities could totally disappear over the next decade if something does not happen to keep people in small rural towns.

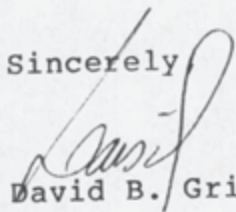
Henry S. Jacobs Camp does not need just a director for a summer program or even weekend programming for adults. It needs someone who has the respect of people throughout our region, and it needs someone who has a sense of vision as to what Henry S. Jacobs Camp and the Museum are today and what they can become in the future. The type of person needed does not stand on the corner of every block. In fact, the type of person that is needed probably is a rather rare individual. In my opinion, Macy is one of those rare individuals and we would have a very difficult time replacing him.

As you now know, Macy has announced that he will be leaving the Camp at the conclusion of the 1990 summer session. Unless the UAHC accedes to the better judgement of the Henry S. Jacobs Camp Committee concerning an appropriate level of compensation for Macy, we stand to lose plenty. Not only does our local Camp community stand to lose, but the UAHC stands to lose also and maybe even more. The UAHC has never been thought of fondly by a good number of Jewish families in the deep south anyway. This new problem certainly would not help the situation, even though it has improved considerably over the last five to ten years.

Smitty, when you are in Jackson, I am sure you will hear more of the same at our meeting with Steve, you, me and possibly Earl Schwarz. Come prepared because we are angry.

Best wishes.

Sincerely,


David B. Grishman

DBG:sj

MEMORANDUM

From Rabbi Daniel B. Syme

Date March 12, 1990

To Rabbi Alexander M. Schindler, Rabbi Allan Smith

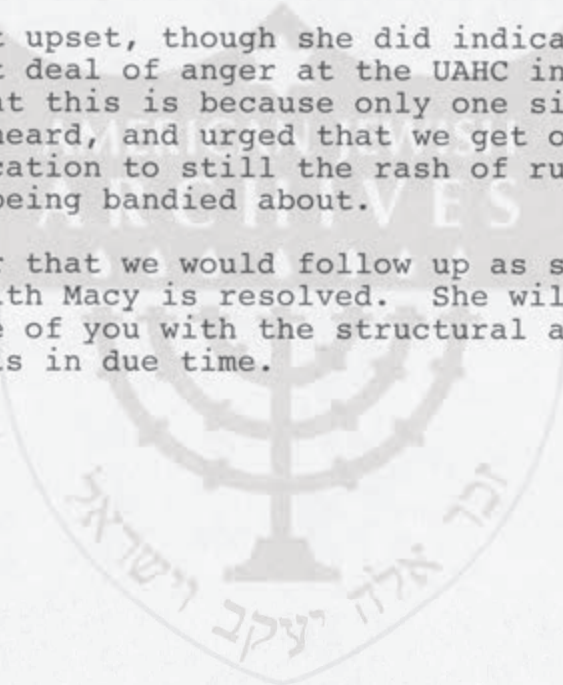
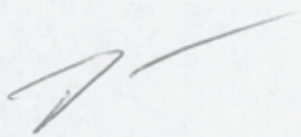
Copies

Subject

Jocelyn Rudner called me to express her concern about the Museum at Jacobs Camp. While she does not wish to get involved in the Macy business, she would appreciate a written clarification regarding the status of the Museum, its staffing and sources of operating funds.

Jocelyn is not upset, though she did indicate that there is a great deal of anger at the UAHC in the South. She believes that this is because only one side of the story has been heard, and urged that we get out some sort of communication to still the rash of rumors and misinformation being bandied about.

I promised her that we would follow up as soon as the situation with Macy is resolved. She will expect to hear from one of you with the structural and financial details in due time.



MEMORANDUM

DATE: February 8, 1990
13 Shevat 5750

TO: Allan B. Goldman

FROM: Robert M. Koppel *Bob*

CC: ✓ Rabbi Alexander M. Schindler, Mel Merians

RE: Jacobs Camp/Synagogue Museum Board
Approval

*add to
jacob file.*

I found the enclosed record of the Board of Trustees acceptance of the Plough Foundation gift which funded the construction of the Jacob Camp synagogue/museum building. The grant was accepted at the May 16 -18, 1986 board meeting held in St. Louis, MO.



✓ construction. Thereafter, a second need developed. The declining and collapsing congregations in the region were sending their records and possessions to the camp to be preserved. As a result, the Jacobs Camp developed a plan whereby the chapel would not only be a synagogue, but would also be a museum of history of Southwest Jewry. The Plough Foundation of Memphis has granted \$540,000 toward its construction.

STAFF APPOINTMENTS

Rabbi Schindler announced that Mr. Bruce Black has joined the Publications staff of the UAHC to assist in marketing and sales promotion. Mr. Ben Dardig recently retired from the position of building manager and has been replaced by Ms. Neilia David. Mr. Arnold Miller has joined the staff to assist in establishing a computer program. Ms. Maggie Bar-Tura is the new Shaliach. Mr. Arthur R. Grant was introduced by Rabbi Schindler. Mr. Grant, formerly the Canadian Council Regional Director, has assumed the posts of Director of Program and Director of Regions. Rabbi Schindler announced the retirement of Rabbi Stephen Schafer, former director of NFTY, who subsequently served as the Director of International Youth Activities. Rabbi Allan Smith, director of NFTY, will assume responsibility for the overseas youth program, in tandem with Rabbi Eric Yoffie, director of ARZA.

Rabbi Schindler granted tenure to Rabbi Richard Address, director of the Pennsylvania Council, to Mr. Louis Dobin, director of the Greene Family Camp-Institute, Bruceville, TX, Mr. Aron Hirt-Manheimer, editor of Keeping Posted and Reform Judaism, and to Rabbi Ronald Klotz, director of the Myron S. Goldman Camp-Institute, Zionsville, IN.

UAHC MISSION TO ISRAEL

Mr. Rothschild presented a detailed report of the UAHC Mission to Israel which left immediately following the May Board meeting in St. Louis. A copy of the report is attached as Appendix V.

JEWISH AGENCY GRANT PROPOSAL

Rabbi Charles A. Kroloff, president of ARZA, presented an update on the latest meeting of the committee comprised of the leadership of the UAHC, CCAR, HUC-JIR, WUPJ AND ARZA, working on the problems of the lack of financial support for Reform institutions in Israel from the Jewish Agency and UJA. In that context, Rabbi Kroloff presented a resolution adopted by that committee (Appendix VI).

In the discussion following, many concerns were voiced. Because of these concerns, it was the sense of the members present that this resolution should be considered by the full Board of Trustees, with prior circulation.

The recommendation was made that the Executive Committee reframe the resolution to indicate that the Reform movement will pursue efforts to obtain equitable allocation of funds in Israel to the Reform movement, and that absent success in the reasonable future, that the Reform movement will immediately establish an Israel Fund for the institutions of Reform Judaism. That would express the sense of the Executive Committee.

Heights Synagogue, Brooklyn, NY, Sinai Temple, Mount Vernon, NY, Temple Beth Elohim, Old Bethpage, NY, Farmington Valley Jewish Congregation, Simsbury, CT, Congregation Beth Israel, San Francisco, CA, Beth Yehuda Synagogue, Loch Haven, PA, Beth Ha Sholom, Williamsport, PA, Temple Beth Sholom, Miami Beach, FL, Temple Beth Israel, Florence, SC, Temple Emanuel, Ponca City, OK, Temple Mizpah and Abilene, TX (Appendix III, page 3, item 3).

These recommendations were moved, seconded and approved.

6. The committee notified the Board of Trustees of their recommendation to terminate the UAHC membership of Temple Emanu-El, San Jose, CA. Procedures outlined in Article III, Section 4 of the UAHC Constitution and By-Laws are to be implemented (Appendix III, page 3, item 4).

7. Temple Sinai, Forest Hills, NY, Temple Beth Tikvah, Fullerton, CA, Temple Beth Israel, San Diego, CA, Temple Israel of Greater Miami, Miami, FL, Congregation Ner Tamid, Las Vegas, NV, Temple Beth Sholom, Flushing, NY, Temple Beth El, Spring Valley, NY and Temple Emanu-El, San Jose, CA, are to be continued under suspension of UAHC Services (Appendix III, page 3, item 5).

TERMINATION OF TEMPLE BETH SHOLOM, FLUSHING, NY

Mr. Rothschild advised that in February, 1986, Temple Beth Sholom of Flushing, NY was notified that its membership in the UAHC was to be terminated. Procedures under Article III, Section 4 of the UAHC Constitution and By-Laws provides that the congregation has the right to a hearing. There has been no response from the congregation. Regretfully, the Chairman called for a motion to terminate the membership of Temple Beth Sholom in the UAHC.

The motion to terminate the membership of Temple Beth Sholom, Flushing, NY, was made, seconded and approved.

REPORT OF THE TREASURER

The report of Mr. Howard M. Wilkoff, treasurer, is attached as Appendix IV.

ACCEPTANCE OF GIFTS

Rabbi Schindler announced the receipt of a grant of \$25,000 from Ms. Barbara Boiarsky, to create a companion volume to the book When Living Hurts, by Sol Gordon. A legacy from the Estate of Emanuel M. Weil will be forthcoming shortly. The Rabbi Sanford Seltzer Youth Scholarship Fund, established by the Rumpler family, previously announced, has been finalized.

Rabbi Schindler announced the intention of Mr. Hy Bylan, Honorary Vice-Chairman, to establish a \$300,000 publication fund in memory of his wife, Esther. His daughter, Nancy, will also contribute to the fund, and the family has requested that they be involved in the selection of the books.

The motion to accept the Bylan Family gift was made, seconded and approved.

Rabbi Schindler advised that the Jacobs Camp-Institute, Jackson, Mississippi, has long felt the need to build an indoor Chapel and began planning for its

(over)

February 8, 1990
13 Shevat 5750

Mrs Darlene H. Lebasky
2638 Millwood Drive, N.E.
Atlanta, GA 30305

Dear Ms. Lebasky:

Many thanks for your gracious and thoughtful letter. I am grateful that you took the time to share your thoughts with me.

Let me note that I have visited many Southern communities on many occasions. I am familiar with the magnificent heritage of Southern Jewry and mindful of the major contribution it has made to Jewish life, Reform and in other streams of Judaism.

The situation we are facing in connection with the Museum of the Southern Experience and Macy Hart is one which has nothing to do with any personal considerations. The problem the UAHC leadership must face is one of resources and the needs of the total Union family. We are not a small organization, we have nine camps and thirteen regional offices, in addition to the Religious Action Center in Washington and our national headquarters here at the UAHC House of Living Judaism. That, of course, can be translated into a large staff, support as well as executive. I know I need not go into detail as to the wide ranging program the Union offers and all that we do takes huge resources. We plan our budget with great care, we try to take into account the efforts of each and every staff member, but we certainly seek to be fair in dealing with remuneration for our devoted staff. We also seek to be fair in providing program monies for the various UAHC departments and avoid favoritism of any kind.

Let me also note that I participated in the dedication of the Museum of the Southern Experience and was absolutely thrilled with the building and exhibits.

With warm good wishes, I am

Sincerely,

2638 Ellwood Drive, N.E.
Atlanta, Georgia 30305
January 31, 1990

Rabbi Alexander Schindler
President, Union of American Hebrew Congregations
838 Fifth Avenue
New York, New York 10021

Dear Rabbi Schindler,

Please excuse this hand-written letter,
please, however, take a moment to read this, as
I want to express a thought on a subject of
concern to Southern Jews.

The South is truly an exciting, beautiful
and historical place in which to be alive. The
traditions of one's heritage, combined with one's
environment, flows through the essence of a
Southerner. A rural Southerner, especially, in

unique, because his mere existence is defined by an interdependence on all elements, past and present. To know a true Southerner is to know an individual of humour, intelligence, feeling, and pride. I have often thought that other areas of our country hesitate to acquaint themselves with the South openly and freely, because of a subliminal gnawing that this actually could be true. I've come to this reasoning upon having lived in many places in the United States; it is odd how surprised many people are upon getting to know a Southerner - often, they've a genuine friend for life.

And because of a Southerner's connectedness to the land and people here, it is hard

to leave for more urbanized areas - areas of
"greater opportunity." To leave one's parish or
county is a conflict within that reaches one's
fundamental being. Even in the most promising
of circumstances, it is a decision never easily
made. A Southern Jew, especially, comes from
a place of singular history, one that if, left
by him, could well be the end of its memory.
This is, as you know, happening now with a
rapidity of frightening speed. Yet, the South
is very much alive in her cities, but her
deepest self is being lost in the meantime.

The Museum of the Southern Jewish
Experience is a neophyte structure - an idea
born out of need, because Jews here said

that we must not continue to loose ourselves.
We work so hard to preserve Judaism and the
memories of the past in any place we are able,
in places we've never seen, but we are
allowing this priceless price of identity slip
away. This museum, as inauspicious as it
may be to some, is a symbol of hope to those
who have to move on, and to those who remain
yet see no young families returning. And above
all, it is history being preserved in its rightful
place for others who wish to learn about the
experiences of Southern Americans and of the
Jewish people.

What am pointing toward? I do not
pretend to assume to understand the working
of the U.A.H.C., or to presume to know Mr. Macy
Hart's position both personally and in relation

to the Union. I do know that he has worked
fermently for our region, with humor, intelli-
gence; feeling, and pride. He is a Southerner,
and he is a Jew. He loves his home, he loves
his faith; he is these things. His presence
is reassuring; one senses that cemeteries,
old Torahs and prayer books will be taken
care of properly under his guidance when that
imminent time arrives for many of our
families and congregations. His presence is a
good one for Louisiana, Arkansas, Mississippi,
and Western Tennessee.

My family has recently moved away for
"greater opportunity". Now, there is only one
remaining Jewish family in the small town
of beauty we've left behind. I think of

that every day here in Atlanta, where forgetting appears not to be an issue.

Thank you; Shalom,

Darlene H. Sabashy



July 16 1990
23 Tammuz 5750

Mr. Macy B. Hart
Director
Museum of the Southern Jewish Experience
~~Henry S. Jacobs Camp~~
P.O. Box 16528
Jackson, MS 39236-0528

Dear Macy:

I just returned from Jerusalem and found your letter of July 6th. I, too, was pleased with the article in "Reform Judaism". Not only you, but Marshall Krolick, also has been overwhelmed by the response.

As of this writing, the date of our visit to Camp Jacobs has not been set. I am ready to go on at least one of the three dates that was suggested, but I am anxious to have Mel Merians along. He knows so much more about museums and their requirements than I do.

I am dictating this letter at home. As soon as I get to the office, I will attend to this matter and then be in touch with you. If not directly, then via Smitty.

I am glad that you are having a good session. I receive a white report from all over the country and from Israel, too.

With every good wish, I am

Sincerely,

Alexander M. Schindler



#8

July 6, 1990

Rabbi Alexander M. Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York New York 10021

Dear Alex:

First and foremost, I would like to take this opportunity to tell you we are having a wonderful summer season. We are full and all of our programs are enjoying immense success.

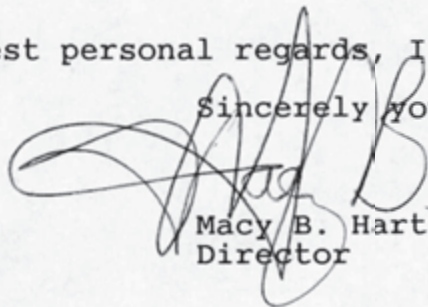
We have gotten a great deal of exposure and mileage out of the recent article in "Reform Judaism" magazine. I want to commend Aron Hirt-Manheimer for his wonderful grasp of this project and for seeing to it that Michael Blackman's article was inclusive of the distance we have traveled. I have always found Aron to be a consummate professional and I have enjoyed the paper under his editorship. The new format is certainly a great improvement over the old. I believe it does have a vast and wide readership.

As a result of this article, I am getting two or three letters and calls every day, as well as visitors from all over the United States. Our most recent was a couple from North Dakota who dropped in to visit. This scenario occurs continually. We are getting visitors from South Carolina, Tennessee, Los Angeles, Miami, etc.

I look forward to seeing you later in the summer at the meeting we hope to conduct during our camp session. In the meantime, be well and have a wonderful summer yourself.

With kindest personal regards, I am

Sincerely yours,



Macy B. Hart
Director

MBH/lpm

Herman S. Kohlmeier, Jr.
President

Betty Lee G. Lamensdorf
Vice President

David B. Grishman
Secretary

Julianne D. Grundfest
Treasurer

Julian Wiener
Past President

Macy B. Hart
Director

MEMORANDUM

DATE: February 6, 1990
12 Shevat 5750

TO: Rabbis Alexander M. Schindler, Daniel B. Syme,
Allan L. Smith, Mr. Macy B. Hart

FROM: Robert M. Koppel Bob

RE: Minutes of the Jacobs Camp/Museum for the Southern
Jewish Experience, Inc. Meeting February 6, 1990

The following is a summary of the items which we discussed at this afternoon's meeting:

1. The purpose of the meeting was to prepare a staff recommendation to present to a joint meeting of staff and lay leaders to define the structure of the relationship between the Museum for the Southern Jewish Experience, (MSJE, Inc.) and the Henry S. Jacob Camp.
2. The following items reflect the consensus of the group:
 - a. MSJE, Inc. and the camp have separate missions and are separate institutions:
 1. The Henry S. Jacobs Camp is a camp/educational center.
 2. The MSJE, Inc. is a museum operation which has one current location on the property of the Jacobs Camp and a dream to expand into a larger museum entity to serve the southern Jewish community.

The two institutions are bound together at the present time by the common bond of the synagogue/museum building known as the Museum for the Southern Jewish Experience.

- b. The group agreed that the UAHC Camp Jacobs owns the synagogue/museum building and should be responsible for its basic maintenance.
 - c. The collection of museum articles currently located in the building are listed as property of the camp. The UAHC Camp Jacobs should transfer ownership of all museum related items to the Museum for the Southern Jewish Experience, Inc. All new gifts or acquisitions will be the property of MSJE, Inc.
 - d. The MSJE, Inc. is entitled to mount exhibits in the synagogue/museum building at its own expense.

Meeting Minutes for Camp Jacobs/Museum for Southern Jewish Experience, Inc.

- e. The director of the Jacobs Camp may request the MSJE, Inc. to produce special exhibits that will be particularly appropriate for camp operations. The MSJE, Inc. will have the right to accept or reject such requests.
- f. The Jacobs Camp will, at all times, have priority use of the synagogue/museum building.
- g. As part of the Museum for the Southern Jewish Experience, Inc.'s program it is expected that the museum will actively engage in a program to distribute the museum's ritual items to Reform synagogues and temples to in effect produce a "living museum" of the ritual articles which were obtained from congregations that have ceased to exist.
- h. The group agreed that an assistant camp director whose primary function would be the management of the synagogue/management facility might be retained under the direction of the Jacobs Camp director, if a demonstrated camp program need exists.
- i. The MSJE, Inc. should be an independent entity, separate and apart from the Henry S. Jacobs Camp and therefore free to pursue its own goals.

Cross board representation between the two entities will be encouraged.

- 3. There was one question of significance where the group did not have a consensus. Is there a need for a unifying executive director to manage the operations of both the MSJE, Inc. and the Jacobs Camp? The consensus was that ultimately such a structure with an executive director supervising a camp director and a museum director might be desirable. For the foreseeable future however, there was a divergence of opinions. Several members express the opinion that the MSJE, Inc. grow on its own and the Jacobs Camp should continue to operate as is under the direction of the camp director. Others suggested that a single executive director is desirable now.

The group agreed to convene a meeting of staff and lay leaders with representatives from the UAHC, the Jacobs Camp and the MSJE, Inc. to finalize a working arrangement.

Smitty agreed to coordinate the scheduling of this meeting.

MEMORANDUM

DATE: February 2, 1990
7 Shevat 5750

TO: Mel Merians

FROM: Robert M. Koppel *Bob*

CC: Rabbi Alexander M. Schindler, Allan B. Goldman, Rabbi Allan L. Smith, Rabbi Daniel B. Syme

RE: Site Visit to UAHC Jacobs Camp Regarding Museum for the Southern Jewish Experience December 19-21, 1989

*Wolfe
for
The
Museum
Camp.*

Background:

The Henry S. Jacobs Camp, located in Utica, Mississippi, with winter offices in Jackson, Mississippi, received a \$539,220 grant from the Plough Foundation of Memphis, Tennessee to build a synagogue - museum at the Jacobs Camp and prepare initial exhibits for the museum facility to preserve the history of the unique character and contributions of Jews in the South. The need for the museum centered on the increasing number of small congregations that are going out of existence in isolated communities throughout the southern United States.

The synagogue - museum was completed and officially dedicated in October, 1989. It is an attractive and apparently functional and flexible building that can be used by campers and adults.

The successful completion of the actual building and initial exhibits has been diminished somewhat by deficiencies in communication which has produced some misunderstandings between the UAHC, the Jacobs Camp staff, and a separate entity entitled, The Museum for the Southern Jewish Experience, Inc. (MSJE, Inc.)

Mandate:

I was asked to conduct a site visit/audit of the Museum of the Southern Jewish Experience project at the Jacobs Camp and its offices. My primary purpose was to obtain a clear picture of and determine the business and financial relationships that exist between the camp and the MSJE, Inc.

Process:

Prior to my visit, I spoke at length with Macy Hart, the Jacobs Camp

Site Visit re: Museum for the Southern Jewish Experience

director and sent him a memo via fax detailing the major pieces of information that I would require. (Attachment I) I also arranged for personal meetings with Brack Schloemer, the camp's outside auditor, Julian and Kathryn Weiner, president and vice president of MSJE, Inc., David Grishman, MSJE, Inc. board member, and of course Macy and his staff. While I spent the bulk of my time at the Jackson office, I made a personal visit to the camp property and the synagogue - museum building.

Report:

I reviewed the accounting records with the camp's auditor. Mr. Schloemer is a conservative accountant who is very desirous of performing his service to a high standard of clarity; he was very helpful. During his normal preparation for the Jacobs Camp audit, he became aware of the financial confusion that was emerging from maintaining two separate entities, both named Museum for the Southern Jewish Experience, that co-existed to build, operate and maintain the museum. (see Attachment II) Mr. Schloemer either did not understand the verbal communication from the camp concerning the status of the museum and the Plough grant, or the Jacobs Camp staff and the MSJE, Inc. board had not properly explained the financial details of the Plough grant and the planned future relationships to their auditor.

leg From the beginning, Macy accounted for the museum funds as a separate function, outside of the camp's books. He correctly assumed that the museum needed separate treatment, but took that separateness too far by removing the museum's entire financial accounting from the Jacobs Camp's books even though the Plough grant was specifically given to the UAHC Camp Jacobs. He apparently was concentrating on the separate MSJE, Inc. which would, in his mind, ultimately be the operating entity.

I examined the accounting records which listed every transaction through May 31, 1989, along with a combined trial balance report prepared by the auditor allocating expenses and income between the camp and the MSJE, Inc. The May 31, 1989 date was the close of the MSJE, Inc.'s fiscal year. While accounting sheets exist for all of the transactions from June 1, 1989 through my visit in December, they have not been summarized into a meaningful format. I have asked for this report and understand that it is still being prepared.

From my testing of the source documents against the accounting reporting, including the post May 31, 1989 documents, I found no irregularities. All transactions that I checked were recorded in accordance with the original document.

One transaction, which was clearly reported, does raise a question. There was a transfer of \$16,260 from the synagogue - museum project Plough Foundation accounts to the MSJE, Inc. This amount approximates

Site Visit re: Museum for the Southern Jewish Experience

the interest earned on some of the Plough money which was sent by the Plough Foundation as an advance payment and not required for disbursement for several months. The argument from the camp is that since the corpus was for museum use, then any funds remaining following the completion of the Plough grant should be used only for the benefit of the museum. While I understand their thinking, I am uncomfortable with a direct transfer of funds from the camp to the museum since the interest earned was from funds given to the camp. The total amount expended on behalf of the museum effort did exceed the \$539,220 allowed by the Plough grant and all expenditures above that amount were paid for by the MSJE, Inc., through contributions received of almost \$82,000 through May 31, 1989. However, this item should be discussed with the camp and the museum board members as part of the final continuing relationship agreement.

As mentioned above, the records that I reviewed were only summarized through May 31, 1989. They have not prepared a complete summary of total income and expense from inception to December 31, 1989 showing the allocation of income and expense between the museum and the camp (Plough Grant).

Please refer to my December 11, 1989 memo, attached as Exhibit I, for the responses I received to my specific questions.

1. There are no formal agreements between the Jacobs Camp and the MSJE, Inc.

In speaking with David Grishman, he and I agreed that it was unquestioned that the Camp owns the MSJE building located on Jacobs Camp property and funded by the Plough grant. It is the desire of the MSJE, Inc. to operate the museum without financial assistance from the UAHC. One area which is unclear is the ownership of the museum's collection. A negotiation would be required to assign ownership of all articles to the camp or the MSJE, Inc.

Mr. Grishman acknowledged that it is important to prepare a clear operating agreement that will detail the relationships and responsibilities of all entities involved with the synagogue - museum, MSJE, Inc., UAHC, and Camp Jacobs. He also agreed that the MSJE, Inc. needs to prepare a budget and operating plan for the future.

2. According to Macy and David Grishman, the camp did not assume any direct operational or fund raising responsibilities. However, my conversations with Macy and others indicates that Macy was the prime fund raiser for the museum and I'm sure he will continue to be so. Macy indicated that he receives many requests to speak about the museum. Operationally, no direct expenses are to be paid by the camp. The MSJE, Inc. has

Site Visit re: Museum for the Southern Jewish Experience

paid utility bills that I observed in my review. The camp did not allocate office and maintenance effort to the MSJE, Inc. It is difficult to determine how extensive the Jacobs Camp effort has been. Macy believes it was quite small. The synagogue - museum building is new and hardly in use and therefore requires virtually no actual maintenance expenditures right now. The camp maintenance crew is performing the minor upkeep currently required. Based on the amount of promotional and office materials that I observed in the office that appeared to be related to the museum, I estimate that the office effort was greater than inconsequential, but apparently did not require hiring additional help.

Both David Grishman and Kathryn Weiner emphasized that the fund raising MSJE, Inc. plans to do in the future will be separate from the camp. While I'm certain that David and Kathryn truly anticipate that camp effort will be minimal, a potential problem could develop in properly allocating the expense of staff time. Macy in particular, will assuredly be very active in any MSJE, Inc. effort to raise funds and arrange programs.

3. There were no reported transactions between the camp and the MSJE, Inc. where the camp reimbursed the MSJE, Inc., or visa versa, for services performed. One transaction did take place at the beginning of the building construction phase where the camp paid certain synagogue - museum project related expenses while waiting for funds previously received from the Plough Foundation as an advance and placed in a certificate of deposit, to mature. It was promptly repaid.
4. A copy of the Plough Foundation grant is attached. (Attachment 2)
5. As I indicated above, there is a complete set of records for the synagogue - museum project. The first \$539,220 was allocated to the Plough grant and will be placed on the Jacobs Camp books. Prior to the preparation of the camp's 1988-89 financials, no museum transactions were included in any camp records. A footnote to the 1987-88 statements did mention the existence of the synagogue - museum project, but indicated that it was separate from the camp.

Through May 31, 1989 the construction expenses were \$469,522 including \$70,000 sent to the Union for FRJ. Total expenses incurred by the museum project including salaries, travel, books, promotion, etc. were \$555,951 of which \$539,220 was allocated to the Plough grant and the balance, \$16,731, was allocated to MSJE, Inc. funds. As I indicated earlier, there

Site Visit re: Museum for the Southern Jewish Experience

was an actual transfer of \$16,260 to the MSJE, Inc. which approximates the interest earned during the construction period.

There was no record of the museum building on the camp books because the accountant did not have a clear understanding of the synagogue - museum project. He believed that the museum was totally separated from the camp and not related in any way. When he learned that the Plough grant was made to the Camp, he started making the appropriate changes.

6. There is no recorded allocation of Jacobs Camp resources to the MSJE, Inc.; however, it is clear to me that office and executive effort was expended during the construction phase and will continue to be required in the future for the MSJE, Inc. Although much of the effort was directly related to the completion of the Plough grant work scope, additional effort, particularly regarding fund raising, was expended which benefitted only the new corporation. The extent of work performed is difficult to estimate, but it appears to have been at a meaningful level.

Kathryn Weiner emphasized to me that the money being raised for the MSJE, Inc. will be a separate effort apart from camp solicitations and any camp involvement will be strictly incidental such as mailing an occasional letter, etc. While I believe Kathryn's sincerity of intentions in this area, based on the size of the project and Macy's vision of the future, (see page 6 below) camp effort will be more than incidental unless MSJE, Inc. hires a clerical person through its own resources.

7. See # 6
8. MSJE, Inc. has its own federal ID number, 64-0762027.
9. The camp has not raised funds for the museum as a separate project of the camp.
10. Macy, Kathryn, and David believe that once the museum is operating that the responsibility for set up, installation and operation of any shows will be assumed solely by the MSJE, Inc.
11. The synagogue - museum building is insured through the camp's insurance program at a cost of approximately \$7,000 per year; contents are included in the general contents provision of the camp policy and any article that may be displayed outside of the building would be covered by the Union's floater. The insurance situation needs more attention to

Site Visit re: Museum for the Southern Jewish Experience

determine realistic values of the contents to be sure that the floater and the contents policies are adequate.

12. At the present time there are no museum financial obligations being carried by the camp. The MSJE, Inc. is responsible for all current expenditures.
13. I have a copy of the MSJE, Inc. incorporation documents. The Union is referred to in paragraph 7 of the charter as the recipient of all assets should the MSJE, Inc. cease to exist.
14. The MSJE, Inc. does not have a budget for the upcoming year since they do not have a program planned as yet.

One separate, but very much related item, concerns the continuing status of Macy Hart, the camp director and the executive staff member who organized the museum project in a dual capacity, representing the camp and the MSJE, Inc. (Macy is listed as a director and treasurer of the MSJE, Inc.) Macy has lobbied very hard with several people, including Alex, Mel, Smitty, and me to reorganize his position to become the overall executive in charge of operations of the camp and the museum. He envisions himself supervising a camp director on behalf of the Jacobs camp, and also supervising a professional museum executive for the benefit of the MSJE, Inc. He would then expect a salary from both the camp and the MSJE, Inc.

Macy enjoys a very positive relationship and reputation with the lay leadership with whom I spoke. They give him much of the credit for bringing the museum to completion. Macy's suggested organizational design does highlight the absolute need for a clear written understanding of how the MSJE, Inc., the camp and the UAHC will interact and function together.

Summary:

The Jacobs Camp, and therefore the UAHC, have added a very attractive and functional building facility to its asset base. It is a flexible building, which among other purposes, will house Judaica and other articles from congregations located in small southern towns that either have already, or will in the foreseeable future, cease to exist. It also houses a sanctuary which will be used by the camper community. The building itself and the museum programming component promise to be important to the camp constituency along with the local and surrounding Jewish community.

The process to build the actual structure and arrange for its funding was made more difficult than one would prefer. There were differing levels of expectations regarding the magnitude of the project that existed during the planning and construction phase between the Jackson

Site Visit re: Museum for the Southern Jewish Experience

community and the UAHC in New York, which were compounded by the physical distance of the synagogue - museum from New York and led to a breakdown in communication regarding the scope of the project. While Alex's letter to Macy dated February 11, 1987 seems clear, it appears that at least Alex's desires articulated in section 3 of that letter were in part exceeded. (Attachment 4) I believe that a gap still exists regarding the understanding of scope of the ongoing museum program. The local community is very proud of the museum and is enthusiastic about its future. Financial support has developed for the museum from sources that never made contributions to UAHC organizations previously. Negotiations with the local community must be done carefully to protect this growing positive relationship.

The establishment of the separate entity known as the Museum for the Southern Jewish Experience, Inc., which is the same name as the museum building, has created the most significant single ongoing problem which must be resolved. A clear written statement describing how the MSJE, Inc., the camp and the UAHC will interact and function together is essential. Once the relationships are clear, the Museum for the Southern Jewish Experience will be able to begin to fulfill its promise and should be a source of pride to the southern Jewish community and the UAHC.

MEMORANDUM

DATE: December 11, 1989
13 Kislev 5750

TO: Macy Hart

FROM: Robert M. Koppel

CC: Rabbi Allan L. Smith, Mel Merians

RE: UAHC Jacobs Camp/Museum for the Southern Jewish Experience

Thanks for calling me so that we could talk further about the Museum for the Southern Jewish Experience. I want to emphasize to you once again that the purpose of my visit is to clarify the relationships that exist between the Jacobs Camp and the two entities both known as the Museum for the Southern Jewish Experience and to gain as much information as possible about the museum and the camp.

As we discussed on the phone, it will be easier for both of us for you to receive in advance some of the questions that I believe will aid in clarifying the issues:

1. Do any formal written agreements exist between the Jacobs Camp and the Museum for the Southern Jewish Experience, Inc? (MSJE, Inc.) If yes, who signed on behalf of the UAHC?
2. What is the plan for operating the museum, the modus operandi: Basically, what I need to know is:
 - a. What operational or fund raising responsibilities did the Jacobs Camp assume in operating the museum? What expenses were incurred by the camp to accomplish the above responsibilities during the year ended 10/31/89. Are you budgeting any expenditures for the fiscal year ending 10/31/90?
 - b. What operational or fund raising responsibilities did the MSJE, Inc. assume?
 - c. Please summarize the operational "table of organization" to show which organization is responsible for each segment of the museum's operation.
3. Were there any financial transactions between the camp and the MSJE, Inc? Are any contemplated? If so, for what purpose?

Macy Hart Memo re: Museum of the Southern Jewish Experience

4. I would like to see a copy of the Plough Foundation Award Agreement with the Jacobs Camp.
5. Do you have a complete set of records for the museum construction and related costs? How was the bookkeeping handled?
 - a. What was the total cost of the construction of the museum?
 - b. Did the MSJE, Inc. pay for any of the construction costs?
 - c. I would like to see a complete income and expense report for the museum construction.
 - d. When did construction actually begin?
 - e. Why was there no record of the museum assets on the Jacobs Camp 1988 financial statement? It does not appear to be present on your 10 month interim report either.
6. Was there any allocation of camp expenses to the museum construction project?
 - a. You indicated that the camp is responsible for maintenance of the museum building. Is there anything else that camp personnel does for the museum operation?
 - b. What percentage of your personal effort is related to museum fund raising and operations?
7. Is there any allocation of camp expenses or personnel to the MSJE, Inc? If any, does the camp get reimbursed from MSJE, Inc. for any effort expended or cost incurred?
8. Does the MSJE, Inc. raise money under its own tax exempt number or does it use the UAHC exemption? Does Jacobs have a separate tax exemption or do you use the UAHC exemption?
9. Does the camp raise money for the museum as a project of the camp, separate from the MSJE, Inc. effort?
10. Who is responsible for the costs associated with the set up, installation and operation of any shows that are presented in the museum building?

Macy Hart Memo re: Museum of the Southern Jewish Experience

11. How is the museum building and its contents insured; through Jacobs Camp or MSJE, Inc? Which entity actually owns the items, MSJE, Inc. or the camp?
12. Who is legally responsible for any payables (financial obligations) incurred by the museum?
13. Do you have a copy of the MSJE, Inc. incorporation documents? I would appreciate a copy.
14. Does the MSJE, Inc. have a budget for the current fiscal year? Do you have a copy of the MSJE, Inc. financial statements.

I know that answering the above questions requires a certain amount of effort; however, I would like to get a written response by Friday morning, so that I can review them before I fly down on Monday. You can fax them to me at 212 734-2857.

Macy, I look forward to seeing you on Monday evening, December 18th and truly appreciate your cooperation. Thanks again.



PLOUGH FOUNDATION
P.O. Box 11087 • Memphis, TN 38111-0087

June 24, 1986

HEART

Mr. Macy B. Hart
Camp Director
Box C
Union of American Hebrew Congregations
Henry S. Jacobs Camp for Living Judaism
Utica, Mississippi 39175

Dear Macy:

This letter is to confirm the favorable action of the Board of Trustees of the Plough Foundation in approving the grant of \$539,220. This represents the amount of your grant request to fund construction costs and related items of expense earlier presented as "Plan A" covering a synagogue-museum to be located at the Henry S. Jacobs Camp near Utica, Mississippi. The grant was made subject to the following conditions:

1. Construction advances will be made over a three year period commencing in 1986 and with the final payment due in 1988, as the funds are required.
2. There is to be no family name associated with the building or appearing thereon at any time.
3. It is understood that there will not be a mortgage placed on the building as long as the present owners maintain title to the property.
4. After final bids have been received and accepted, representatives of the Plough Foundation will have an opportunity to approve the plans before construction contracts are finalized.
5. The maximum amount of funds to be provided, \$539,220, is to include installation of a pullman kitchen system.
6. It is understood that the building will be completed no later than June 30, 1988 unless a nominal extension of time is granted by the donor.
7. As funds are advanced, a report will be forwarded each calendar quarter reflecting the receipts along with the disbursements of the funds provided.

8. The grant of \$539,220 is intended to fund the total amount as presented in your grant request covering "Plan A" and represents the maximum amount payable and includes "Miscellaneous for contingencies" of \$25,000. It is understood that any amount incurred in excess of \$539,220 will not be included as the commitment of the Plough Foundation, but will be the responsibility of the Union of American Hebrew Congregations or the Henry S. Jacobs Camp for Living Judaism which by acceptance of this grant guarantees the completion of the project.

We will be communicating with you from time to time with respect to providing the funds as building costs and related expenses become payable. It will be appreciated if you will kindly sign a copy of this letter and return to the writer for our files.

Since you are having your board meetings this weekend, should any question arise with respect to this letter, I will be pleased if you wish to telephone me at home. The number is 901-683-3365.

Cordially,



B. R. Haltom
Chief Operating Officer

The foregoing terms and conditions are agreed to and accepted, this 29th day of June, 1986.

By: David B. Grishman, Chairman

In our budget we have provided that Vicki advise and consult throughout all phases of the project from the planning, preconstruction, and construction through the actual completed exhibitions. Included is also an ongoing survey of the congregations, planning future gifts and displaying them, creating an on-going method of operation and future development of the museum/repository.

A fair salary for her short term will be \$12,000 per year for her total work both physically and through consultation. We arrived at an equitable expense of \$200 per day when travelling extraordinarily in this area pursuing additional display items or conducting seminars and giving educational lectures on the historic Jewish South.

We have projected Plan A to include 36 months of her service while Plan B will call for 24 months. The supplies included in both budgets are for the actual materials necessary to plan, develop and construct all of the exhibits.

Budget

The proposed project has been included on our wish list since the original site plan was developed for the Camp in January 1968. (See Exhibit F attached hereto.) We have not been able to proceed with its completion because many essential projects have taken priority. Each year we have reluctantly been forced to set it aside.

The budget proposal is presented herein as either Plan A or Plan B.

Plan A. This plan contemplates the incorporation of a considerable number of additional artifacts, documents, exhibits, and preservation to come in the future. Once it is known throughout the region that such a facility will be constructed at the Camp, we anticipate that many other items will be given to the Camp by Congregations and individuals who have expressed an interest in preservation of our past. Plan A will insure the ability to house and display items from Congregations that are presently stashed in attics, basements, closets, etc. We believe that our community would be euphoric about the completion of such a repository.

Plan A Budget.

1.	Construction Costs (all inclusive regardless of which building selected)	\$398,477
2.	Architect Fees at .07%	27,893
3.	Landscaping, Soil Tests, Survey	10,850
4.	Museum Specialist Consultant 36 months from commencement of project (\$12,000 per year)	36,000
5.	Materials involved and necessary in the creation of the exhibitions and their descriptive display	12,500
6.	Extraordinary expense involved in continuing the developmental process within the many communities and the cataloging of precious artifacts to become a part of this repository. This would include per diem expenses, supplies, administrative costs involved in visiting congregations and securing new displays. (36 months at \$9,500 per year)	28,500
7.	Miscellaneous for contingencies	25,000
		<u>\$539,220</u>

Plan B. This plan provides for the housing and display of only those items which have been given to the Camp thus far. Though it allows for no future acquisitions and gifts, it does allow for a staged construction that eventually could represent the scope of Plan A.

Plan B is represented by drawings B-1 and B-2. Drawing B-3 contemplates that the second section can be added at a later time.

Plan B Budget.

1.	Construction Costs (all inclusive regardless of which building selected)	\$237,981
2.	Architect Fees at .07%	16,658
3.	Landscaping, Soil Tests, Survey	12,500
4.	Museum Specialist Consultation 24 months from commencement of project (\$12,000 per year)	24,000
5.	Materials involved and necessary in the creation of the exhibition and their descriptive display	8,500
6.	Extraordinary expense involved in continuing the developmental process within the many communities and the cataloging of precious artifacts to become a part of this repository. This would include per diem expenses, supplies, administrative costs involved in visiting congregations and securing new displays. (24 months at \$9,500 per year)	19,000
7.	Miscellaneous for contingencies	17,000
		<u>\$335,639</u>

It is our hope that Plan A will be accepted because the total cost of construction on a per square foot basis would be less as certain roof and wall work could be completed at one time. As the Camp is located in a rural community, we know from past experience that the construction bidding is more competitive if the job is large enough to generate an economic incentive to the contractors submitting bids.

In both budgets we have allowed for the professional services of a museum specialist who will work on the project from preconstruction to the placement and display of all artifacts. Please understand that the three different concept drawings presented can readily be changed.

Conclusion

We will be delighted to meet with anyone interested in this project. The Camp badly needs an indoor worship facility. As previously stated, we have not been able to construct the synagogue. While we have been postponing the project, we have been amassing a great number of beautiful and significant items from congregations that are no longer with us as physical entities. Now that we clearly see and feel the need, we lack the funds. The opportunity to preserve Jewish treasures and create a lasting tribute to the struggle that this community has waged for its existence would be a beautiful merger of the past, present and future. The Jacobs Camp's mere existence makes such a statement! In its grounds are building blocks of the future for not only the local Jewish community but the extended community. The foundation on which these building blocks rest is our ancestors whose energy moves us and to whose honor we should dedicate such a facility.

DAVID B. GRISHMAN
POST OFFICE BOX 427
JACKSON, MISSISSIPPI 39205

June 20, 1989

Mr. Brack Schloemer
Wilson & Schloemer
Certified Public Accountants
Post Office Box 4920
Jackson, Mississippi 39216

RE: The Museum of The Southern Jewish
Experience, Inc.

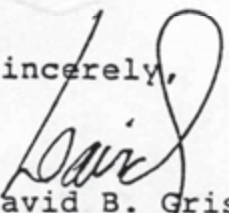
Dear Brack:

This will acknowledge receipt of your letter of June 13, 1989 concerning the above referenced matter. I have reviewed your letter carefully and you and I have further discussed it at length by telephone. The purpose of this letter is simply to let you know that I concur in the suggested approach described at page 2 of your letter. I would urge you, however, to speak with Dr. Julian and Mrs. Kathryn Wiener concerning this matter before implementing the suggested approach. You may also wish to make contact with Macy Hart one last time before proceeding.

I appreciate your thought and concern.

Best wishes.

Sincerely,


David B. Grishman

DBG:sj

cc: Dr. Julian and Mrs. Kathryn Wiener
Mr. Macy B. Hart

**W
&S**

*616-
"Museum
of So. Jew
Exp."*
Wilson & Schloemer

Certified Public Accountants

P. O. Box 4920 Jackson, MS 39216 (601) 366-1636

June 13, 1989

Mr. Macy B. Hart
c/o Henry S. Jacobs Camp
Utica, Mississippi 39175

Dear Macy:

I hope this memo serves to summarize the discussions we've had over the last few weeks and bring us closer to a decision on Museum accounting.

GOAL:

Distinguish the accounting of the Museum of the Southern Jewish Experience from that of the Henry S. Jacobs UAHC Camp.

Pertinent facts impacting your decision include the following:

- (A). Henry S. Jacobs UAHC Camp presently owns all of the assets located on the Utica camp site.
- (B). Plough money was given to build a debt free museum. In addition, money was budgeted for consulting to select appropriate items for display, public relations and other items in the nature of ongoing Museum operations.
- (C). The Museum's operations are to be conducted by a newly formed organization qualified by the IRS in February 1989 as a 501(c)(3) exempt from taxes. Donors to this organization can depend on obtaining charitable contribution deductions for their support.
- (D). There have been contributions to the Museum other than the Plough grant monies and significant fund raising activities are planned in the future.
- (E). It is the desire of Museum supporters that all of the money from contributions other than Plough be solely used for Museum operations and undiluted by administrative claims by UAHC.
- (F). The newly formed tax exempt Museum of the Southern Jewish Experience, Inc. is required to file returns with the IRS in years in which receipts exceed \$25,000. This requirement would begin at the point they began operating rather than from the time of their IRS approval.
- (G). Henry S. Jacobs Camp is required to have audited financial statements. It is desirable that the newly formed Museum of the Southern Jewish Experience be audited on a regular basis to maximize the confidence the potential contributors place in the organization's administration.

Mr. Macy Hart
June 13, 1989
Page 2

The problems suggested by these circumstances revolve around two basic questions:

Was the Plough money that was not expended for construction received by Jacobs Camp or by the newly created Museum of the Southern Jewish Experience?

Which organization properly earned the interest from grant money invested?

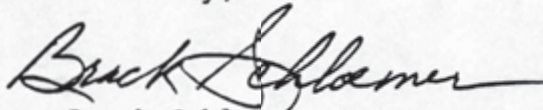
I suggest the most logical approach is as follows:

- OK 1034 6/19/89
- (A). All Plough money was received by Henry S. Jacobs UAHC Camp.
 - (B). The majority of the grant money was spent in construction of a building that is owned by the Camp.
 - (C). Other grant money was spent in budgeted categories to begin operation of the Museum.
 - (D). Investment earnings on bank deposits should be prorated between the Museum and the camp based on the amount of money on deposit originating with Plough and amounts from other private sources.
 - (E). Any Plough money including interest income earned that has not been expended can be transferred to the Museum of the Southern Jewish Experience, Inc. This transfer would represent a complete accounting for all Plough funds and would be in accordance with their intentions.

The above approach would avoid a delay in accounting for the Plough Grant Funds. It would minimize the accounting transactions of the Museum and simplify IRS filing requirements. It would properly match investment income with assets producing the income.

Let me know when we can get together to review these ideas.

Sincerely,


Brack Schloemer

BS:pjg

cc - Mr. David Grishman
P. O. Box 427
Jackson, MS 39205

Dr. Julian and Mrs. Katherine Wiener
3858 Redbud Road
Jackson, MS 39211

February 11, 1987

12 Shevat 5747

Mr. Macy B. Hart, Director
 UAHC Jacobs Camp Institute
 Box T6528
 Jackson, MS 39236-0528

Dear Macy:

I assume that you have already heard by phone of the general responses to the Museum Project Proposal. I have reviewed the proposal in great detail and want to express my personal feelings to you.

It seems very clear to all of us that there is great interest in this project, not only in your own Jewish community but in the general community as well. Whether such interest can be translated into active support is a question to be determined. For the immediate future, my specific interests are as follows:

1/ The Facility: The Synagogue/Exhibit Area should be planned out and executed in accordance with the Plough Foundation donation as soon as is possible. As the facility will be part of the Jacobs Camp, this means getting the necessary Camp Committee and Board approvals quickly. I have asked Smitty to assist you in this area to insure the least possible complications. I am sure that a suitable facility can be completed with the funds available. I know that you will need to hold some monies back for appropriate program support.

2/ The Synagogue Trust Fund: I am most intrigued with what I consider to be a sacred trust that we have relative to congregations which cease their operations. To be the guardians of their cemeteries and artifacts is a task which we should attempt to undertake. To that end, I will be forming a national committee with input from yourself and your leadership. I have discovered that this is an area of concern not only for the South but for many congregations in various locations.

3/ The Expanded Project: HUC-JIR has Archives and a Museum. I do not feel that the Union is prepared to enter into an expanded Museum venture of the scope suggested in your proposal. I suggest that consultations be held with the College-Institute to see if they are interested. If so, we

Mr. Macy B. Hart
February 11, 1987
Page -2-

will go from there. If not, I understand that there are interested agencies in your area who might be willing to assist in Grant Proposals for such a project. There is no reason why these should not be pursued in the future once the facility is in place.

4/ Sacred Object Loan Program: As the Jacobs Synagogue/Museum becomes the repository of large quantities of Synagogue Sacred Objects and Art, a loan program to new congregations and havurot could be established through the facility.

There are some practical considerations. I know that the project, even within the limited scope, will require much of your time. Our Camp Directors have all had the responsibility of major development on the Camp properties. At times, some extra part time help was needed. I suggest that the same is true in this case. It might be necessary for you to have a rabbinic intern during the next year or so to help with the programmatic aspects outlined above. I believe that this can be done within the existing Grant structure. Macy, all of us know that the success of the Jacobs Camp has been related in large measure to your function as Camp Director. I do not want to jeopardize that. Your prime responsibility must be the Camp and its development. We will assist you in whatever way possible with the normal constraints of time and budget.

Please be in touch with Danny and Smitty as matters progress. Thanks for your vision and your dedication.

Warm regards,

Sincerely,

Alexander M. Schindler

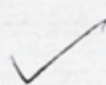
cc: David Grishman, Esq.
Rabbi Allan Smith
Rabbi Daniel Syme

Box 407 39205

3



2/4
ans/mm



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

January 22, 1990
25 Tevet 5750

TO: Allan B. Goldman, Esq. (VIA FAX)

Melvin Merians (BY MAIL)

a/ My earlier letter to Macy obviously crossed in the mail with the enclosed from B.J.

b/ I also spoke to B.J. on the telephone prior to receiving this communication via FAX.

This matter is to be on our agenda when we meet on February 4.

Regards.

Encl.

B.J. (JERRY) TANENBAUM, JR.

111 NORTH MAIN

P.O. BOX 669

DUMAS, ARKANSAS 71639

TELEPHONE: 501-889-4466

January 19, 1990

Rabbi Allan Smith
U.A.H.C.
838 Fifth Avenue
New York N.Y., 10021

Dear Allan:

I am writing this letter to you with a very heavy heart. I am deeply pained because, despite all of our intensive efforts, I can foresee a trauma involving the U.A.H.C., the Henry S. Jacobs Camp, and the Jacobs camp's patrons, that could be extremely detrimental to everyone.

Succinctly, we all know of the continued negotiations and counter-negotiations regarding Macy Hart's executive salary contract, etc. I will not review the details of Macy's numerous conversations with you and Alex Schindler, nor will I try in this letter to reiterate the numerous conversations that involved me, you, Macy, other members of the Jacobs Camp Committee and others on the U.A.H.C. staff.

Let me begin, then, by only pointing out what is obvious to all of us. Macy is a dear and beloved friend and co-worker, who has a great personal magnetism which has endeared him to literally thousands of families in the Mid-South. Despite any reference to the well known fact that he has acted somewhat as a maverick within the U.A.H.C.'s camping system, he has, without a doubt, and of course, with the help of many others, both on the national and local lay and professional levels, established the Henry S. Jacobs Camp as the leading proponent of Reform Jewish continuity in the Mid-South. The Camp today functions in the role of not only a Youth Camp, and a year around Conference and Education Center, but also for various reasons that have evolved, it ties the members of the representative Congregations

intricately together, almost as a bonded communal entity.

The Museum has even added to that uniqueness so that the Jacobs Camp facility now has evolved even through the role of a communal center, to the repository of the Mid-South's Jewish traditions and heritages.

All of this you know, and all of this, plus much more, was beautifully expressed by Steve Orlansky in his recent letter to Alex Schindler. I have had subsequent conversations with Macy Hart and Steve Orlansky, as well as Mel Merians. It is so obvious to me that all of us are struggling for a solution. We are literally begging for a "way out". And, yet, we find ourselves mired in a problem because of the tangential and direct involvement of the Jacobs Camp with the NCCI system and its sister camps--camp directors, et al.

The very uniqueness of the Jacobs Camp, since its inception, has served the U.A.H.C. and its regional constituency well. Not only has it provided services and programs for its constituency, not dreamed of a short 25 years ago, but it has also helped develop a cadre of loyalty and leadership for the U.A.H.C.

Therefore, for all of these reasons, and for many more, not the least of which is the fact that Macy is damn good at what he does, it behooves us to exhaust every effort to maintain him in his position for as long as possible.

One further point, I would strongly suggest a meeting of all concerned parties as soon as possible. In the event Macy does meet with you, Alex, and/or others in New York, regarding this, or the museum, in the near future, I would certainly suggest that you include an invitation to the Chairman of the Jacobs Camp Committee and/or his representative, and the Chairman of the Museum Board and/or its representative. If a split becomes inevitable then at least someone, preferably the Jacobs Camp Chairman, should be involved in the meeting so that his understanding of the situation is first hand. Enough said!

Now, for some possible ideas to help us bridge this problem. Let me put forward a few compromise ideas with the clear understanding that I do it independently of any commitment by Macy Hart, the U.A.H.C., or the Jacobs Camp Committee, hoping that these ideas are practical or possible. But, just perhaps something about them, a combination of them, or some idea they may spark for someone who reads this letter, will enable us to reach a satisfactory solution. Here goes:

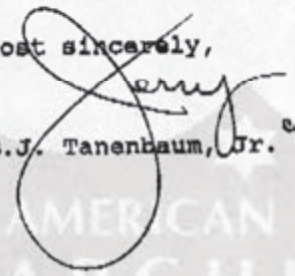
- (1) Let the U.A.H.C. agree, in writing to Macy, that they will give him salary increases over the next 3 years, including the current proposed increase, that will guarantee him at least \$70,000/annually during 1992.
- (2) Allow the Museum to pay the Jacobs Camp a fee for management, etc, which could be negotiated by some formula which would increase annually for 5 years, whereby a portion of this fee could be passed through to Macy Hart, thereby supplementing his salary. This fee could be significant enough so that in the event Macy was sacrificing any of his time to the detriment of the Camp activities, it would provide some additional money that would be in the Camp's budget that could be used to supplement or substitute for Macy's absence.
- (3) Allow the Jacobs Camp Committee, or a separate group of the Camp's (Macy's) supporters, and/or the Museum Committee, totally from outside the Camp's budget, to supplement Macy's income by the form of an annual honorarium.
- (4) Allow the Jacobs Camp Committee and/or the Museum Committee to, in some form, add to Macy's compensation package, either through a housing allowance or an annuity or to set aside money for his children's education, or make available to him an interest free loan, etc.
- (5) Allow the Museum Committee to pay an annual stipend to a separate entity, such as a Trust created for Macy's benefit. Again, based on the Museum's ability to pay, but with the understanding and knowledge that Macy would continue to work with the Jacobs Camp and the Museum in the same manner as now.
- (6) Taking any of the suggestions from the above paragraphs (1 through 4), allow the Camp Committee and/or the Museum Committee, from new and outside funds, to establish this

concept through the use of some alternative
as described in paragraph #5 above.

I pray that something I have said will give you some idea of a formula that could be utilized. You realize, as do I, that this is an important event for all of us. Therefore, whatever the final decision might be, may all of us be able to say that we did not neglect the importance of the occasion. Let all of us be able to say that individually and collectively, we tried in every way possible for an accord. Regardless of the final decision as to Macy's continued work, let an open record demonstrate this, so that both the Jacobs Camp and the U.A.H.C. will be winners.

With my very best to you, I am,

Most sincerely,


B.J. Tanenbaum, Jr.

BJT,Jr.:ctm

CC: Rabbi Alexander Schindler
Steve Orlansky
Mel Merians





RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

TELECOPIER COVER LETTER

PLEASE DELIVER THE FOLLOWING PAGE(S) TO:

NAME: Allan S. Goldman, Esq.

LOCATION: _____

FAX NUMBER: 213-533-0764 or 1418

TOTAL NUMBER OF PAGES: 6 INCLUDING THIS COVER LETTER.

OUR FAX NUMBER IS (212) 517-7863

WE ARE SENDING FROM A FAX PHONE 20

If you do not receive all of the pages, please call our office number and the noted extension immediately. Thank you.

UAHC - (212) 249-0100 Extension: 210 or 211

DATE: 1/22

TIME: _____



BCC: ABG;MM;RMK;DBS

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249 0100

January 18, 1990
21 Tevet 5750

Macy B. Hart, Director
UAHC Jacobs Camp Institute
Box 16528
Jackson, MS 39236-0528

Dear Macy:

It was nice chatting with you

As I told you, insofar as your present salary is concerned, I have determined that it should be \$63,500. per annum, retroactive to November 1, 1989. This represents a substantial increase over last year.

In this connection, you ought to know that we recently prevailed on our Camp Commission to align the salary review for our camp directors with that of all UAHC Executive staff. In other words, there will be still another review of your salary prior to and effective as of July 1, 1990.

As I told you also, we will have a meeting, now scheduled for 1:30 p.m., Tuesday, February 6 here at 838, to define the relationship between the Museum Corporation and the Jacobs Camp facility. I want you to be present at that time.

While we will focus on the inter-relationship between the two entities, it may be that our discussion will lead us to define the current directorship of the Jacobs Camp in a category different from other camps, thus allowing for a salary somewhat higher than the camp director norm. But even then, as I indicated to you, the total compensation package will have to be in line with the overall UAHC salary structure and supplemental compensation from outside sources will not be allowed.

I hope that what I said to you both on the phone and in this letter assures you of our regard for you and our appreciation of your worth.

Sincerely,

Alexander M. Schindler

cc: Steve D. Orlansky
B.J. Tanenbaum
Rabbi Allan Smith

Rabbi Alexander M. Schindler

Rabbi Allan Smith

January 16, 1990

Merrie Markowitz

MEETINGS ON UAHF JACOBS CAMP INSTITUTE

As you know, Merrie is calling parties involved to set up a meeting on Jacobs Camp. Once the date is firm and everyone involved available, I want to notify Macy and request his presence. I believe he should have a part in the discussion.

Please know that I had a long telephone conversation with Macy and he knows that the salary request is beyond us. We will not be discussing salary at the meeting with the larger group. I want to look into the modality of the Synagogue-Museum and its relationship to Jacobs Camp.



CAMP ACCOUNTS-SCHEDULE OF CHANGES IN
FUND BALANCES (EXCLUSIVE OF PLANT FUND)

YEAR ENDED JUNE 30, 1989

	Fund Balances (Deficit) June 30, 1988	Net Income (Loss) Unrestricted	Net Income (Loss) Restricted	Transfers for Fixed Asset Additions	Fund Balance Adjustments	Fund Balances (Deficit) June 30, 1989	Fund Balances (Deficit) June 30, 1989	
							Restricted	Unrestricted
UAHC Eisner Camp Institute for Living Judaism	\$(334,281)	\$ 21,423	\$ 3,591			\$(309,267)	\$ 8,149	\$(317,416)
UAHC Swig Camp Institute	126,532	57,707		\$(195,857)	\$ 15,266	3,648		3,648
The Joseph & Betty Harlam Camp	1,132,712	456,862		(219,368)		1,370,206		1,370,206
Myron S. Goldman Union Camp Institute-Zionsville, Indiana	145,878	72,199	8,252	(51,127)		175,202	50,964	124,238
The Raymond & Phillip N. Coleman UAHC Camp Institute	(406,771)	(37,186)		(22,458)		(466,415)		(466,415)
Henry S. Jacobs UAHC Camp Institute	(44,006)	(21,570)	52,782	(17,930)		(30,724)	(27,689)	(3,035)
Kutz Camp	(262,057)	2,561				(259,496)		(259,496)
Olin-Sang-Ruby Union Institute of the UAHC	781,094	(52,256)	77,025	(312,763)		493,100	471,970	21,130
Greene Family Camp			<u>\$141,650</u>	<u>\$(819,503)</u>	<u>\$ 15,266</u>	<u>\$ 976,254</u>	<u>\$503,394</u>	<u>\$472,860</u>
Total	<u>\$1,139,101</u>	<u>\$499,740</u>						

NOTE

The June 30, 1989 fund balances are stated as of October 31, 1988.

The financial statements of the other camps are based on audit reports as submitted by independent auditors selected by each camp's management.

CAMP ACCOUNTS-SCHEDULE OF CHANGES IN
FUND BALANCES (EXCLUSIVE OF PLANT FUND)

YEAR ENDED JUNE 30, 1989

	Amount Due UAHC			Notes Payable Banks			Debentures Notes Payable		
	10/87	10/88	10/89**	10/87	10/88	10/89**	10/87	10/88	10/89**
UAHC Eisner Camp Institute for Living Judaism	\$110,169	\$160,506	\$205,626	\$430,000	\$385,000(B)	\$360,000	\$145,000	\$145,000(A)	\$145,000
UAHC Swig Camp Institute	1,033	8,591	37,269		40,000(C)	-			
The Joseph & Betty Harlam Camp	(18,552)*	11,419	14,985						
Myron S. Goldman Union Camp Institute-Zionsville, Indiana	34,779	10,828	33,758						
The Raymond & Phillip N. Coleman UAHC Camp Institute	200,987	363,020	442,821	143,224	137,000(D)	111,000			
Henry S. Jacobs UAHC Camp Institute	-0-	-0-	10,844	217,000	166,811(E)	75,000			
Kutz Camp	338,300	288,634	271,722	11,599	8,433(F)	5,272			
Olin-Sang-Ruby Union Institute of the UAHC	13,269	-0-	32,647						
Greene Family Camp	104,256	97,389	109,785	-0-	35,000(G)	10,000			
	<u>\$784,241</u>	<u>\$940,387</u>	<u>\$1,159,457</u>	<u>\$801,823</u>	<u>\$772,246</u>	<u>\$561,872</u>	<u>\$145,000</u>	<u>\$145,000</u>	<u>\$145,000</u>
Total									

* An additional amount of \$266,788 was due Camp Harlam from the UAHC for a short term loan made to UAHC for the purchase of a computer. Loan repaid as of 6/30/88.

** Unaudited.

NOTES TO CAMP ACCOUNTS-SCHEDULE OF CHANGE IN
FUND BALANCES

(A) DEBENTURE NOTES PAYABLE

The debenture notes bear interest at 6% per annum and are callable five years from date of issue. The proceeds of such debentures have been used to finance the construction of the Kivie Kaplan Conference Center. Accordingly, the debentures have been recorded in the Plant Fund.

In 1980, the Camp established a voluntary debenture retirement account and commenced setting aside 5% of the principal amount of the debenture notes outstanding on an annual basis.

During the fiscal year ended October 31, 1988 \$5,835 of interest earned was reinvested and the balance in the money market account was \$55,412.

In order for this account to be fully funded, approximately \$7,000 should be contributed annually.

(B) NOTES PAYABLE-BANK

During 1985 pledges of \$150,000 were received by the U.A.H.C. on behalf of the Camp for use in the construction of a new swimming pool. Since these funds are to be received over five years, \$140,000 was borrowed from National Westminster Bank USA payable on demand with interest at 9½% per annum. This loan balance at October 31, 1988 was \$60,000.

During 1987 the Camp entered into a long term \$350,000 loan with National Westminster Bank USA. This loan has a variable rate of interest at ½% above prime and the balance at October 31, 1988 was \$325,000.

(C) LINE OF CREDIT

The institute has an unsecured line of credit with a commercial bank that permits up to \$50,000 to be borrowed at 2.5% above the bank's prime rate of interest. Borrowings under this loan are due by May 1, 1989. Borrowings under the agreement at October 31, 1988 totalled \$40,000. The loan is guaranteed by an affiliated organization.

(D) LONG TERM DEBT

Notes payable consist of:

	<u>1988</u>	<u>1987</u>
Note payable to bank bearing interest at 1% over the prime rate with monthly principal payments of \$3,000 plus interest through June 1, 1989, at which time the remaining balance is due. Secured by substantially all assets of the Camp-Institute.	\$137,000	\$140,000
Note payable to bank bearing interest at 17.64% with monthly payments of \$322 maturing on August 1988.	-	3,224
	137,000	143,224
Less: current portion	137,000	27,224
Long-term debt	<u>\$ -</u>	<u>\$116,000</u>

(E) NOTES AND MORTGAGES

The Plant Fund mortgage is the remaining construction loan obligation secured by building pledges and certain lands of the camp. The original line of credit is to be repaid from pledges over a five year period following completion of construction. Interest rates are to vary at one-half percent over the prime rate not to exceed $12\frac{1}{2}$ percent. At year end, the interest rate was 11 percent. Principal payments during the year were \$31,000 which exceeded that required by the loan agreement.

Balance payable	<u>\$40,000</u>
-----------------	-----------------

The Operations Fund note is an open note from a credit line established September 1, 1988 and due September 1, 1989, at 11.5%.

Balance payable	<u>\$43,311</u>
-----------------	-----------------

The sustaining Fund note is an open note dated August 28, 1987 and due February 10, 1989 at 11.5%.

Balance payable	<u>\$83,500</u>
-----------------	-----------------

(F) LONG TERM DEBT

A. The camp is indebted to NFTY in Israel for \$22,000, which is payable annually at the rate of \$15,000, without interest. In August 1987 a \$50,000 payment to UAHC was applied to the \$72,000 outstanding loan to NFTY in Israel. This payment will be applied towards the \$15,000 yearly obligation beginning in fiscal year ended October 31, 1987.

B. On June 16, 1987 Kutz Camp financed \$10,015 for the purchase of a 1986 Ford van. The monthly payment, including interest at 12% is \$263.61. The first payment was due July 15, 1987; and the final payment is due June 15, 1991.

(G) NOTES PAYABLE

The camp has a \$35,000.00 note payable to MBank of Waco, at $10\frac{1}{2}$ % interest, unsecured, payable on March 23, 1989, plus interest.

The camp has an open line of credit of \$50,000.00 with MBank of Waco, of which \$35,000.00 has been advanced to the camp. The remaining \$15,000.00 is still available to the camp as of October 31, 1988.

MEMORANDUM

From Rabbi Alexander M. Schindler
To Allan B. Goldman, Esq. & Melvin Merians
Copies
Subject

Date January 12, 1990

Smitty has a long-standing commitment for February 4th which cannot be broken. Thus, he cannot be here for the two meetings we had hoped to set attendant upon the meeting of our Executive Committee:

a) On Camps Colemand and Eisner - together with Harry Wood and two representatives of the NCCI; and

b) Re Jacobs - (Mel, Smitty and me)

Sorry.

Regards.



Rabbi Alexander Schindler

12/18/89

Rabbi Allan Smith

As you know, J. Eisner and Coleman were part of the discussion at our recent audit committee meeting.

Allan Goldman has just asked that arrangements be made to set up a meeting to discuss the two camps. This group should include Mel Merians, Allan Goldman, Harry Wood, you, Smitty, and me plus ^{Two} appropriate representatives of the NCCI.

*Called
incorrect
at 8*

Please think of additional representatives who should be invited to this meeting. I would hope that it would be possible to arrange the meeting in connection with our forthcoming executive committee meeting in February - Harry is now a member of the executive committee.

I will be tied up at meetings immediately following the own executive meeting on February 5th, perhaps we can arrange to meet sometime Sunday afternoon on February 4th. I leave the arrangements to you.



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

January 8, 1990
11 Tevet 5750

Mr. Macy B. Hart
Director
UAHC Jacobs Camp Institute
Box 16528
Jackson, MS 39236-0528

Dear Macy:

I know that I promised you an answer to your request before February 1st. However, we did agree that before I make my final judgment, you would get in touch with both Mel Merians, our Treasurer, and with Marshall Krolick, who heads our Committee on the "National Trust."

I met with Mel last night and he told me that you had not yet contacted him. Do you intend to meet with these people, or have you made some other judgments? Please let me know.

Sincerely,

Alexander M. Schindler

Allen:

the item I want to
dispens; handled, but
want to bring you up
to date

Xerox to
ABG 1/10

January 2, 1990

am

Give us the strength to be gentle
the wisdom to be confused
the right to be wrong on occasion
the sense to know when to lose.
Give us the time to be patient
the courage to be afraid.
Give us the eyes of children again
to see the world — a different world —
a world that can still be made.

from The Tap Dance Kid
"William's Song"
Lyrics by Robert Lorick

Henry S. Jacobs Camp

Steven D. Orlansky
Chairman, Board of Directors

Macy B. Hart
Camp Director

Summer
Utica, Mississippi 39175
(601) 885-6042

Winter
P. O. Box 16528
Jackson, Mississippi 39236-0528
(601) 362-6357

Rabbi Alexander M. Schindler, President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, N.Y. 10021

Re: Macy B. Hart

Dear Rabbi Schindler:

On behalf of the lay leadership of the Henry S. Jacobs Camp, its Executive Committee, I hope that you have enjoyed a Happy Hanukkah, and wish you a happy and healthy secular New Year. The purpose of this letter, however, is not a particularly happy one; rather, it is to advise you of our Committee's great concern at the uncertainty of Macy Hart's continued service as director of our Camp.

As we understand the situation, Macy has become dissatisfied over the past several years with the insubstantial raises in his salary which have been granted by the Union. We understand that those raises have hardly kept pace with increases in the cost of living. As a result, Macy has now imposed two conditions upon his continuing in his present position beyond June 1, 1990: (1) an increase in his annual salary to \$70,000.00; and (2) approval of the concept of his being paid such additional compensation by the Museum of the Southern Jewish Experience as the separate board governing the Museum deems appropriate, in the event that the Museum becomes able to pay such a salary. We understand that Macy outlined those requirements to you during a meeting at the recent UAHC biennial in New Orleans, and that you agreed to give him a firm response no later than February 1, 1990.

Due to conflicts in the schedules of several of our members, our Executive Committee has not yet held its regular winter meeting, and consequently has not had an opportunity to formally discuss Macy's



Rabbi Alexander M. Schindler, President
Page Two
January 2, 1990

situation in such a setting. However, I have informally spoken with several members of the Committee and, on the basis of those discussions, can state with confidence that our Committee would strongly urge your favorable consideration of Macy's demands.

As you of course well know, the funds from which Macy's salary is paid are generated here in our region from the Camp's operations, although his paychecks are actually issued by the New York office, which is in turn reimbursed by the Camp. Thanks to the remarkable resurgence in Camp enrollment of last summer, which early enrollment figures indicate will be maintained for the summer of 1990, and an increase in off-season rental revenues, the Camp is easily able to absorb the additional expense that Macy's proposed salary would represent. More to the point, however, we are convinced that the requested salary is amply warranted by Macy's distinguished record of service and unique value to the Camp, and indeed to the entire Jewish community of the Deep South.

Your memorable keynote address at the dedication of the Museum in October reflected your recognition of the very special role that the Jacobs Camp has come to play in the lives of the sparse Jewish population of our region. Unlike other Union camps which serve much larger and less interdependent metropolitan congregations, our Camp has become more than a summer retreat at which our children learn and live the teachings of our faith. Through Macy's leadership, the Jacobs Camp has become the headquarters of a network of Jewish activity in the Deep South. It is certainly fair, if not incumbent upon us, to recognize that the Camp would not have achieved the stature it enjoys today if it had not been guided by the unique perspective of and commitment to southern Jewish life that Macy has brought to his work during the past twenty years.

I must tell you, Rabbi Schindler, that the members of our Executive Committee with whom I have spoken share with me a sense of frustration with the

problem now facing us. The Jacobs Camp has been financed, built, developed and nurtured by the efforts of countless residents of this region, whose interests our Committee is charged with representing. The operating funds out of which the Camp director's salary is paid are generated exclusively within this region. Yet, our Committee finds itself facing the prospect of losing the Camp's single most valuable resource, with its hands tied in its efforts to prevent that loss. We recognize, of course, the common wisdom that no individual is indispensable to the operation of an institution such as our Camp, and the fact that, sooner or later, the Jacobs Camp will have no choice but to learn to live without Macy Hart. However, while we accept the eventual inevitability of life without Macy, we are committed to taking every reasonable step within our power to postpone that day as long as possible. We find nothing unreasonable in Macy's current proposal.

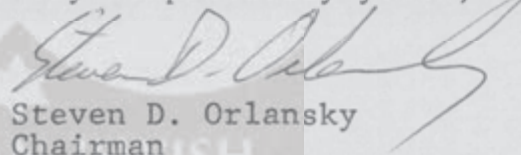
We know that your responsibilities go beyond the Jacobs Camp to all the Union camps and, indeed, the entire Union itself. I have heard the argument that the meeting of Macy's requirements would foster problems for the Union with other camp directors and Union personnel. Our Committee is in no position to comment upon appropriate compensation packages for other Union personnel. We can only report to you that we are convinced that the best interests of the Henry S. Jacobs Camp demand that Macy Hart be retained as its director. An organization as large and diverse as our Union must find a way to accommodate the varying interests of its component institutions.

Finally, we urge you to give this matter your immediate attention and to assure that the uncertainty of the status quo does not continue beyond February 1. With our Camp set to open for the summer in just more than five months, we are very concerned that the revitalized support that the Camp has seen during the past year will be jeopardized if this issue is not quickly resolved.

Rabbi Alexander M. Schindler, President
Page Four
January 2, 1990

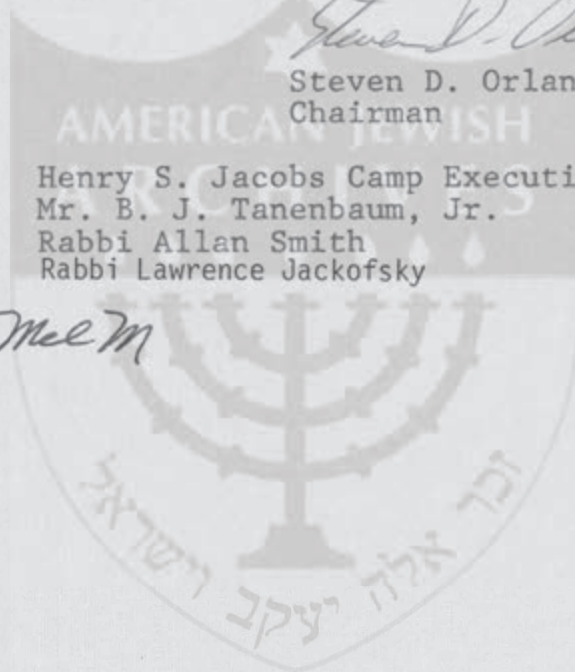
I trust that you will feel free to contact me or any other representative of the Camp's lay leadership to discuss any aspect of this matter at your convenience. Thank you for your concern for and attention to the interests of the Jacobs Camp.

Very respectfully yours,


Steven D. Orlansky
Chairman

cc: Henry S. Jacobs Camp Executive Committee
Mr. B. J. Tanenbaum, Jr.
Rabbi Allan Smith
Rabbi Lawrence Jackofsky

Meem



Jacobs
Synagogue Museum

✓

January 16, 1990
19 Tevet 5750

Mr. James B. Jalenak
5260 Sycamore Grove Lane
Memphis, TN 38119 2242

Dear James:

Thank you for your letter. Please forgive me for making my response a brief one but, as you can imagine, I am constantly on the run.

Let me assure you of my full appreciation of camping generally and of Macy in particular, as well as the unique role that Camp Jacobs is playing in the entire area.

Unhappily, I, as well as the lay leaders of the Union who are involved in the budgetary process, have to make judgments that go beyond Camp Jacobs to all of the Union Camps and, indeed, to the entire structure of the Union itself. It is our responsibility to deal equitably with all of our staff members and, as you can well understand, there is a limit to the sums that are at our command. I hope you understand.

With warm regards, I am

Sincerely,

Alexander M. Schindler

JAMES B. JALENAK

5260 SYCAMORE GROVE LANE
MEMPHIS, TENNESSEE 38119-2242
(901) 767-7673

January 7, 1990

Rabbi Alexander M. Schindler
President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, N.Y. 10021

Dear Alex:

Two events this past week have motivated me to write. One is my receiving (as a member of the Jacobs Camp Executive Committee) a copy of Steve Orlansky's beautifully written letter to you about Macy Hart's situation. The other is a discussion I had with my daughters and their boy friends (all veterans of many years at Jacobs, as campers and staff members) on the occasion of their asking about the picture hanging in our hall of the 1956 group from NFTY Institute, in which both you and I appear. I wish to endorse everything Steve said and add a personal word on the subject.

There is no point in my telling you how important the camping movement is. I have heard you speak on that subject many times, and I know personally of your involvement in that movement since at least 1956. Nor do I have to tell you that Jacobs is a unique camp among our many fine camps - unique because it is so well run and its program is so meaningful, and especially unique because it is the focus for Reform Judaism in most of the region which it serves.

I think I am quite conversant with the way Jacobs Camp is operated under Macy's leadership. I attend as many meetings of the camp committee or executive committee as I can, spend a fair amount of time at camp working on fund raising and the like, and get regular reports from my two "spies" (my daughters). I feel as if I can say with great certainty that Macy works very hard every day for the camp and that it is remarkably well run (both from the program viewpoint and in terms of finances and maintenance). From my personal observations and reports I have received about other UAHC camps, I think I am safe in asserting that none can match Jacobs' performance.

I have also had some small involvement with the museum. I see the museum as a UAHC project, more than a Jacobs Camp project. I find it admirable that Macy had devoted the time and energy to the museum that he has, and I have seen no evidence that the camp has suffered one bit because of that.

I frankly am embarrassed that I have to write this letter. I am embarrassed that a competent professional in the field of community service has to negotiate his salary at all, but especially that those negotiations take place in a fish bowl. How can we ever attract competent people to Jewish communal service in that atmosphere? No private industry would stand for it. Perhaps that is why we are having so much difficulty attracting students for the rabbinate; I know the CCAR, through its dispute mediation program, salary surveys, and the like, is trying to change that situation. I think the Union needs to do likewise.

When a man does a good job, he should be rewarded. What Macy is seeking is, to my thinking, so reasonable that no reward is even included. I can't imagine that an executive who has done a first rate job, with unquestioned loyalty, for over twenty years, would be paid less than \$70,000 a year. Macy's other request, that he also be paid whatever the Museum board provides if and when it can, is also perfectly reasonable. We at Temple Israel are in the process of hiring a new Executive Director; it looks as if we can't find anyone competent for under \$75,000 a year. That is what competent people earn today; if we don't compete with jobs in other sectors, then we won't attract competent people. I think the days are over when we can expect those committed to Jewish communal service to take vows of poverty.

My final point is that many people in this area have spent a lot of time and resources for Jacobs Camp. Why? The only answer is that those people believe in Reform Judaism, they want their children and other children in the region to have the intensive Jewish experience the camp provides, and they are loyal to the UAHC. The Union tests that loyalty when setting the salary for the camp director is taken out of the hands of the people interested in the camp on a day to day basis - when those people are not even consulted.

I know the UAHC has budget problems. I know that resources are scarce. Maybe the Union will have to drop or curtail less important programs in order to properly support the camps. Frankly, Reform Judaism in the United States will suffer

relatively little if we have no kibbutzim in Israel, if ARZA goes out of business, if the Religious Action Center shuts down. I fully support all of those institutions; and I would cry at their demise. But if we must allocate scarce resources, I for one would shut any one of those down immediately, if that is what it took to support and strengthen the camp movement.

I hope that you will lead the UAHC Board, when it meets, to quickly ratify Macy's reasonable requests and to affirm its full support for both the camping movement and local leadership of and participation in that movement. I hope this situation will trigger a genuinely renewed commitment to what I believe to be the single most important function of the UAHC.

Thanks very much for your taking the time to read this and your long standing commitment to the youth and camp programs.

Yours sincerely,


James B. Jalenak

JBj:ewp

cc: Steven D. Orlansky, Esq.
Rabbi Lawrence Jackowsky
Mr. Edward Green
Mrs. Jocelyn Rudner

P.S. I enclose a copy of a pamphlet we produced last spring for fund raising and recruitment, which you may not have seen. It is an example of local commitment to Jacobs Camp.

A Museum - Synagogue
To Preserve Our Past — To Insure Our Future

Julian & Kathryn Wiener
Project Co-Chairmen

Rabbi Murray Blackman
Rabbinic Advisor

Vicki Reikes Fox
Project Director

David B. Grishman
Chairman, Board of Directors
Henry S. Jacobs Camp

Macy B. Hart
Director
Henry S. Jacobs Camp



PROJECT PROPOSAL:
MASTER PLAN & SYNOPSIS

FEBRUARY 4, 1987

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MUSEUM OF THE SOUTHERN JEWISH EXPERIENCE

INTRODUCTION

The Museum of the Southern Jewish Experience will collect and preserve Jewish ceremonial art and artifacts which reflect a long and rich tradition of Jewish life in the Southern United States. The Museum will serve as a monument to Southern Jews, relate their contributions to both Jewish and Southern life in general, and impart their history and story to succeeding generations of Jews and non-Jews alike. Initial funding for the museum has been made available through a grant from the Plough Foundation of Memphis, Tennessee.

The Museum Project will serve in an umbrella capacity for the four state community now served by Henry S. Jacobs Camp. Conceptually, the Project will function as a major collector, educator, cultural center, and advocate for a number of Congregations that are now extinct or smaller Congregations which are facing sure demise in the coming decade.

The latter half of the twentieth century has witnessed significant population shifts throughout the South - more particularly, Southern Jews and many Jewish communities in small Southern towns are declining to the point of extinction. Over the past few years, many of these vanishing Jewish communities have given to the U.A.H.C. Henry S. Jacobs Camp many Jewish treasures, including Torahs, mantles, rimmonim, pulpit chairs, yads and stained glass windows.

There are several Congregations which face extinction in the next few years. In each of these communities there are wonderful treasures that the Camp is being asked to preserve. In more than one instance, there are entire synagogues for which the Camp is being asked to provide oversight. It is now evident that these objects form the foundation of a significant museum collection.

The Henry S. Jacobs Camp committee and director initially believed that the objects donated by the various communities would be utilized in a synagogue at the Camp. Moreover, a recent feasibility study and congregational survey indicate there is support and enthusiasm both within the Southern Jewish community and among museum professionals and academicians for the establishment of a major Jewish museum in the South.

JEWS OF THE SOUTH

The late 1800's and early 1900's witnessed a tremendous influx of Jews to the southern United States. Jewish communities grew up in towns such as Donaldsonville, Louisiana, Port Gibson,

Mississippi, and Helena, Arkansas. Much of the Jewish economic life and activity centered around "King Cotton" and agricultural trade along the Mississippi River.

Similar to other regions in America, Jewish peddlers from both Europe and the Northeast were instrumental in settling the South. The Jewish peddler who originally sold his wares from town to town, eventually opened a store in one locale and actively participated in his town's civic life. A one-time Jewish presence is still noticeable throughout Southern towns, as evidenced by Jewish names on shops and buildings on now-deserted downtown streets. There were also Jewish planters and scrap dealers, manufacturers, doctors, lawyers and other professionals who came to the South to seek a life style different than that offered by the crowded cities of the Atlantic seaboard or the ghettos of Eastern Europe.

Today the face of the South is changing dramatically. While Jewish communities in larger Southern cities like Memphis and New Orleans are experiencing vibrant growth and activity, many small towns which once had sizable Jewish populations, a rabbi, active youth groups, mens clubs, and sisterhoods cannot even gather a minyan for High Holy Day services. Young Jews do not return to their home towns after college; instead of running a family business, they now prefer to pursue careers and social life in larger cities and metropolitan areas, a scene now found common throughout America.

Once active synagogues in Southern communities such as Canton or Laurel, Mississippi, and Donaldsonville, Louisiana, have been stripped of their religious and historical contents and the buildings and land have been sold to the highest bidder. For example, the wooden-framed synagogue in Donaldsonville, Louisiana, is now an Ace Hardware store, hardly recognizable as a former synagogue; the unique synagogue in Port Gibson, Mississippi, with its Moorish, onion shaped dome and steeple, only recently has been bought by a non-Jew.

In some situations, former members of congregations have forwarded Jewish ceremonial and synagogue objects such as Torah breastplates, yads, mantles and stained glass to the U.A.H.C. Henry S. Jacobs camp for use and/or safekeeping. Though it was once thought that the objects donated to the Camp would be utilized to develop a community synagogue, it now has become apparent that these objects, with their historic and artistic significance, will constitute the core of the collection of the Museum of the Southern Jewish Experience.

THE MUSEUM PROJECT: TODAY AND TOMORROW

In the spring of 1986, the Plough Foundation of Memphis, Tennessee funded \$540,000 for a museum and synagogue center to house and exhibit the growing collection of Judaica and Southern Jewish memorabilia held by the Henry S. Jacobs Camp. The Museum will permanently display artifacts from the collection and will focus on the history of the Jews in Mississippi, Louisiana, Arkansas and West Tennessee. Narrative panels, labels, photographs and charts will complement religious and ceremonial artifacts and further elucidate the story of the Southern Jewish Experience.

The Museum will be housed in a building designed to function in its dual capacity as an exhibit center and synagogue on the grounds of the Henry S. Jacobs Camp. The building will provide for both permanent and changing exhibitions, exhibit preparation work spaces, and storage and office space. The synagogue will be incorporated into the exhibit center, designed to enhance the worship experience, and embellished with ritual objects from the collection. One can easily picture the emotional side of this physical building as continuing the vitality of now vanished communities with the celebration of Shabbat by present and untold numbers of future generations. What a magnificent way to epitomize the Jacobs Camp as a center of LIVING JUDAISM!

Utilizing funds from the Plough Foundation, a feasibility study has already been initiated. To date, the study has included a written survey of Jewish communities within the four state area and a trip throughout the region by the Director of the Jacobs Camp and the Museum Project Director.

The feasibility study has revealed the need for a Southern Jewish Museum as an umbrella far beyond the size and scope of the project as originally conceived and subsequently presented to the Plough Foundation. The study clearly demonstrates the need for the establishment of a major Jewish entity located in the South and to focus on the history of the region. During the initial stages of the feasibility study, numerous significant ritual objects have been uncovered. It has been demonstrated that many more communities than originally anticipated clearly fit into the parameters of the project; and members of Southern congregations have expressed their overwhelming support of the project and have demonstrated an interest in working towards its ultimate completion. Furthermore, personal conversations with Jews and non-Jews throughout the region have revealed that much of the knowledge about the southern Jewish experiences still lives in the minds and memories of individuals.

In view of the findings of the feasibility study, and the overwhelmingly enthusiastic response of Southern Jews and museum

professionals, plans need to be implemented immediately to expand the overall project into a full scale Jewish Museum. To this end, the Museum staff and volunteers must begin planning without further delay. Several key situations dictate to start of a critical race against time.

COLLECTION

The present collection of the Museum of the Southern Jewish Experience contains outstanding examples of Jewish ceremonial objects of European origin and synagogue architectural pieces, such as stained glass windows, Ner Tamid and American made pulpit furniture.

In addition to its present collection, the initial feasibility study has revealed that there are many fine pieces of Judaica still in use in small rural Southern Jewish communities. When these communities no longer have any Jews to sustain and maintain their synagogues and religious schools, the Museum will be the recipient of these objects to preserve the memory and history of the individuals and their once proud communities. The Museum will also seek out and collect objects which are no longer owned or used by Jews, many of which have been carelessly stored in attics and warehouses, or in antique and junk stores.

The Museum of the Southern Jewish Experience has already begun to catalogue and conserve its collection. The catalogue system used by the Museum is a national system for organizing and registering Jewish artifacts and is used by major Jewish museums throughout America. A catalogue of the collection will be invaluable to Jewish and non-Jewish museums and scholars throughout the world who will draw upon the collection for use in exhibitions and research concerning the Jews of the South.

Conservation, necessary for the restoration and maintenance of the artifacts, will be an integral part of the program and budget of the Museum. The proper conservation of the objects will ensure their continued existence for generations to come.

EXHIBITIONS

Objects from the Museum's collection will be utilized in a permanent exhibition devoted to recounting the history of Jews in the South. This facility will become the setting, or context, within which the ceremonial objects and Jewish artifacts will be placed. For instance, life sized photo panels depicting Mississippi River boat traffic might be the backdrop for an exhibit of objects from Natchez, Mississippi. An exhibit exploring Southern Jewish participation in the Civil War would include Civil War uniforms worn by Jewish soldiers, copies of letters written during the war, and Civil War prayer books.

Changing exhibitions, which will be on view for four to six months, will focus on narrower subject matters than the permanent exhibit. Changing exhibits will utilize objects from the Museum's storage, those borrowed from other collections and individuals throughout the country, as well as objects from travelling exhibitions prepared by other museums and galleries. Changing exhibits may include an exhibition on "Southern Synagogues," which will examine synagogue architecture in the deep South, or "Peddlers, Pine Trees and Phyllacteries," an exhibit highlighting the experience of the peddlers and shop keepers who settled rural Southern towns.

The Museum of the Southern Jewish Experience will serve as the center for ongoing programs and projects to the benefit of the Southern Jewish community. The permanent, changing and travelling exhibits will be available to educate and to help Southern Jews articulate their history and contributions as Jewish Southerners.

PROGRAMS AND PROJECTS

1. Travelling exhibitions, organized around themes of Southern Jewry, will circulate throughout the country. For synagogues, churches, museums, federations and community centers, the travelling exhibit will enhance the image of Southern Jewry, demonstrate the viability and significance of the Southern Jewish community and raise the conscience of Jews throughout the country to the establishment of the new museum. These travelling exhibitions will be an integral part of the Museum of the Southern Jewish Experience and its work.
2. Among the Museum's programs will be a series of weekend retreats for Jews throughout the South interested in learning about Southern Jewish history and Jewish art, and who are interested in becoming more deeply involved in the Museum. Guest lecturers for these seminars will include scholars of Southern Jewish history and Jewish museum professionals.
3. A grant is being sought to underwrite a photographic essay of Jewish sites in the South, especially those which are in danger of disappearing in the near future. Bill Aron has expressed a willingness and desire to be a participant.
4. "Coffee table" editions of photographs, letters and memoirs of Southern Jews, communities and characters are envisioned.
5. A grant will be sought to fund a Public Broadcasting System (PBS) television special on the development of the Museum and the Jews of the South.

6. Research provided by graduate students will enhance our ability to enter a community that no longer has a Jewish presence, and teach in the schools and civic clubs about the ethnicity of their once vibrant Jewish population. The highlights will be on the contributions made to the civic development.

7. The Museum of the Southern Jewish Experience will also coordinate a speakers' bureau which can provide knowledgeable people to present programs in synagogues, churches, public schools and organizations throughout the South on Jewish topics. The lectures will be illustrated by objects and artifacts from the Museum's collection.

COLLABORATION

The Museum of the Southern Jewish Experience will collaborate with other museums and institutions on exhibits, programs, projects and research, because the Museum will collect only artifacts and objects relating specifically to the "Southern Jewish" experience.

Many well-respected institutions, including those which have been collecting archival material for many years, already have expressed interest in collaborative projects. For example, the American Jewish Archives in Cincinnati has been helpful in supplying information concerning Southern Jewry. The Center for Southern Culture located on the campus of the University of Mississippi in Oxford, Mississippi has significant Jewish holdings in its collection and has produced programs and films on the Jewish experience in the South. The newly established Southern Jewish Archives of Tulane University in New Orleans, Louisiana already has indicated its support for the Museum of the Southern Jewish Experience and will make its collection available as an aid in researching the history of objects contained in the collection and exhibitions.

Southern museums and archives have demonstrated strong support for the Museum of the Southern Jewish Experience. The Mississippi Department of Archives and History has helped in the development and creation of the recent exhibit and book entitled "The Jews of Mississippi" by Leo and Evelyn Turitz. The Lauren Rodgers Museum in Laurel, Mississippi, the recipient of one of the Torah scrolls which belonged to the now extinct congregation of that town, has agreed to loan permanently the Torah to the Museum of the Southern Jewish Experience once it is established.

COMMUNITY INVOLVEMENT

Almost twenty years ago, the impetus to build a Jewish camp in Mississippi came from the Jews who lived within the region.

Now, two decades later, the leadership of this Jewish community is building on that original idea and further implementing its original mandate through the establishment of the Southern Jewish Museum.

Members of the Southern Jewish community have been involved in the project since its inception. At present, a Museum committee, is overseeing the creation and development of the project. The committee, chaired by two highly skilled and committed members of the community, is composed of a rabbinic advisor, Chairperson of the Henry S. Jacobs Camp Committee, a professional museum consultant and Director of the camp. The committee members' expertise is broad in range and scope given their involvement in the Jewish community, the arts and museums throughout the South.

It is anticipated that the Museum Committee will evolve into a Board of Governors of the Museum of the Southern Jewish Experience. The Board of Governors will approve the Museum's statement of purpose, constitution and operating policies. While the Board of Governors will not be responsible for the day-to-day operation of the Museum, it will be ultimately responsible for the Museum. For example, the Board of Governors will establish the authority of the director, educator, and various staff members; will approve the Museum's budget; will evaluate the Museum's progress; and will ensure that the Museum's mission is being met by its collecting policies and activities, public programming and day-to-day operating procedures. Moreover, the Board of Governors will be active in fund raising, building activities, publications and programming endeavors to insure the continued existence of the Museum.

STAFF AND VOLUNTEERS

The Museum of the Southern Jewish Experience will need a full staff to maintain its exhibits and collection and to realize its mission. The staff will consist of museum professionals who can undertake the tasks involved in the required functions of a Jewish museum, including curatorial responsibilities, conservation, exhibit preparation, research and education. Obviously, the staff will increase as the budget and breadth of activities and programs expands.

Volunteers will be an integral and important part of the Museum. In addition to the Board of Governors, many volunteer committees will be developed to carry out Museum activities. For instance, it is envisioned that a group of volunteers from an individual community will be responsible for collecting artifacts, historical data and oral histories to be used in an exhibit specifically about that community. Docents, or museum tour guides, will be trained to give gallery talks and tours of current exhibits to individual and group visitors.

RELATIONSHIP TO U.A.H.C. HENRY S. JACOBS CAMP

The Museum of the Southern Jewish Experience will initially operate under the auspices of the U.A.H.C. Henry S. Jacobs Camp. However, the Museum will have its own identity, facility, budget and agenda, much as museums within colleges and universities operate as separate entities within the museum community but under the larger structure of the institution. Most importantly, the Museum will have its own professional staff to attend to the very specific needs of a museum and its collection and function.

PERPETUAL CARE TRUST FUND

The initial feasibility study has uncovered towns with synagogue buildings and Jewish cemeteries without a Jewish population to care for them. Unfortunately there will be many more communities facing the same circumstances in the near future. While many of the Jewish communities already have arranged for the perpetual care of cemeteries with the funds remaining in their Temple treasuries or through donations, it has been at a very high administrative cost. In addition, there are many places without the necessary funds to maintain these sites. For example, in the state of Mississippi alone, three totally abandoned and overgrown Jewish cemeteries have been discovered which do not have any funds to provide and care for them.

A Perpetual Care Trust Fund, headed by trustees and a committee of Southern Jews, should be established under the auspices of the Museum of the Southern Jewish Experience. The Fund could be utilized to maintain and care for the synagogues and cemeteries in abandoned communities throughout Mississippi, Louisiana, Arkansas and Western Tennessee. It is anticipated that the Trust Fund and the Museum would become the beneficiaries of the monies and objects from extinct Jewish communities. In turn the Museum and Trust Fund could administer and oversee the perpetual care of the grave sites, cemeteries and buildings.

THE FUTURE OF THE MUSEUM

The Museum of the Southern Jewish Experience faces many challenges during the next few years: collecting, cataloging and storing objects, collaborating with other museums and institutions, gaining accreditation from the American Association of Museums, establishing permanent endowments, and creating and maintaining exhibits in its own Museum building.

The success of the Museum will have a profound impact on the Jews of the South, as well as Jewish communities throughout the

country. The Museum will collect and preserve the history of the Southern Jewish community, which will benefit present and future generations of Jews and non-Jews alike. Moreover, the accomplishments of the Museum will serve as a model to other regions throughout the United States which confront shifting Jewish populations and its effects on small Jewish communities.

Support for the Museum of the Southern Jewish Community must come from all corners of American life -- Jewish and non-Jewish, inside and outside the geographical bounds of the Southern United States. Of course, the dedication and commitment of Jews in the South who have initiated and supported the Museum guarantee that it will prosper and stand at the center of Southern Jewish life.

IMMEDIATE ACTION

1. The creation of the position of Chairman of the Board of Directors of the museum committee who will then appoint membership from the community at large. This committee will then embark on the creation of the workings of the museum.
2. The creation of a non-profit corporation separate and apart from Henry S. Jacobs Camp to comply with Internal Revenue Service rules and regulations to insure income tax deductability of contributions.
3. The creation of a model "Last Will and Testament" for the orderly transfer of Jewish artifacts to the Museum and Perpetual Care Trust Fund.
4. The creation of a new position at the Henry S. Jacobs Camp to allow its current director to:
 - a. Hire an Assistant Camp director to oversee daily operations of the Camp under the supervision of the Director.
 - b. Freedom to travel now during this critical stage of development to the many towns and communities that are facing imminent demise.
 - c. Elevate the current project director from a part time status to that of full time through the museum/camp. The part time salary is already in existence.

The administrative costs built into the original Plough grant must be committed to the project either as an outright grant or as a loan tied to no immediate payback. The reasons are obvious. The current director of Henry S. Jacobs Camp has no funds in the Camp budget either for travel or fund raising. Neither does he have a commitment from the Camp Committee to allow neglect of his full time responsibilities and duties as

Camp director. The development of this project will consume a significant amount of time in the formative stages and must be done properly to assure a smooth creation for success and maximum impact.

The President of the U.A.H.C. must embrace this project and discuss this along with other major visionary works of the U.A.H.C. His endorsement, as well as his involvement, will insure recognition and acceptance as the major project it is.

The Museum and its committee as an entity will embark on fund raising activities. With the first gift already in hand we are told by many who are involved in the search for monies that we have an excellent opportunity to raise substantial funds. This effort must be well planned and undertaken so as not to lose the momentum initialed with the first major gift.

Our steering committee has continually stated that it will not move forward until direction or permission from the U.A.H.C. is provided. We must move forward immediately. Laurel, Mississippi, with its one remaining 81 year old Jewish man, is just one example of the raison d'etre.



PLOUGH FOUNDATION
P.O. Box 11087 • Memphis, TN 38111-0087

June 24, 1986

Mr. Macy B. Hart
Camp Director
Box C
Union of American Hebrew Congregations
Henry S. Jacobs Camp for Living Judaism
Utica, Mississippi 39175

Dear Macy:

This letter is to confirm the favorable action of the Board of Trustees of the Plough Foundation in approving the grant of \$539,220. This represents the amount of your grant request to fund construction costs and related items of expense earlier presented as "Plan A" covering a synagogue-museum to be located at the Henry S. Jacobs Camp near Utica, Mississippi. The grant was made subject to the following conditions:

1. Construction advances will be made over a three year period commencing in 1986 and with the final payment due in 1988, as the funds are required.
2. There is to be no family name associated with the building or appearing thereon at any time.
3. It is understood that there will not be a mortgage placed on the building as long as the present owners maintain title to the property.
4. After final bids have been received and accepted, representatives of the Plough Foundation will have an opportunity to approve the plans before construction contracts are finalized.
5. The maximum amount of funds to be provided, \$539,220, is to include installation of a pullman kitchen system.
6. It is understood that the building will be completed no later than June 30, 1988 unless a nominal extension of time is granted by the donor.
7. As funds are advanced, a report will be forwarded each calendar quarter reflecting the receipts along with the disbursements of the funds provided.

Mr. Macy Hart
June 24, 1986
Page Two

8. The grant of \$539,220 is intended to fund the total amount as presented in your grant request covering "Plan A" and represents the maximum amount payable and includes "Miscellaneous for contingencies" of \$25,000. It is understood that any amount incurred in excess of \$539,220 will not be included as the commitment of the Plough Foundation, but will be the responsibility of the Union of American Hebrew Congregations or the Henry S. Jacobs Camp for Living Judaism which by acceptance of this grant guarantees the completion of the project.

We will be communicating with you from time to time with respect to providing the funds as building costs and related expenses become payable. It will be appreciated if you will kindly sign a copy of this letter and return to the writer for our files.

Since you are having your board meetings this weekend, should any question arise with respect to this letter, I will be pleased if you wish to telephone me at home. The number is 901-683-3365.

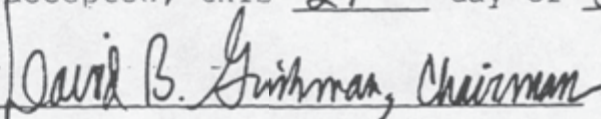
Cordially,



B. R. Haltom
Chief Operating Officer

The foregoing terms and conditions are agreed to and accepted, this 29th day of June, 1986.

By:



David B. Grishman, Chairman