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Feinstein, Wayne. Discussion notes. 1997.

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**Mega – Program to be built by Mega – Dollars**  
**Notes by Herbert Friedman for Discussion with Wayne Feinstein**

1. Negative prognosis re: future of American Jewry  
 Fewer than one million self – identifying Jews by third quarter of 21<sup>st</sup> century. Of these, approximately ½ will be orthodox, living inside their enclaves, and ½ try to hold on to a crumbling infrastructure. Such a fate must be averted, if at all possible.
2. Strongest efforts must be made to create and shape Jewish identity in the next two generations. Through spreading knowledge of our heritage, pride in its contribution to civilization, and linkage with Israel.
3. List of major areas (call them projects) on which to work:
  - a. Elementary schools – hundreds
  - b. Summer camps – scores
  - c. Secondary schools – scores
  - d. College age – Hillel – hundreds
  - e. Israel Experience – all ages – hundreds of thousands
  - f. Higher education in Israel – thousands
  - g. Teacher's training college – three
  - h. Adult education – ala Wexner – hundreds
  - i. Synagogue innovative programs – thousands
  - j. Russian immigrants – half million
4. All programs must be continental in scope, totally communally funded, no tuition to be charged for anything, thousands of lay leaders involved in management via small groups, with executive staff to be recruited from wide professional base.
5. Many billions will be required. No fund – raising necessary. Funding to be secured from total communal assets in endowment and similar funds. Annual campaigns not to be touched to support work in above list.
6. New national organization needed to supervise this mega – program. UJA and CJF deal with annual campaign, as at present.
7. Suggestions:
 

Members of Mega-group would be mobilized as CEOs	{	<ol style="list-style-type: none"> <li>a. One over-all chairman of international stature and one deputy.</li> <li>b. One CEO for finance (manage the money flow from the source to each project); (increase available money by leveraging through borrowing and/or floating bond issue).</li> <li>c. One CEO for each project.</li> </ol>
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- d. One CEO for liaison with Israel (not all projects will require Israel).

8. This top structure requires a total of 14 persons. That's it. No enlargements. This is the policy – making body. Each of the CEO's in b., c., and d. may create their own deputy and small executive group.

9. One name\* must be invented for the over-all effort. Individual project names must reflect its area of work.

10. Headquarters can be anywhere in the United States.

11. Entire effort must be imbued with urgent sense of timing. Every project must work with a timetable – i.e. so many schools in so many months etc.

- \* THE BOOTSTRAP CENTURY FUND  
THE KNOWLEDGE FUND  
THE EVERY-PERSON PROGRAM  
TO-INSPIRE-ME IN TIME





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FAX: (212) 751-3739

July 28, 1997

Rabbi Herb Friedman  
Wexner Heritage Foundation  
551 Madison Avenue, 9<sup>th</sup> Floor  
New York, NY 10022

Dear Herb,

It was wonderful spending time with you during the Wexner Institute in Jerusalem. Enclosed is my draft of a "white paper" on the topic of mobilizing resources for the things that are important to us.

I take no pride of authorship, and in fact have obviously drawn from our conversation in your own initial thoughts. I would appreciate your critical reaction. While I will be on vacation the latter part of August, if it is possible for you to give me your edits in the next week or so, I would then share this as a "think piece" with a few colleagues whom I would then see in New York in September during the forthcoming CJF meetings. I would like to get the ball rolling...

All the best!

Sincerely,

*Wayne*  
Wayne Feinstein

WF:lp

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## FOR DISCUSSION

7/25/97

TOWARD A NATIONAL FUNDING PROGRAM TO INSURE  
JEWISH COMMUNAL VITALITY IN THE 21<sup>ST</sup> CENTURY

WAYNE FEINSTEIN

SITUATIONAL ANALYSIS

One can reasonably make the case, based on current socio-demographic evidence, that the number of identifying/affirming Jews in the United States will diminish appreciably by the middle of the next Century. Left unchallenged, in two generations there may be as few as one million affirming Jews in America. Of those, half will be orthodox living in their self-contained enclaves. The other half will be struggling to maintain a crumbling infrastructure that we have built or are presently rebuilding. We have the opportunity and the responsibility to use resources now existing in Jewish federations to creatively invest in programs and agencies that will reverse these negative socio-demographic trends.

Insert

GOALS/STRATEGIES

Knowledge of Judaism, its history, traditions, and literature, is our surest means of insuring a vital American Jewish future, with greater numbers identifying/affirming their place in Jewish history. The vitality of our heritage, pride in the contribution of Judaism to the advance of civilizations, and the dynamism of Israel and our linkage by fate and faith with the people of Israel must be effectively taught wherever Jews live.

MAJOR PROJECTS

- The following are the key areas for continental collective efforts:
- Hundreds of additional elementary day schools;
- Scores of additional Jewish camps;
- Scores of Jewish high schools of the highest academic quality;
- Expansion of Hillel programs throughout the country;
- Hundreds of thousands of Israel experience scholarships;
- Thousands of scholarships for higher education in Israel;
- Building top quality Jewish teacher training institutions;
- Hundreds of new adult Jewish education programs (developed on the Wexner Heritage model);
- Support for thousands of innovative synagogue programs;
- Focus on the Jewish education of the hundreds of thousands of Russian emigres.



## CONTINENTAL COLLECTIVE RESPONSIBILITY

In the emerging era, when the tasks of rescue and relocation are largely complete, the focus of our leading Jewish communal enterprise must shift to the quality of Jewish life in America. In times of external threat, we've mobilized effectively to respond. The current challenge is internal, but we can and must mobilize with equal vigor to invest in the positive means of insuring Jewish vitality.

Billions of dollars will be required to meet the challenges listed. Yet, in Federation endowments and private Jewish foundations, billions of dollars are banked and potentially available for communal use. The individual donors and trustees must be invited to invest in this national Jewish project. A reservation can be sought for a share of the continental goal from Jewish foundations, philanthropic funds and support foundations. Together, these commitments would amount to the billions needed, for capital and programs resources in each category. It's possible that some donors will prefer one or another of the project areas, and that can readily be accommodated—taken together, the funds would be mobilized for this national effort, while permitting a high level of donor targeting to preferred fields of service.

## OPERATING SUGGESTIONS

- Top lay leader, with "international" stature, must be recruited to lead
- Urgency of this as a national Jewish project must be established; timetables and goals in each project arena must be established to convey seriousness and accountability
- CJF/UJA would be responsible for the fundraising effort
- A new national organization, closely linked to CJF/UJA and the federations would be the overall implementing body (this might be a national supporting foundation to hold and ensure the proper use of donor/community contributed dollars)
- Lay chairs with national stature would be recruited for each project area
- Chief executives, with excellence in the appropriate field, would be mobilized to direct the national effort (including the development/implementation of standards and policies, structures and forms) in each project area
- The board of the national organization would consist of the chairs and executives of each project area[i.e., a small, apolitical, effective governing board]...though within each area, ample opportunity for larger advisory committees that would naturally draw from interested donors would be developed
- Headquarters could be located anywhere in America
- Every local project, once stimulated, will provide ample opportunity for lay leadership involvement, insuring ample investment in the proper development of the new local agency or program, the necessary tie to the community, and the ability to draw additional resources on an on-going, operating basis

August 8, 1997

Dear Wayne:

You asked for my "critical reaction" to your memorandum, which I have read through several times.

Basically, you have presented the case very well in the first three sections - Analysis; Goals/Strategies; and Major Projects.

The section on Continental Collective Responsibility reads beautifully in the title, but there are a few points I would add, in order to sharpen the focus.

1. Stress the fact that this crusade must be handled on a national basis, with input from the local community and national organizations. For example take Hillel: The national organization of Hillel in Washington must give a prioritized list of where additional staff must be added or new Hillel houses must be built and what the capital cost would be. Or take the Israel Experience: The local Federations must make a census of how many 15-year-old kids they have, and a national total would determine how much money must be raised for that project. The necessary amount would then be turned back to each community to finance the number of kids they have.
2. Stress the fact that all costs must be financed from the global total raised. All tuitions should be free - schools, camps, higher education, Israel Experience, etc. At best, a token fee (\$100 per student) from the family.

The section on Operating Suggestions is not quite clear in points 3 and 4.

Point 3 says CJF/UJA would be responsible for fundraising. Point 4 refers to a "new national organization".



I had in mind that the new organizations would raise the billions and allocate them.

The CJF/UJA should remain responsible to raise the regular annual operating campaign.

The two efforts should not be mingled. They are different in purpose and scale.

The annual campaign has to support all the local agencies, plus the JDC and Jewish agency. That is what I think of as the maintenance campaign.

The new organization has to stretch out to release the billions now sitting in the various endowment and foundation funds - plus look for additional billions. That is, in effect, a capital campaign.

I don't think the CJF/UJA can handle both jobs. They should do what they know how to do.

A new organization means just that - NEW - with new methods, new lay personnel, new staff. And they have to be imbued with the notion that they are conducting a Rescue Operation for American Jewry. That's why I used the word "crusade" earlier.

Good luck in your conversations with colleagues.

Keep me posted.

Herb.



### **What Makes a Jewish high school "Jewish" and not just a private school made up of Jews?**

To be a Jewish school it must be a place that transforms the Jewish soul. It must consciously, using resources and effort, have a fundamental purpose of why it exists. Otherwise, you have an elite private school for Jewish kids. There are plenty of elite private schools filled with lots of Jewish kids. We do not need more of them.

Our Jewish Schools must be fundamentally "Jewish" to the core in the way they see the world, in their value systems. This is reflected not only in what they require. A required Chumash class can become just another academic class in the Bible as literature. Bible should be studied as a source of values, of how we live our lives. Torah should be studied as a source of who we are, what we stand for, and how we should contribute to the world. What will Judaism do for us that will uplift us and bring meaning to our lives? The school has to have a mission about meaning and purpose. The core philosophy needs to be founded on Jewish ideals; otherwise, there is no point to the school.

### **Generally, what will Jewish day high schools throughout the United States contribute to Jewish life?**

Between 1946 to 1990 there were six Liberal, non-Orthodox, all-day Jewish high schools in North America. Between 1990 and 2000 eleven more were built. In the next five years seventeen more will come into being.

With thirty-four schools by the year 2005 this could be a renaissance of historic proportion. Even though this number is a drop in the bucket compared to the number of Jewish kids out there or in comparison to high proportion of Orthodox kids in yeshivot, it still is significant.

Graduates of these schools will build more like them. I believe a new cadre of leadership in the Jewish community will come from these schools. In the past wonderful people, individuals who have devoted their lives to "Jewish peoplehood," have run the "Jewish world." They have not always had the tools to articulate, in compelling ways, why it is important to be Jewish. I believe Jewish day-school graduates will have the tools to enrich Jewish life in an unprecedented number of ways. The possibilities are endless and exciting. [5]

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*Elliot Fein, a Contributing Editor, is Education Director of Congregation Eilat in Mission Viejo, California. This is the second in a series of interviews with leading Jewish educators.*