



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.
Series F: Life in Israel, 1956-1983.

Box
17

Folder
15

Haifa University. Prospects [Haifa, Israel]. 1971-1972.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

1. Destruction of E. armed forces was limited achievement.
2. But armistice lines are best we could ever draw - and these have become permanent - so far. We could stay there for unlimited time.

THERE must ^{ON PART} BE PRIDE OF A UNIVERSITY in its President X

This must be created by explaining who he is, if his name is not immediately known to faculty and students. How do this?

1. Intimate and internal procedures - meeting faculty in small groups: meeting students in small groups: interviews in student paper
2. External procedures
 - a) press conference, with Yigal Allon.
 - b) Installation Ceremony

PAUL ZUCKERMAN

1. ok on Chmn Board - very glad
2. president-designate - will check with
Katz + others
3. ministers at meeting - Allon, Almog
already said ok -
he will see Sapir
+ urge him
4. Exec. Comm. - probably 27th - will
call Fireman

re #2 - prefer informal rather than
formal method: people will
ask why not take presidency now,
why wait?

1. Definition of duties of President, in relation to Vice-President, + Rector + Board
2. Procedure - who appoints or elects President?

Steps:

1. I must discuss with Charlie + with UJA.
2. If green light - how proceed?
3. Question - appoint no acting President at coming Board meeting
4. Announce my appointment as special consultant to university for one year, and candidate for president to be elected in July 73
5. Charlie reappointed as Chairman of Board.

Interim procedures:

1. Give me small office. I will come each week for day to learn university and its people - on regular systematic basis
2. I will study the development plans - and solicit gifts during year, both here and in U.S., with approval of UJA. For this I will take a fee from American Friends in U.S.

Needs

1. Representative apartment in Haifa,
for entertaining - donors, faculty, students
2. Nestor
3. personal assistant - Rosh Lishka - Shenhebi.



I want to see:

- 1) by-laws
- 2) table of organization of departments -
with names & numbers
- 3) master building plans -



PROPOSED OUTLINE OF GENERAL
DISTRIBUTION OF RESPONSIBILITY
AND DUTIES

<u>PRESIDENT</u>	<u>VICE-PRESIDENT AND DIRECTOR-GENERAL</u>	<u>CHAIRMAN - BOARD OF GOVERNORS</u>
Policy-making Supervising Representing	Planning Executing Budgeting Controlling Representing	Policy-making
1. Initiates plans for new projects	1. Initiates proposals for new projects	1. Approval of new projects
2. Consults with Vice-President	2. Consults with President	
3. Relates to Rector on policy matters	3. Relates to Rector on administration matters	2. Approval of important appointments to administration
4. Relates to Board of Governors and Executive Committee on policy matters	4. Relates to Board of Governors and Executive Committee on administration matters	
5. General supervision of implementation of major policy decisions	5. Administers day-to-day functioning of university	
	6. Informs President of major administration decisions	
	7. Preparation of budgets for submission to President and Board	
6. Represents University on matters relating to abroad and ceremonial matters	8. Represents university to Israeli Government officials and other authorities on functional matters	3. Approval of Budget

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UNIVERSITY OF HAIFA

announces a Seminar, in English

**"THE PHILOSOPHY AND TOOLS OF MODERN
MANAGEMENT"**

to be held by
a leading expert from the U.S.A.

Mr. ELMER WINTER, President of "Manpower," Inc.
on Tuesday, July 4, 10 a.m.—1 p.m. and 3-6 p.m.

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Please contact Mr. B. Dinur, at the University of Haifa, Tel. 254411.

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June 21, 1972

Rabbi Herbert Freidman
c/o Jewish Agency
P. O. Box 92
Jerusalem, Israel

AMERICAN JEWISH
ARCHIVES

Dear Herb:

It is most difficult for me to express my gratitude and the gratitude of our Young Leadership group to you for coming to Albany earlier this month. The benefits that were derived by the people of the Capital District from your visit here on June 6th will be long lasting. Although much has been accomplished in the last few years to develop Young Leadership in the city of Albany, we had perhaps reached a plateau from which it was most difficult to move ahead. Your inspirational and educational talk allowed us to elevate the thinking and the commitment of the people in this area.

As I mentioned to you on the ride back to the airport, what you have really done is given us a lot more work to do. This, in essence, is the best thing you could have done for us. The challenge is now more plainly there for them to see and more people are reaching out to accept it.

As I mentioned to you at my home, I personally have great difficulty in finding the right words to express my disappointment about the fact that you will no longer be permanently involved with the UJA. I am aware, of course, that there is no way that you can be permanently un-involved. On the other side of the coin, I look forward with tremendous enthusiasm to the possibility of working with you in your new endeavor at Haifa University.

Please keep in touch. Many many thanks for everything.

Kindest regards,



Donald S. Gould

DSG/asm

*Canada.
Toronto 10
at Richmond Ave
Mrs. Murray M. Freeman*

AMERICAN JEWISH
ARCHIVES

AIR MAIL  PAR AVION

TORONTO
5:30 PM
JUN 9
1972
ONTARIO



*Mr. and Mrs. Herbert Friedman
Caesarea
Israel.*

June 9/72
21 Robinsonwood Ave
Toronto 10, Canada.

Dear Herbert and Francine -

We are well settled back
in Toronto now and trust you are
safely back in Israel by the time
this letter arrives.

Murray and I wish to thank
you both for contributing to one of the
most exciting and stimulating experiences
of our lives - our recent trip to Israel.
We enjoyed meeting you both -
your delightful home in Caesarea - at
a delicious dinner at a superb restaurant
- but most especially the stimulation
of your exuberant company and all

the things you had to tell us. Life
in Israel is quite different ~~than it is~~
in America or Canada and now we
can appreciate the purpose and zeal of
a whole new dedicated way of life.
We admire what you are doing -
your purpose and enthusiasm and
that of a whole courageous people.

Thank you for taking us
under your wing and I trust
our paths will cross again in the
not too distant future.

Shalom

Ruby Herman.

Commitment from JM
for Itaru - go to him
when ready.

~~from SHIRLEY STELLMAN~~

FROM: MHS.
TO: HAF

NOV DAY

19 June 72

I SPOKE TO
BESS SILBERSTEIN
OF JOHNSTOWN +
HER COUSIN LEONARD
RUDOLPH OF PITTSBURGH.
THEY BOTH SAY HELLO
— AND THEY ARE
ONLY INTERESTED IN
HELPING SCHOOLS IN
HAIFA DUE TO THEIR
FAMILY IN THE GAZIL.
THEY PRESENTLY HELP
TECHNION — THEY WANT
TO SPEAK ABOUT HAIFA
UNIV. BUT LEAVE TOMORROW.
THEY ASK THAT WE STAY IN TOUCH.



PRESIDENT'S PLEA TO PRESIDENT

The President of the Tel Aviv University, Prof. Yuval Ne'eman, has sent a letter to President Richard M. Nixon congratulating him on his trip to the Soviet Union as a means for achieving better understanding between nations.

Representing an Israeli institution of higher learning, Prof. Ne'eman stated that he has been receiving hundreds of personal requests from Jewish intellectuals and academicians in the U. S. S. R. asking to bring their wish to come to Israel to the attention of world opinion. "All these people expect us in the free world to intercede in their favor and in favor of the hundreds of thousands of Soviet Jews. We at the University feel sure you will include their plight among the issues you will raise. The Soviet Union can only gain in its world image by allowing the Jews who so wish to return to their historic homeland." In closing, Prof. Ne'eman reiterated the hope that "the struggle of Soviet Jewry for self-identity would be included as an important subject for discussion by you as a leader of a great and free country with its tradition of freedom of expression and liberty."

STUDENT SCHOLARSHIPS TOTAL HALF MILLION POUNDS

Seven hundred and fifty students of Tel Aviv University received a total of IL 538,000 in scholarships for the current academic year. IL 288,000 of this total was out of the University budget. Among those receiving the grants were 21 students of the Engineering Faculty, 59 of the Exact Sciences Faculty and 58 of the Faculty for Social Sciences.

SOVIET POLICY STUDIED BY RESEARCH CENTER

Worldwide attention was focused on a recent international conference at Tel Aviv University on "The Soviet Union and the Middle East". Organized by the University's Russian and East European Research Center, it featured some of the world's most distinguished scholars in the field.

The Center, headed by Prof. Michael Confino, was established in view of Israel's urgent need for information on the Soviet Union, due to the super-power's increasing involvement in this area of the world. Thus it fulfills not only a role of primary national importance, but holds a prominent position among research institutes of this kind throughout the world.

Its research covers the U. S. S. R. 's internal and foreign policies. Historic inquiry into Russian anarchism, intelligentsia and the early years of Soviet rule is also being carried out. Current projects include Factors and Dynamics in Soviet Middle Eastern Policy; Criteria for Personal Advancement; Soviet Relations with Arab Political Elite Groups; Soviet Moslems as a Factor in Policy.

MUSICAL AND POUND NOTES HARMONIZE

Friends of Tel Aviv University recently held a festive benefit concert in the Tel Aviv Mann Auditorium a few weeks ago. With the Israel Philharmonic Orchestra were Daniel Barenboim, conductor and soloist, guest artist singers and the Rubin Academy of Music Chorus. This is the third year this special concert has been arranged, with the proceeds going for the development of the University.

Established in 1963 by Mr. Aryeh L. Pincus, Chairman of the Jewish Agency, the group has broadened its scope of activities to include the dissemination of informational material on T. A. U., organization of annual lectures series, invitations to official University functions and mobilization of finances from various sources. A meeting will be held shortly with representatives of counterpart Friends of T. A. U. associations abroad in order to exchange views on operational procedures.

AMERICAN JEWISH ARCHEOLOGISTS DIG THE DESERT

Tel Aviv University's Archeological Institute is digging in the Southern Sinai in addition to its primary excavations at Tel Beersheba. One survey was recently carried out at a site about fifteen kilometers north of the Saint Katherine Monastery. It turned out to be a key spot for the determination of the prehistoric period during which settlements abounded in the region.

The structural remains were of granite and either connected or next to each other. Built around a central circular courtyard, the structures and even the room corners were rounded in shape. A comparison of the ceramic utensils and shards found with those of Canaanite Arad has given evidence of the cultural-material identity between the settlers in Southern Israel and Southern Sinai. This correlation also strengthens the fixing of the settlement period as Middle Bronze, circa 2,850-2,650 B. C.

CANDID CAUCUS ON NEW IMMIGRANT STUDENT ABSORPTION

Problems inherent to the integration of new immigrant students were discussed during a Study Day held at Tel Aviv University recently. Participants included administrative personnel, Absorption Ministry officials, lecturers and students. Among other reports, Absorption Ministry administrators detailed the gigantic growth of academic immigrants in recent years. They stated that whereas in August, 1967 they were responsible for 1,000 students, today the number has grown to 6,500. 14,000 new immigrant students have been processed since the 6-Day War.

Frank questions for clarification were put to the speakers. The social isolation of the new immigrant student was challenged. What activities were organized for their after-class hours? With whom do they meet? How can they be helped to make friends with their Israeli counterparts? Should not professors and lecturers set a personal example by extending invitations to their homes? The round-table discussion closed with a call for greater governmental financial participation, less formality, more attention and good-will.

PROF. NE'EMAN ELECTED TO THE U.S. NATIONAL ACADEMY OF SCIENCES

Prof. Yuval Ne'eman, President of Tel Aviv University, has been granted honorary membership in the U. S. National Academy of Sciences. He is the third Israeli to be elected as Foreign Associate of this prestigious institution. The first two to be so honored were Prof. Ephraim Katchalski in 1966 and Prof. Aharon Katzir in 1971.

Among its other functions, the Academy serves as an advisory body to the President of the U. S. in the determination of scientific policy. Its membership comprises the important American scientists and all Foreign Associates chosen are scientists of international renown.

ALLEVIATING COMMUNICATIONS DISORDERS IN ARAB AREAS

Three Arab residents of the Gaza Strip were honored recently when they received diplomas from the Minister of Health, Mr. Victor Shem Tov. They had successfully completed a one-year course at the School for Communications Disorders of T. A. U. The three were, Mohammed Abu Ramadan, Ibrahim M. Asfour and Haled M. Shamali, who started out initially as interpreters for volunteers (from T. A. U.) working among Arab residents of the Gaza Strip, in a program designed to alleviate communications disorders, i.e. hearing and speech. This program is being implemented under the direction of Dr. Erwin Ostfeld, of the School, who serves as a co-ordinator for the Israeli Authorities in problems concerning ear, nose and throat diseases. These three Arab residents underwent this program as part of an effort to transfer responsibility in health problems to the local population. The success of the intensive program has brought requests from other Arab municipalities and communities throughout Israel.

THE COMMUNICATIONS MEDIA AT T.A.U.

Tel Aviv University's new Faculty of Arts and Communications now includes a Department of Cinema and Television in addition to Theater, Fine Arts and Music. As there have been 200 applications for admission to the new Department with room for only 50-60 students, preference will be given to those with experience in the field. The expensive equipment required will hopefully be obtained in the next few years. In the meantime the students will use the facilities of Israel's Educational Television and the Cinema studios in Herzliya.

Faculty Head Prof. Moshe Lazar states that "putting the four departments under one roof will make for greater work cooperation in, for example, the production of a musical play." Plans for the future include a Communications Department comprising press, radio, public relations, advertising, as well as educational videotaping.

THE ANNUAL SHULAMIT GOLDHABER LECTURE

1969 Nobel Prize winner in Physics, Prof. Morray Gell-Mann, of the California Institute of Technology, was guest of Tel Aviv University's Physics Department recently. The event was the annual lecture in memory of Shulamit Goldhaber, to which scientists prominent in the field of Theoretical and Experimental Physics are invited. Prof. Gell-Mann delivered his talk on Sub-Particles.

SEX EDUCATION AND THE STUDENT NURSE

The Tel Aviv University Department of Family Medicine polled a sampling of 248 student nurses from among Israel's Nursing Schools. This was the first time ever wherein opinions of young Israeli women were elicited on subjects such as marriage, sexual relations and problems, birth control, knowledge or lack of knowledge of family planning.

The survey showed that only 11.7% possessed reliable information on marriage counselling and problems, and these came from less religious homes. 69% listed their source of knowledge as reading and 44% named girlfriends. Since nurses receive sex education during the course of their studies, it may be assumed that the level of the general population's knowledge would be even lower. Most of the girls felt that the optimal age for marrying was between 20-25 and tended to plan for four children per family.

The survey, published in the monthly journal "HaRefuah", concludes with the general recommendation that more education on sex and marriage be given to nurses as well as to the public at large. In this connection, an international symposium on sex education will be held in Tel Aviv soon at the initiative of doctors, public health workers and members of the Tel Aviv University staff.

MATH STUDENTS HAVE THE RIGHT ANSWERS

Second-year Tel Aviv University Math student, Ron Donegi, ranked eighth in the Putnam Competition for Mathematical Problems, an annual contest organized by the American Mathematics Association for U. S. Students.

Prof. Harley Flanders, of the University's Mathematics Department, has immigrated from the U. S. and, besides editing the American mathematics monthly, is a member of the contest's Organizing Committee. In order to compare his Israeli students' knowledge with that of pupils from other countries, he gave them the above mentioned six-hour examination, although only U. S. students are entitled to awards. There were 1,569 participants from 314 universities. Out of the twelve T.A.U. participants, Donnie Brenner ranked 49th, Yoel Vadoboz was in the 56th place and Amnon Dulcer in the 91st.

MICROBIOLOGISTS INTERFERE WITH ILLNESS

The Microbiology Department of Tel Aviv University's Medical School is researching a protein substance called 'interferone' (from the word 'interference') for the prevention of virulent diseases. As its activity is generalized against all viruses, it could make an ideal instrument for combating viral infections. However, it is not feasible to use interferone as such for disease prevention but rather certain chemical substances such as Poly I. C. for the production of interferone in the body.

Prof. Emanuel Eylan, the Department Head, states that a research project is now being conducted jointly with the Eye Clinic of the Sheba Medical Center at Tel Hashomer. The action of Poly I. C. on viral eye diseases, particularly Herpes Simplex is being studied. Thus far it has been shown that Poly I. C., when given together with other substances which enhance penetration into the eye cells, leads to the production of interferone which prevents and may even cure eye diseases connected with Herpes Simplex. In a group of twenty patients who were administered treatment with Poly I. C. it was noted that eye inflammation disappeared. During the one-year duration of the experiment no recurrence has been noted and it was impossible to isolate the Herpes Simplex virus from the eye. These results with Poly I. C. are much improved over those treated with other anti-viral substances.

MRS. W. BERNARD HERMAN
34 HIGH POINT ROAD, DON MILLS, ONTARIO



Mr & Mrs Herbert A. Friedman
15 Ibn Gabirol St.,
Jerusalem,
Israel
92430

June 4/52

Dear Francine Ed Vert:-

Back home again and slowly getting things back in their perspective.

Bernie and I feel this trip to Israel was the best ever due in part to the meeting of new friends etc. and - must confess you added the spark. We thoroughly enjoyed the evening at Chez Simone (I remember when chicken was the staff of life in Israel - what a change!)

Wasn't able to get to Tel Aviv to see the jewellery so shall have to wait for the next visit - thanks for your trouble.

Do hope you both find your way to Toronto one of these days I know you would enjoy it here (provided you don't come in the winter.)

Hope this finds you well and happy and that you enjoyed your trip to New York.

Bernie sends his best - again our thanks.

Affectionately
Ellie Herman.

Mike Leiff - Worcester
(connected with Phil Faltman
& Aves - of Hartford)

Trevor Chan

Neil Navy

Don Hodes - Worcester

Sam Field. Mitchell Cummings
Don Gould (Album)



קרית נוער ירושלים

KIRYAT NOAR YERUSHALAYIM

BOYS TOWN JERUSALEM

Ira Guilden, President

Jerusalem
8th March 1972
22nd Adar 5732

ב"ה

Rabbi Herbert Friedman
U.J.A.
Jewish Agency Building
Jerusalem

Dear Rabbi,

We enjoyed your visit to Boys Town and I am looking forward to your return for a second look in the near future. You had some very beautiful words to say on the basis of your impressions. I would like to take the opportunity of your return visit to dig into the hard facts that underlie this tremendous educational effort and the implications in a wider context.

The Ministry of Education recently released the information that 12,000 children 12-13 years of age, are dropping out of the elementary school system. Statistics recently published by your organization (UJA Fact Sheet on Poverty in Israel) on the erosion of the Oriental school population going up the educational ladder which are very revealing. You may be interested to see these figures compared with the situation at Boys Town:

Communal Backgrounds

All Schools

first year elementary	63% Oriental 37% Ashkenazi
Final year elementary	57% Oriental 43% Ashkenazi
first year high school	no figures given
final year high school	13% Oriental 87% Ashkenazi
College	10% Oriental 90% Ashkenazi

Communal Backgrounds

Boys Town Jerusalem

-	
-	
100% Oriental) Junior High School
63% Oriental 37% Ashkenazi	
61% Oriental 39% Ashkenazi	
69% Oriental) Technical College.
31% Ashkenazi	

contd...

If what is being done here cannot be considered a pilot project towards affecting a wholesale transformation of the educational scene, I don't know what else to call it!

Please give us a couple of hours of your time for this study session with our people. I think you will find the time well spent. Too bad Rabbi Linchner is leaving so soon. He would enjoy meeting with you again. He sends his warmest wishes. Please also invite your wife on our behalf.

Sincerely yours,

AMERICAN JEWISH
ARCHIVE

David
David Amittai
Director, Public Relations

DA/sby



MEMORANDUM

Date March 13, 1972

To Martin Peppercorn

From Eugene Pollock

Subject OPERATION SOUTHWEST

The following prospects are considered to be prime for the above project. This would necessarily have to be a two day trip:

NAME	CITY	1971 GIFT	POTENTIAL	BACKGROUND
Rogers Family	Beaumont	\$ 100,000	\$1,000,000	Wealthiest Jewish Family in Texas. Own Texas State Optical, largest optical firm in the Southwest. Their estimated wealth is \$40 Million to \$70 Million dollars.
Greenberg Family	Beaumont	50,000	100,000	Retail Dry Goods Stores (The Fair) and real estate.
Izzy Roosth	Tyler	25,000	100,000	Oil, land and cattle. Former partner with the late Alex Genecov.
Sol Brachman	Forth Worth	27,500	250,000	Brachman, 75 years old, sells oil well supplies, does drilling and is a producer. Active in community affairs, and recently made \$250,000 contribution to TCV.
Clifford Strauss	Monroe	77,000	250,000	Liquor and food distributor.
Arthur Ginsberg	Fort Worth	17,500	250,000	Oil pipe business and a supplier.
Sam Susser	Corpus Christi	5,000	100,000	Oil producer and real estate.
Bernard Tanenbaum	Dumas	250	100,000	United Dollar Stores (200 Dry Good Stores throughout Southwest). Real dark horse.
Herbert Heyman	Lafayette	1,000	50,000	Heyman Oil Center. Owns 100 buildings; headquarters for 300 oil companies. Long shot.
Arthur Levy, Sr.	Morgan City	1,000	25,000	Arthur Levy Boat Service --sold to Petrolane, Inc., offshore drilling.

<u>NAME</u>	<u>CITY</u>	<u>1971 GIFT</u>	<u>POTENTIAL</u>	<u>BACKGROUND</u>
Sam Levinson	Lubbock	\$ 500	\$ 100,000	Real estate and banking

The probable dates for which we will need a strong team of lay leaders would be in combinations of two days during the week of April 10th.



EP:vg

cc: IB - DHK - PBC - HER - HMW - JSF - FR E. ZOLIN - SL - HH

MEMORANDUM

Date March 13, 1972

To Martin Peppercorn

From Eugene Pollock

Subject OPERATION GEORGIA

NAME	CITY	1970 OR 1971 GIFT	POTENTIAL	BACKGROUND
Melvin, Herbert and Bernard Nussbaum	Bainbridge	(Herbert) '70 \$ 150 (Melvin) '70 100	\$ 100,000	Owens Miller Hydro Company. Manufacturer of foremost bottle washing machines (7-UP, Coca Cola).
Phillip Halperin	Cordele- Fitzgerald	(1970) 200	25-50,000	Owens Halperin's Department Store plus extensive pro- perty in and out of com- munity.
Isadore R. Perlis	Cordele- Fitzgerald	(1970) 600 (3- families)	50,000	Owens The Valley Store in Cordele.
Abe Kruger	Cordele- Fitzgerald	(1970) 200	50,000	Real Estate and Investment in and out of community.
William and Sidney Pearlman	Valdosta	(1971) 5,415	250,000	Peacan brokers. Now part of Beatrice Foods. Sold for about \$15,000,000.
Charles S. Heyman, Sr.	Rome	(1971) 6,000- (Est.)	100,000	Furniture manufacturer
Matt & Herman Friedlander	Moultrie	(1971) 5,000	100,000	Operate a chain of fifteen Friedlander Department Stores throughout Georgia. Family owns extensive real estate in and out of com- munity. Mr. & Mrs. Matt Friedlander were on OI Mission #6 in 1972 -refuse to make commitment.
Morris Goldstein	Griffin	(1966) 100	100,000	Owens M. Goldstein's & Sons Scrap Metal business. Re- fused to make commitments for '70 & '71.
Barney Solomon	Dalton	(1971) 7,500	100,000	Owens Solomon & White - Carpet Business

Projected timing week of April 10.

EP:vg

from Herbert A. Friedman

W. B. Herman

City Parking Canada Ltd.

11 Adelaide St. W.

Toronto, Canada

416 - 364-4361



Prospects for Haifa

1. Ben Domont - make chair for Dormitories
2. Ted Shanbeum
3. Jerry Goldstein - business school
4. Henry Rose
5. Shirley Tark - Chicago
6. man in Baltimore
7. Rutenberg brothers - business school
8. Union County, Elton Keenness - Joe Wilf
Stanley Sloane
9. Milton Petrie -
10. Fred Grynberg
11. Martin Gnsberg ^{54 Kent Rd, Tenafly, N.J.} (friend of Norman Seiden)
12. Abe Gnsberg (friend of Sidney Silverstein)
13. Si Schener
14. Joe Luhn
15. Habi Dick Levy

Arthur Lentz, Jr.

Robt Rackman

Sam Mandell, Ford Fair



From HERBERT A. FRIEDMAN

Harfa University prospects:



U.S. Home Corporation
1437 South Belcher Road, Clearwater, Florida 33516
Telephone (813) 531-0441

Charles Rutenberg
President

Haifa U. prospects

May 3, 1972

Mr. Martin Ginsberg
54 Kent Road
Tenafly, New Jersey 07670
U. S. A.

Dear Mr. Ginsberg,

Allow me to repeat in writing how pleased we were to see you here visiting us with Mr. Seiden. We feel that the University of Haifa has gained a friend.

We hope to see you here with us again, at the University, the next time you come to Israel.

I am enclosing some material on the University which might be of interest to you. Looking forward to seeing you soon.

Yours sincerely,



Eliezer Rafaeli
Vice President

ER:mlh

cc:

Mr. Charles Bensley
✓ Mr. Herbert Friedman

*Harja U.
prospects*

Israel Education Fund

MEMORANDUM

TO: ELIEZER SHAVIT

DATE: MAY 1, 1972

FROM: EHUD MOUCHLY

SUBJECT: CHARLES RUTTENBERG, Clearwater, Fla.

I met with him on 2/28. The family would like a school as a memorial to his late father.

He has his mind set on the location: Eilat. Since he's considering a pledge of \$500,000 I offered him the (Secular) Comprehensive School "B", even though it's still in early planning stages. The main reason is that they will not be able to start paying for another couple of years.

As you know, we sofar have neither a program nor any other material on this school. I will be most anxious to receive some material, on the basis of which I can continue negotiations with the family. They will be prepared to sign an agreement, based on concrete plans far in advance of construction and beginning of payments - so that financing will be assured.

Please let me know when I can have presentation materials for this school.

Thanks.

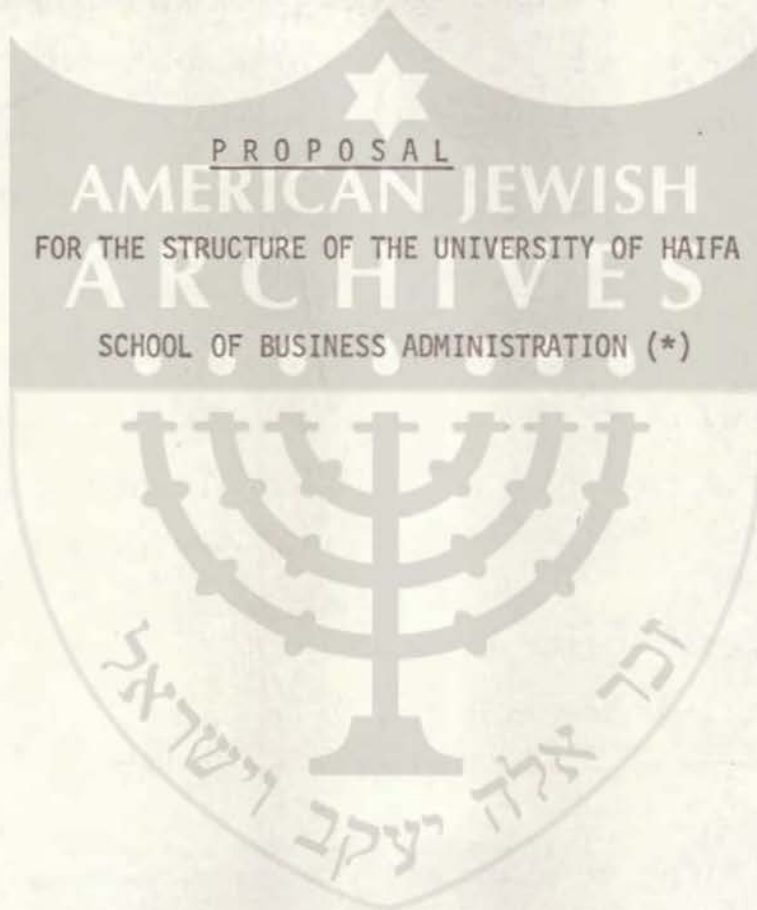
EM:kaz

cc: IB; HAF

AMERICAN FRIENDS OF HAIFA UNIVERSITY

235 EAST 42ND STREET

NEW YORK, N. Y.



(*) This Proposal is presented by Dr. Aryeh Nesher based on an original plan developed by Professor David Lapkin, Chairman of Department of Economics, Haifa University and on consultation with the leaders in the Academic and Business world in the United States and Israel.

I AIMS: The aims of this School are five-fold, as outlined below:

- 1: To create a Department of Management Studies which would begin with courses on the under-graduate level. This Department should introduce courses in the different fields of Management, in order to give the students some basic knowledge, which could be used in their future work as lower echelon Managers, mainly in supervisory positions.
- 2: To create a cadre of graduates trained by the Department of Management on a graduate level, in order to have a readily available reservoir of top and middle level Managers. This program is to be based on the socio-economic realities of Israel.
- 3: To train today's Managers in both the theoretical and practical aspects of the science of Management, in order to upgrade their skills while on the job.
- 4: To create a Center for Innovation, which should deal with research of Management problems, and with development of plans and programs for practical improvement in private and public administration.
- 5: To create a Center for developing countries, which will undertake studies in economic and social planning, as well as in practical training of Afro-Asian Managers.

II GENERAL STRUCTURE:

In order to reach the five aims outlined, the following structure will be needed: The School of Management and Administration at Haifa University will be composed of the following five units:

- 1: Under-graduate studies within the framework of the Department of Management.
- 2: Graduate studies in the Department of Management.
- 3: The Institute for Management.
- 4: Institute for Innovation, to be headed by Dr. Ernest Dichter.
- 5: International Center for Developing Countries.

III DEVELOPMENTAL PLANS:

STAGE 1: During the school year of 1972-1973, three of the above-mentioned elements should be initiated:

- A - THE INSTITUTE FOR MANAGEMENT - For this purpose, we are working in the United States on the development of a curriculum which will be presented to the academic authorities at the University for final approval. Concerning manpower for the Institute; we will try to mobilize the best brains in the academic field, both in Israel and the United States, as well as very successful businessmen from the United States who would go to Israel and give seminars in their

specialized fields. The Institute should begin to function not later than November, 1972.

B.- A MANAGEMENT DEPARTMENT FOR UNDER-GRADUATE STUDIES

In our conversation with Dr. Benjamin Akzin, President of Haifa University, he has stressed the great importance of having under-graduate courses in the different aspects of Management. The same subject has been discussed with Dean Emanuel Saxe of the Bernard Baruch School of Business, who enthusiastically backed Prof. Akzin's proposal. Dean Saxe believes it is very important to develop a separate Department, rather than include Management courses within the existing Department.

This point is highly relevant because the new Department could coordinate the needed manpower resources so that the Management Department can draw on experts from all other disciplines, like Economics, Sociology, Psychology, etc. and create a nucleus for the future development of the Department. It has to be clarified with the authorities of the University if such a Department could be established so as to be ready for the next school year, which starts in November, 1972.

C - Dr. Ernest Dichter, who recently returned from the University after giving a series of seminars in Motivational Research, is convinced that the time is ripe to establish an INSTITUTE OF INNOVATION, which he is prepared to direct. He even went

so far as to suggest that the authorities in Israel contact private business and public institutions to offer them the research services of the Institute of Innovation.

Dr. Dichter is also prepared to take 3 students from Israel who would work with him for six to eight months in the States, in order to get acquainted with his methods of operation.

Dr. Dichter is ready to come to Israel around October/November, 1972, and again around March/April, 1973. The details of this Institute will be developed not later than May 10, 1972.

STAGE 2:

- A - The second stage, which should start its operation at the end of 1973, or beginning of 1974, is the Graduate Studies of Management. Professor Zvi Sobel and Professor David Lapkin, have expressed their interest in having a central role in establishing this Department.
- B - The Center for International Development should start at the end of 1973 and develop in two directions:
 - 1: Organize the first Management courses for Afro-Asian Managers.
 - 2: Organize a Center for Economic and Social Planning related to developing countries.

A detailed project will be developed by Mr. Kenneth Bialkin, in cooperation with other academicians.

IV BUDGETARY NEEDS:

STAGE 1:

A - Buildings	\$2,200,000	
✓ B - Equipment and books for a Management Library	70,000	
C - 1972-1973 Operational Budget of the Institute Management	200,000	
✓ D - Five professorial chairs in different fields of Management - \$50,000 each	250,000	
E - 1972-1973 Research Budget for the Institute of Innovation	80,000	
✓ F - Student Scholarships - (100 at \$1,000 each)	<u>100,000</u>	
	<u>\$2,900,000</u>	<u>\$2,900,000</u>

STAGE 2:

A - First Year Budget of the Graduate Department of Management		
1: Buildings	\$1,600,000	
2: Additonal equipment for Management Library	120,000	
3: Professorial chairs - (\$80,000 each)	400,000	
4: Student Scholarships	250,000	
5: Research Budget.	<u>140,000</u>	
	<u>\$2,480,000</u>	<u>\$2,480,000</u>

STAGE 2 (CONTINUED)

International Center for Developing Countries

1: Buildings \$750,000

2: Dormitories 800,000

3: Operational Budget 200,000

4: Special Loan Fund for
Prospective Students 60,000

5: Research Budget 140,000
\$1,950,000

\$1,950,000

AMERICAN JEWISH
ARCHIVES

Grand Total -
Stages 1 # 2

\$7,330,000



HAIFA UNIVERSITY
THE JEWISH-ARAB CENTER

By virtue of location and decision in principle, the University of Haifa has become the center for Arab and Druse higher education in Israel. Through this the University has become, in its daily activities, a research center in Jewish-Arab relations. There is de jure and de facto equality in admissions, awarding of scholarships, and assignment of dormitory space. In addition, to over 400 Arab and Druse students, the University is served by 15 Arab faculty members.

The University feels obliged, however, to take an even more active role in bringing about the needed Jewish-Arab detente within Israel. To this end the University is proposing the establishment of an interdepartmental center which will be primarily concerned with studying the relationships between Jews and Arabs on all levels.

The Center for Jewish-Arab Studies will, wherever Jews and Arabs are in contact, measure, evaluate, and explore ways of changing their intergroup attitudes. It will try to guide the restructuring of Arab elementary schools to better understanding. It will try to guide the restructuring of Arab elementary schools to better prepare students for entrance into Israel's universities; to broaden Israeli knowledge of Arab culture; to create more meaningful face-to-face contact between Jews and Arabs from all walks of life; to encourage encounter groups among students, laborers, urbanized farmers, and other groupings in which Jews and Arabs may share common interests; to expand productively ongoing summer programs of aid to Arab and Druse villages by "mixed" student groups...in a word, to meet the social need Golda Meir has placed second only to the absorption of new Jewish immigrants.

The Center will also provide advanced schooling for Arab faculty members, publish a journal and individual papers, and hold national and international conferences.

Mrs. Moshe Dayan will be Honorary Chairman.

The Center's annual operating expenses will include:

1. Research -	\$100,000
2. Student Scholarships -	100,000
3. Scholarships for the advancement of Arab faculty -	25,000
4. Library acquisitions	40,000
5. Maintenance of 4 chairs in Middle-Eastern Studies -	280,000
6. Publications, conferences, administration -	100,000
7. Dormitory maintenance -	170,000
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	\$815,000

Initial expenses include:

1. Building of dormitories for 600 students	\$2,100,000
2. Establishment of 4 chairs -	580,000

HAIFA UNIVERSITY

SPECIAL PROJECT

DEVELOPMENT OF STUDIOS IN THE DEPARTMENT OF FINE ARTS

In addition to the training of art teachers the Art Department expends extensive efforts in developing the basic artistic talent of its students in all media. Work in several media requires well-equipped and functional workshop-studios. In the workshops the students receive the guidance of artists in their respective fields from Israel and from abroad. The University placed the workshops in temporary studios not really designed for this purpose in the hope that before long we would be able to transfer them to their permanent site.

As one of its priorities the department plans to develop the studios for photography, lithography, and etching.

Workshops in Photography, Lithography and Etching

The University will have to build and make the following acquisitions:

1) Photography workshops - 40 sq. m. built:	IL 40,000
2) Basic professional library:	35,000
3) Instruments and equipment:	85,000
	IL 160,000
1) Etching and Lithography workshops - 65 sq. m. built:	IL 65,000
2) Basic professional library:	45,000
3) Instruments and equipment:	80,000
	IL 190,000

Total for the two workshops: IL 350,000 or \$85,000

SPECIAL PROJECT

STUDY AND RESEARCH VESSEL

The Center for Maritime Studies intends to acquaint the student with the various areas of study related to man's existence relative to the sea. In order to conduct basic research in the sea as a living laboratory, the Center plans to place at the disposal of its students and researchers a study and research vessel with which they will spend a large portion of their time. The vessel will serve the following purposes:

1. Study trips along the Mediterranean coasts of Israel and other countries to investigate ancient harbor cities, trade and communication routes.
2. As a floating school for seamanship and maritime exploration.
3. As a base for Marine Archaeology and other related fields of research.

The vessel should meet the following specifications:

Length: 60 to 80 feet.

Draught: Maximum 8.2 feet.

Crew: Students and Researchers 21.

Form of propulsion: Sail and motor.

2 Cranes (up to 2-ton capacity).

Adequate storage space for equipment and supplies.

Underwater excavation and survey equipment (high and low compressors, recompression chamber, diving gear, etc.).

Sonar systems (Side scan and penetrating).

Navigation and communication systems.

Auxiliary boats and rafts.

Approximate costs - \$200,000

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HAIFA UNIVERSITY
THE CENTER FOR MARITIME STUDIES

Introduction

The establishment of the Center for Maritime Studies at the University of Haifa represents a response to several needs and circumstances: (a) that Israel is located at one of the important historic centers of sea travel and commerce; (b) that Israel has been and will continue to be very dependent on sea commerce (a dependence which is magnified by current political realities); and (c) that as a moderately endowed land, Israel must look to the seas as a source for vital resources. From the Center's frame of reference, the sea represents a world whose potential has only begun to be realized. The ultimate value of the seas to man lies in his willingness to study, to develop, and to effectively exploit it. In its initial stages, the Center will be composed of three departments which, in a coordinated effort, will initiate research in three directions of study, development, and exploitation. They are:

- A. Department of Maritime Civilization.
- B. Department of Maritime Economics.
- C. Department of Marine Resources.

The University of Haifa is in a unique position to establish and operate this center. The University's permanent policy of encouraging inter-disciplinary activity combines well with the necessary multi-faceted nature of the Center. Additionally, Haifa already is the maritime center of Israel, and only in Haifa is it possible to coordinate efforts of the other institutions working in the field. Also, Haifa, as Israel's principle harbor, provides a living laboratory in the field of maritime commerce.

The Center will be dedicated to teaching and research. The courses of study will be initially for graduate studies only, and the two aspects, research and teaching, will be integrally combined.

A. THE DEPARTMENT OF MARITIME CIVILIZATION

The Department of Maritime Civilization will further historical and archaeological studies and research, addressing itself to questions whose answers are of vital importance to the understanding of the role of the sea in the history of civilization. By introducing the newly developed branch of archaeological research, Marine Archaeology, to the academic framework, the department will concentrate on the study of ships and harbors, interrelations between ancient cultures in the Mediterranean basin and beyond, maritime trade and marine resources in antiquity, coastal geography, etc. The department will work in close collaboration with the Oceanographic Institute of Israel and the Maritime Museum, both located in Haifa.

Principally concerned with marine history and archaeology, this interdisciplinary department will offer its first courses in ancient seafaring in 1971-1972 leading to a full curriculum in 1972-1973. The program will be open to graduates of departments of Jewish History, General History (Classics and Middle Ages), Geography, Near-Eastern Studies and Archaeology, from recognized academic institutions in Israel and abroad. Students who will specialize in marine archaeology will receive training in general seamanship, diving, underwater work, drafting, photography, etc. Special courses will be offered in museology, and the preservation and conservation of artifacts brought up from the sea. For historians, there is a wide scope of studies on the role of shipping in the economy of ancient and medieval times, and its influence on political groups and events. The geographer will find interest in the study of ancient maps, in changes of coastlines, and in the functions of harbors in the historical past.

1. Suggested Courses to be taught in 1972-1974:

- * Ancient Seafaring - Mesopotamia, Egypt, and Aegean (4th-2nd Mill. B.C.E.).
- * The Phoenician Maritime Heritage.
- * Shipping and Maritime Trade in Greek and Roman Times
- * Naval Warfare in Antiquity.
- * Byzantine and Medieval Maritime Activities in the Eastern Mediterranean.
- * History of Jewish Seafaring.
- * Ancient Harbors in the Mediterranean.
- * Explorations Beyond the Mediterranean Before the Roman Period.
- * History of Shipbuilding.
- * Geographical and Geological Studies of the Eastern Mediterranean Coasts.
- * Historical Cartography.
- * Arab Shipping in the Indian Ocean.
- * Ancient Harbors in the Red Sea and the Coast of East Africa.
- * Workshops in: Underwater Exploration; Undersea Technology; Maritime Museology; Conservation and Preservation.

2. Research Projects in Maritime Civilization (History, Archaeology, Geography)

- a. Systematic excavation of ancient harbors along the Israeli and other Mediterranean coasts.
- b. Systematic excavation of wrecks in the Mediterranean and the Red Sea.
- c. The economic basis of coastal settlements in antiquity: fish cultivation, salt industry, dye and glass industry).
- d. Construction of ancient ships.
- e. Maritime trade routes beyond the Middle East.
- f. Ancient Maritime Cartography.
- g. Sea level changes and coastline studies in various historical periods.
- h. History of navigation - studies in early astronomy.
- i. Problems of naval warfare in early antiquity.
- j. Comparative lexicographical studies in maritime terminology of Eastern Mediterranean Peoples.

3. Proposed Budget for 1972-1973 Academic Year (primarily for the Department of Maritime Civilization).

- a. Annual Operating Budget including costs for faculty library purchases, equipment rental, publications, students' training in underwater excavation, maintenance of research vessel, and study excursions. \$125,000
- b. Annual Research Budget 200,000
- c. Budget for initial purchase of equipment and initial training of personnel including: laboratory, equipment, underwater research equipment and a vehicle. 65,000
- d. A training and research vessel to be used by this and other departments of the Center. 200,000
- e. Space. (Classrooms, laboratories, stores, etc.) Budget to be submitted

Total costs for first year of full operation: \$590,000

B. THE DEPARTMENT OF MARITIME ECONOMICS

The Department of Maritime Economics will be concerned mainly with the use of the Oceans as highways for world trade. With particular emphasis on Israel, research and teaching will focus on world trade and shipping problems, their relationship to and impact on industrial location, general economic activities, and social patterns and institutions. This includes questions of transportation patterns, manpower requirements, technological progress, and coordination with other modes of transport. In addition, the department will be active in relevant areas of international and maritime law as well as marine insurance and other aspects of international trade and shipping.

The department will cooperate closely with the Israel Shipping Research Institute which is also located in Haifa.

A preliminary list of courses to be offered includes:

- * International Economics.
- * General Transportation Economics.
- * Economics of Marine Transport.
- * Economics of Ports.
- * Economic Geography.
- * Location Theory.
- * Port Management.
- * Law of Sea Transport.
- * International Maritime Law.
- * Transportation Finance and Accounting.
- * General Transportation Management.
- * Shipping Management.
- * Marine Insurance.
- * Economics of Competing Modes of Transportation.

C. THE DEPARTMENT FOR MARINE RESOURCES

The Department for Marine Resources will function as an inter-departmental unit with the Department of Biology. Its initial tasks will be to investigate in two broad directions. Fisheries and aquaculture as well as the dynamics of environmental degradation as reflected in marine populations. In the future, the department, also cooperating with the Oceanographical Institute, will consider questions of non-fish food supplies, the ecological results of mineral exploitation, etd.