



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.

Series I: Wexner Heritage Foundation, 1947-2004.

Subseries 1: General Files, 1949-2004.

Box	Folder
64	12

Lurie, Brian. 1993-1995.

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

***** UF-600SF ***** -JOURNAL- ***** DATE 02/10/1995 ***** TIME 00:33 *****

NO.	COM	DOC	DURATION	X/R	AMERICAN IDENTIFICATION	DATE	TIME	DIAGNOSTIC
03	OK	05	00:02'47	XMT +	14154595585	02/10	00:30	800440AC0800



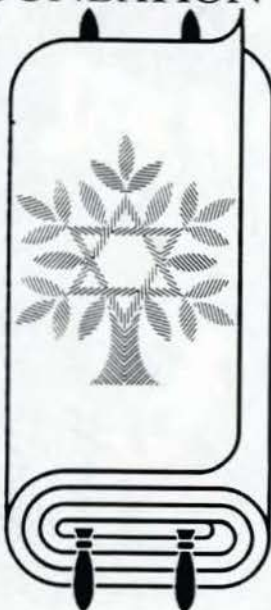
Brian called to say 2/10/95
he received.
I pushed him further. He begins
to sound better. "Push me", he said.
"Push the exc. comm."

***** -PANAFAX- *****

10803144- *****

FOUNDATION

THE WEXNER HERITAGE



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

FAX TRANSMITTAL

Date: 2.10.95

TO: BRIAN LURIC

Company: AMERICAN JEWISH ARCHIVES

Fax #: 415 559-5585

Number of Pages (including cover sheet): 5

FROM: Herb Friedman

Message: TRAVEL Well -
CALL when you return

Herb

Dear Brian -

2/10/95

Am sending this to you
at home (please pardon the intrusion),
but I wanted you to get it before
you left for Israel.

Travel well - be successful -
be careful - come back safely.

Please send me a two-word
fax saying you received it. My fax
number is 212-751-3739.

Another item is attached -
Mort Klein, the right-wing protector of the
Jewish nation, lambastes Burg. This appeared
in last issue of Jewish Week. You'll probably
see Burg, and I thought you should have it.

Burg is clearly the better choice and
easier to work with, from our point of view.

as ever,
Herb

February 10, 1995

Rabbi Brian Lurie
UJA
99 Park Avenue
New York, New York 10016

Dear Brian,

During our conversation on January 26, I was growing discouraged, because it seemed to me I was working too hard to persuade you to a line of action which was so obviously (to me) to the advantage to the UJA and the success of the "Israel Experience".

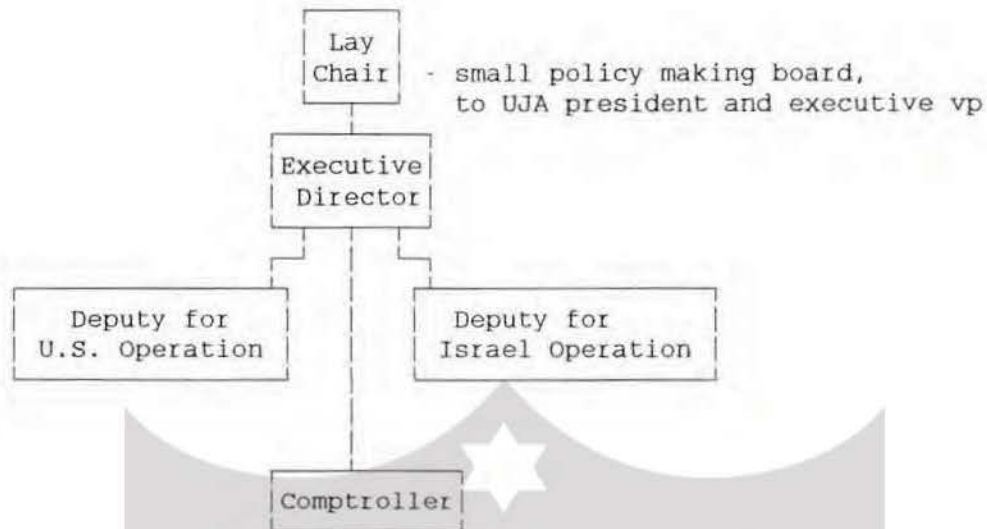
Only your invitation for me to speak to the UJA Executive Committee lifted that mood, and at the end I felt better. When you said that you would consider a second-line campaign for the "Israel Experience", I felt still better.

Now let me make a suggestion which might make you feel better.

If you design a national campaign for I.E., on a second-line, and set up an autonomous operational group inside the UJA to operate this program, then there is no need for me to set up a separate CORPORATION FOR THE FUTURE to operate it.

In other words, you adapt the JDC methodology:

1. You appoint a lay chairperson as titular head of UJA: Experience in Israel, with a small separate board. Chairperson reports to UJA president and exec. v.p. You appoint a strong executive director, with two deputies - one to deal with the Federations in the U.S., and one to deal with the infrastructure of your designated programs in Israel for the various age groups. You control everything, including the money. Appoint a separate comptroller.



Small, tight, compact - A separate division within the UJA - autonomous, independent.

2. Set your second line goal for the 1996 year at \$100 mill. Throw in \$50 mill from the general campaign of 1995. Let the mega-group produce \$50 mill during 1995 from its own resources.
3. Thus you have a \$200 mill bomb to work with during the 1996 year. This is a block-buster: wakes up the country; start distributing large quotas of kids and you'll start a landslide - you won't need marketing. You'll have parents and kids clamoring to get on board. You think my figures are too high? Take them down by a factor of 25%. The operating principles are to remain.
4. This is what I'd like to talk to the Exec. Comm. about - The whole approach being to urge the UJA to take the lead in calling for a national campaign, which would provide assistance to every community's children.
5. What do you think? Let me hear from you.

All best,

Herb

Burg Remarks

Your story about Labor Knesset member Avraham Burg ("Jewish Agency Up For Grabs," Jan. 20), a candidate for the chairmanship of the Jewish Agency, neglected to mention the remarks Burg made in which he attacked the American Israel Public Affairs Committee and urged American Jews to stop giving money to Israel.

Speaking in Pittsburgh on Nov. 11, 1992, Burg declared that "Instead of giving their money to Israel, American Jews should give it to American charities" such as "civil rights, poverty and the homeless." Burg said that American Jewish donations to Israel are "wasteful," and he asserted that "Israel would be better off without AIPAC and Jew-

ish money."

Mr. Burg should immediately clarify his troubling remarks. The Jewish Agency is one of the most important instruments in the diaspora-Israel relationship, and anyone who wants to serve as its chair must be sensitive to the importance of American Jewish contributions to Israel.

Can American Jews feel comfortable with the Jewish Agency in the hands of someone who subscribes to the troubling notion that Israel would be better off without AIPAC and Jewish money?

Morton A. Klein
National President
Zionist Organization of America

Jewish Week — Feb. 3, 95

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

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

February 10, 1995

Rabbi Brian Lurie
UJA
99 Park Avenue
New York, New York 10016

Dear Brian,

During our conversation on January 26, I was growing discouraged, because it seemed to me I was working too hard to persuade you to a line of action which was so obviously (to me) to the advantage to the UJA and the success of the "Israel Experience".

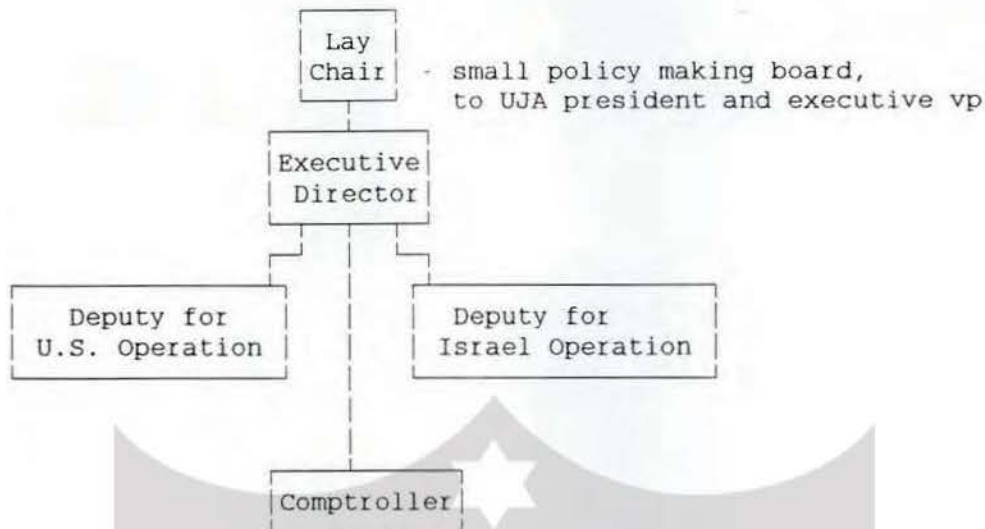
Only your invitation for me to speak to the UJA Executive Committee lifted that mood, and at the end I felt better. When you said that you would consider a second-line campaign for the "Israel Experience", I felt still better.

Now let me make a suggestion which might make you feel better.

If you design a national campaign for I.E., on a second-line, and set up an autonomous operational group inside the UJA to operate this program, then there is no need for me to set up a separate CORPORATION FOR THE FUTURE to operate it.

In other words, you adapt the JDC methodology:

1. You appoint a lay chairperson as titular head of UJA: Experience in Israel, with a small separate board. Chairperson reports to UJA president and exec. v.p. You appoint a strong executive director, with two deputies - one to deal with the Federations in the U.S., and one to deal with the infrastructure of your designated programs in Israel for the various age groups. You control everything, including the money. Appoint a separate comptroller.



AMERICAN JEWISH ARCHIVES

Small, tight, compact - A separate division within the UJA - autonomous, independent.

2. Set your second line goal for the 1996 year at \$100 mill. Throw in \$50 mill from the general campaign of 1995. Let the mega-group produce \$50 mill during 1995 from its own resources.
3. Thus you have a \$200 mill bomb to work with during the 1996 year. This is a block-buster: wakes up the country; start distributing large quotas of kids and you'll start a landslide - you won't need marketing. You'll have parents and kids clamoring to get on board. You think my figures are too high? Take them down by a factor of 25%. The operating principles are to remain.
4. This is what I'd like to talk to the Exec. Comm. about - The whole approach being to urge the UJA to take the lead in calling for a national campaign, which would provide assistance to every community's children.
5. What do you think? Let me hear from you.

All best,

Herb

BRIAN LURIE - SEPTEMBER 25, 1994

We spoke today (he was in San Francisco) and updated each other briefly.

He has a meeting with his UJA Executive Committee on October 12, to persuade them to commit 10 mm to his Israel Experience fund, and to seek JDC and UIA concurrence.

He also has a meeting with Finance Minister Schochat on October 14 to persuade him to commit the Israel Government to their 10 mm.

(Perhaps these two dates are reversed.)

He did not explicitly say so, but I gathered that he did not have any luck with the Jewish Agency, and perhaps has decided to by-pass them through obtaining the above two commitments. That would leave him the final third to obtain by soliciting individual donors in the U.S.

He said he would know more after these two meetings have been held.

I told him that Rabin had not answered my letter, and I would now have to decide how to push him. (Brian ventured a guess that Rabin would say no.)

As for the boarding schools, I said that I had a strong feeling that Steinhardt was quite positive. He confirmed that, without offering any basis for the judgment. He also thought that Steinhardt's idea of building one, to see how it would go, was the right strategy.

We decided (because of respective travel schedules) to touch base again first week in November.

RICHARD PEARLSTONE - AUGUST 29, 1994

I. Conversation at UJA office

1. Told him about 300 Israel Experience, and gave him copy of letter to Rabin.
2. Told him about *Corporation*.
3. Told him about three Academies.
4. Urged him to be a chairman dedicated to change. History demanded it. He would have to be strong, decide what he believed in, and press his colleagues.

II. He telephoned (303-920-4211) me from Aspen September 2 and said he had read all the material I gave him and thought about it. His beliefs were as follows:

1. Israel was very important.
2. Holocaust was very important.
3. UJA could not be built only on these two items any longer because they were past history as far as his generation was concerned.
4. Rescue was important, and whenever a rescue emergency arose, that took priority.
5. Otherwise, shift had to be made toward supporting American Jewry, especially in field of education. If that education could be well done in Israel, he favored Israel Experience. If that education required more schools in U.S. that should be done.

6. He believed in change and would push for it. Marvin and Joel were more cautious.

He was impressed with the letter to Rabin, and said if the Prime Minister would buy into the plan, that was good enough for him to follow suit.

I complimented him for his broad-minded approach, and promised to keep in touch with him on developments.



We spoke by telephone at a pre-arranged time for a full hour, bringing each other up to date. I told him of my letter to Rabin (copy of which I had given to Brian for his comments before I sent it), and of my intention to obtain an appointment with Rabin (via Itamar) when he comes to U.S. in mid-November for CJF/GA appearance. Further, that I would try to assemble a few very top individuals to come with me to add weight.

I told Brian of recent conversation with Les, who is in favor of my approach; Bill Friedman and Israel Singer (as closest to Edgar) who were both favorable; and Marty Kraar, who said a confrontation with Rabin was not necessary because the UIA had full power to authorize funds in any direction they wished.

On the subject of the 3 boarding schools, I filled him in on my talks with Les, Michael Steinhardt, and Edgar's men.

Brian then told me of his frustrations with the establishments he must necessarily deal with. Lay leaders are conservative and hard to change, unable to grasp larger visions, while professionals are mediocre and cautious. I commiserated and said that these conclusions had already overwhelmed me decades ago, which is why I was fed up with tinkering and saw value only in radical changes, or RE-ENGINEERING, as the author of that book said.

All the above was a prelude to explain his present preoccupation - namely, who should be the next chairman of the Jewish Agency. (I did not express my immediate reaction that this was an utterly meaningless matter, because it was Tweedeldee or Tweedeldum, and I didn't want to discourage him further.) He felt that one type of person would maintain a status quo and another type would opt for change, therefore it was urgent to fight for the latter type. The incumbent acting chairman was Leket, who was Rabin's candidate; while Brian and some lay leaders wanted Uri Savir, who would be amenable, Brian said, to the kind of changes I am advocating. Savir would let them know in a few weeks whether he is willing to be a candidate in a contest. Brian is putting all his hopes on Savir.

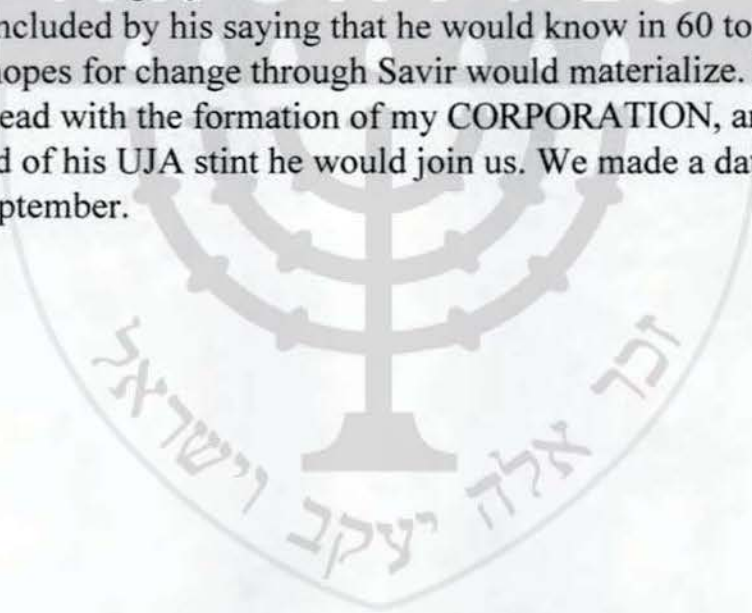
I asked how he was doing with his 30 m. effort, and he was not getting any response from Mendel Kaplan - so his plan was going nowhere.

Basically, the difference between us lies in two areas - the psychological and the tactical. Regarding the former, I am more willing to take risks, aim higher, demand more. He is willing to accept incremental

gains, and therefore risks less. But the tactical area represents a very real difference of approach. He continues to hope that through changing the top personality, he can cause institutions to change. But there is a paradox here, because he himself has just said how almost impossible it is to get an organization to move. At any rate, he knows that I don't believe this is the route. If you can get enough votes to change the majority on a board (say 5 or 10 persons) then it is a different story. But only one...?

I reminded him that I have tried to be "correct" by visiting all the key personalities (more than 40 - both lay and professionals) of the key organizations, telling them of my plans, but at the very same time, have tried especially to build support among a small number of the most powerful who can help me thrust ahead if they are convinced. Brian warned me that I was beginning to be marked as a revolutionary, and that I should be careful because revolutionaries are often dismissed as irrelevant and therefore are simply ignored. I accepted his warning with thanks, but have no intention of altering my tactics.

We concluded by his saying that he would know in 60 to 90 days whether his hopes for change through Savir would materialize. I said that I was going ahead with the formation of my CORPORATION, and hoped that at the end of his UJA stint he would join us. We made a date to meet at the end of September.



We spoke by telephone at a pre-arranged time for a full hour, bringing each other up to date. I told him of my letter to Rabin (copy of which I had given to Brian for his comments before I sent it), and of my intention to obtain an appointment with Rabin (via Itamar) when he comes to U.S. in mid-November for CJF/GA appearance. Further, that I would try to assemble a few very top individuals to come with me to add weight.

I told Brian of recent conversation with Les, who is in favor of my approach; Bill Friedman and Israel Singer (as closest to Edgar) who were both favorable; and Marty Kraar, who said a confrontation with Rabin was not necessary because the UIA had full power to authorize funds in any direction they wished.

On the subject of the 3 boarding schools, I filled him in on my talks with Les, Michael Steinhardt, and Edgar's men.

Brian then told me of his frustrations with the establishments he must necessarily deal with. Lay leaders are conservative and hard to change, unable to grasp larger visions, while professionals are mediocre and cautious. I commiserated and said that these conclusions had already overwhelmed me decades ago, which is why I was fed up with tinkering and saw value only in radical changes, or RE-ENGINEERING, as the author of that book said.

All the above was a prelude to explain his present preoccupation - namely, who should be the next chairman of the Jewish Agency. (I did not express my immediate reaction that this was an utterly meaningless matter, because it was Tweedeldee or Tweeldeldum, and I didn't want to discourage him further.) He felt that one type of person would maintain a status quo and another type would opt for change, therefore it was urgent to fight for the latter type. The incumbent acting chairman was Leket, who was Rabin's candidate; while Brian and some lay leaders wanted Uri Savir, who would be amenable, Brian said, to the kind of changes I am advocating. Savir would let them know in a few weeks whether he is willing to be a candidate in a contest. Brian is putting all his hopes on Savir.

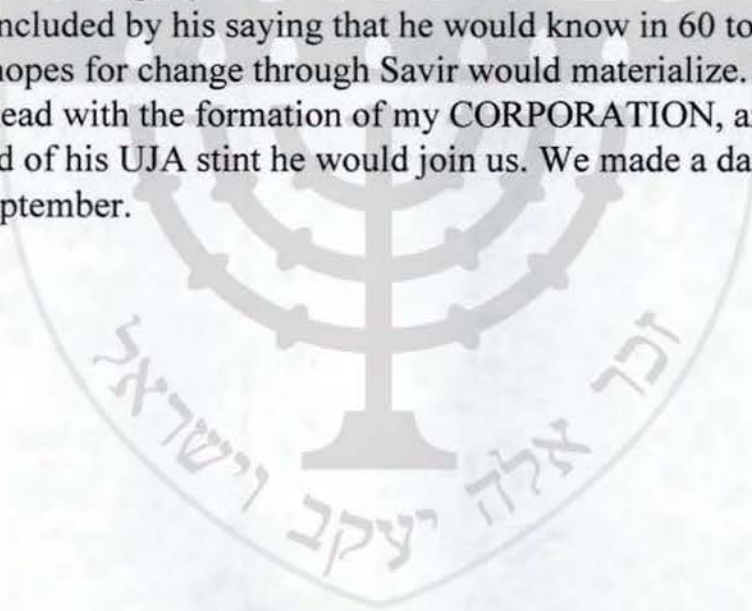
I asked how he was doing with his 30 m. effort, and he was not getting any response from Mendel Kaplan - so his plan was going nowhere.

Basically, the difference between us lies in two areas - the psychological and the tactical. Regarding the former, I am more willing to take risks, aim higher, demand more. He is willing to accept incremental

gains, and therefore risks less. But the tactical area represents a very real difference of approach. He continues to hope that through changing the top personality, he can cause institutions to change. But there is a paradox here, because he himself has just said how almost impossible it is to get an organization to move. At any rate, he knows that I don't believe this is the route. If you can get enough votes to change the majority on a board (say 5 or 10 persons) then it is a different story. But only one...?

I reminded him that I have tried to be "correct" by visiting all the key personalities (more than 40 - both lay and professionals) of the key organizations, telling them of my plans, but at the very same time, have tried especially to build support among a small number of the most powerful who can help me thrust ahead if they are convinced. Brian warned me that I was beginning to be marked as a revolutionary, and that I should be careful because revolutionaries are often dismissed as irrelevant and therefore are simply ignored. I accepted his warning with thanks, but have no intention of altering my tactics.

We concluded by his saying that he would know in 60 to 90 days whether his hopes for change through Savir would materialize. I said that I was going ahead with the formation of my CORPORATION, and hoped that at the end of his UJA stint he would join us. We made a date to meet at the end of September.



Meeting with Brian Lurie

HERBERT FRIEDMAN

1994

Jan. 20 -

Mar 18 - deal - "truce"

June 14 - up-to date

May 10 - sent critique on
Aronsky memo

Brian conversation

6/13

1. Brian forms SOIC3 to be recipient of 30m
2. CRB is chairman of that corp.
3. They write a plan for the use of Met money - hopefully by end of summer 94

AMERICAN JEWISH
ARCHIVES

1. Haf attempts to persuade Les to chair overall master board of CORP. FOR THE FUTURE - also SOIC3. Board names are as checked.
2. ~~is~~ Haf tries to sell Steinhardt, Bronfman, Werner on each building a high school in his own territory.

Brian ~~415-459-5915~~ 415-459-5915
back from Israel 30 June - 4 July

As of Monday, May 26, 1994

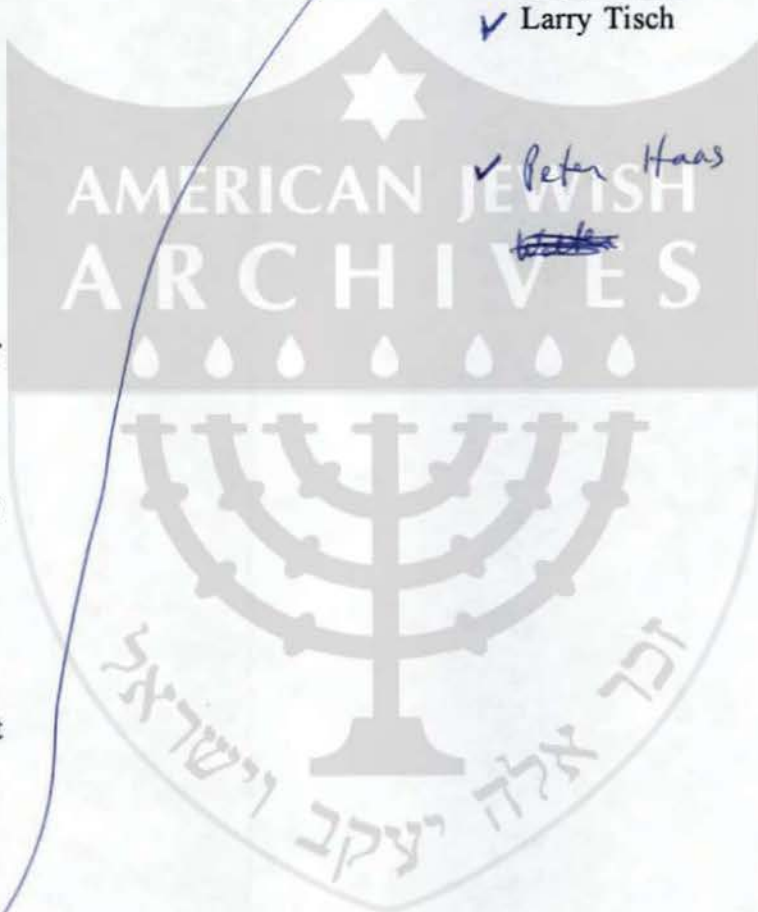
Seen

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

Appointments to be Made

✓ Lester Crown
Richard Goldman
Steve Grossman
✓ Ted Arison (*Shaked*)
Peter May
Robert Lifton
Mort Mandel
✓ Larry Tisch

✓ Peter Haas
~~Richard~~



D R A F T

CONFIDENTIAL -- FOR DISCUSSION PURPOSES ONLY

Preparing for the Challenges of the 21st Century:

A Vision for UJA/Federation 1995 - 1999 Campaigns

Economically, politically and socially, today's world Jewish community is confronted by a vast array of transforming developments. Jewish populations continue to shift, change and constrict. Freedom of movement has not eased tensions for the Jews of the Former Soviet Union, America, Yugoslavia and elsewhere.

Israel is poised at the brink of a new, tenuous peace. The co-existence of Arabs and Jews challenge all the citizens of the Middle East. And, Israel's increasing strength and independence alters the philanthropic relationship with the Diaspora.

The day is radically new; the future potentially provocative. Our intellectual and financial resources have never been greater. The opportunity is ours and the time is now.

The 1994 UJA/Federation Campaign is a transitional one. 1994 represents the last year of a separate Exodus Campaign. The conclusion of what has been a five-year separate campaign is no small matter. Over \$400 million in pledges needs to be raised in 1994 in order to pay for the one million Soviet Jews that will come out of the former Soviet Union by the year 2000.

You will, under separate cover, see the detailed plan to complete the Exodus Campaign. It will be a demanding undertaking and will constitute the major thrust for National UJA and communities in 1994. Additionally, we will need to inject the 1994 UJA/Federation Annual Campaign with enough energy so that it will grow over the 1993 result.

However, it is in the 1995 UJA/Federation Annual Campaign and its execution that the UJA and the federations will face their major test. For five straight years the Annual Campaign has "gone to sleep." This is nobody's fault. Rather, the tremendous opportunities and needs of Exodus set the mold for the Annual Campaign. At best the Annual Campaign would maintain itself and at worst it would slip a point or two. Because of these facts our Annual Campaigns have atrophied, lost excitement and their share in the market place. Moreover, the loss in vigor of the Annual Campaign has accelerated the diminution of the percentage of the Annual Campaign going toward overseas needs. During this last year of Exodus as a separate campaign, we must begin to generate a new sense of energy and excitement for the Annual Campaign. This position paper suggests that that energy and excitement for 1994 can only come from the anticipation of great things to come in the 1995 UJA/Federation Campaign.

The 1995 Campaign -- a campaign of hope! a campaign of new beginning! a campaign of great excitement! a campaign of partnership! Remember where we will have been for the last five years, 1990-1994. 1995 must be a campaign of inspiration, a dynamic living bridge.

The Living Bridge

The creative survival of the Jewish people is dependent upon the dynamic relationship between the Jews of Israel and the Jews of the Diaspora. Without this relationship, Jews everywhere would be weakened and unable to fulfill their mutual worldwide Jewish responsibility, one to the other. The Law of Return would become only words rather than one of the noblest ideals of the Jewish state and Jewish aspiration.

The bond between the Jews of Israel and the Jews of the Diaspora stimulates and strengthens both communities, spiritually and physically. While there are many other bridges between American Jewry and Israel, none has the same potential as UJA working with federations. To claim this unique right and to fulfill their role as "The Living Bridge," UJA and federations must accept the challenge to build understanding and commitment between the Jews of Israel and America. To achieve this goal, we will have to create and stimulate a constant flow of people, ideas and financial resources moving over "The Living Bridge." Moreover, we must not only nurture the present relationship, but build for the future as the bridge must live not just for the moment, not just for each emergency, but for decades to come.

The concept of "The Living Bridge" relates to our partners as well. In Israel, and throughout the world, UJA's and federations' partners are UJA/Jewish Agency for Israel, JDC and CJF.

UJA's traditional mandate has been to raise funds and in the process advocate for overseas Jewry. UJA's ability to help communities increase campaigns, cash and allocations for overseas needs is its key function as "The Living Bridge." The vitality and credibility of this bridge has been American Jewry's willingness and readiness to respond financially to the worldwide needs of the Jewish people. This partnership finds expression in meaningful contributions and in responsible distributions. But, "The Living Bridge" must be even more - it must be alive with exciting ideas. This paper then, addresses a few of these ideas and our challenge is to utilize them or others, in order to maximize our fund raising results to the benefit of Jews everywhere.

Exodus

We now need to fold into our Annual Campaign the continuing Exodus message of 60,000 Jews a year who will continue to "come home." It is our obligation to pay for this rescue and it is also a major way to begin to insure that some of the Exodus funding will be

captured in the Annual Campaign. Adding the excitement of rescue to the UJA/Federation Annual Campaign can inspire increased giving.

Twinning/Partnership 2000

Another significant way to recapture Exodus giving and excitement in the Annual Campaign - as well as to offer personalization -- is twinning. Utilizing the "Project Renewal" model will be essential in building the 1995 and future Annual Campaigns. This twinning process, launched by UJA and community federations in conjunction with the Jewish Agency and the American and world Jewish community, succeeded like few others. If twinning was justified then, it may even be more justified today as retwinning can be an effective tool to fully integrate the over 500,000 new Israeli citizens and those yet to come. The world Jewish community must keep its promise to these new Israeli pioneers, to make them part of the fabric of Israeli society.

Communities in the Diaspora could once again be twinned with Israeli communities that are now home to new Olim. Since integration of the entire society, not only the new arrivals, is a key to success, the twinning will not just be with emigres, but with the total community in each area. Twinning may serve not only Israel but American Jewry as well, for past experience indicates that twinning has played a major role in involving and developing UJA and Federation leadership and in enhancing Jewish identity throughout our communities.

At first the twinning will take place in the Negev, Galilee and in Jerusalem. This twinning will be on a local level as well as on a regional level. Funding will come from the UJA/Federation Annual Campaign with the UJA, UIA and the Jewish Agency rebating perhaps 5-10% of a Federation's cash payment to the Jewish Agency. (Obviously this amount would have to be computed by UIA.)

Israel Experience

Together with other national Jewish organizations, UJA, working with federations, is encouraging the travel of high school students to Israel for a summer and/or year-long experience. Today, about 6,000 high school students visit Israel annually. The challenge is to bring 50,000 Jewish students to Israel each year by the beginning of the 21st century. In both the summer and year long programs we must assure a quality learning experience for the participants, including opportunities to meet, interact and develop meaningful relationships with Israelis across the entire spectrum of the society. If we are successful with this high school Israel Experience, then campaigns will be positively impacted for years to come.

As we master the high school experience in Israel, we must also conceptualize and implement ways to bring tens of thousands of college age students to Israel. All this will cost tens of millions of dollars. We need to fund this new priority from the 1995 Annual Campaign.

Jews Remaining in the Former Soviet Union

Although our primary concern is to help the maximum number of Jews in the former Soviet Union make aliyah, we recognize that, under any circumstances, an excess of one million Jews will remain in the former Soviet Union. Since there is little or no coordinated Jewish infrastructure in the former Soviet Union, the 1995 UJA/Federation Annual Campaign should launch an effort through the JDC, to begin to build this infrastructure. Our "Living Bridge" not only links us to Israel but with Jews around the world. This necessary relationship with the Jews of the former Soviet Union will help to insure that "The Living Bridge" will unite Jews everywhere.

Jewish Continuity

The most pressing, immediate and meaningful challenge of our continental community is to strengthen the Jewish quotient level in all of our people. Thus, primacy should be given to programs which enhance Jewish identity and bind the family to the larger Jewish community. Attention must be paid and priority given to synagogue-related activities, Jewish camps, trips to Israel for youth and families, programming on college campuses, and opportunities to bring together Jewish singles. Communities need to carefully reevaluate and reprioritize the totality of their local services and programs. They also need to tap into National and International offerings such as Singles' Missions and the Young Leadership Washington Conference. The continental community and the campaign needs to promote and provide for these central issues of continuity.

Thus the five major components of the 1995 Annual Campaign will be 1) Exodus, 2) Twinning, 3) the Israel Experience, 4) Jewish Infrastructure for Jews Remaining in the Former Soviet Union and 5) Jewish Continuity. As a complement and enhancer to fund raising endeavors, supplemental earmarked giving opportunities will be used to enhance all these areas with the exception of twinning. A supplemental earmarked giving opportunity is a specific fundraising mechanism arranged and managed by National UJA in cooperation with communities which presumes that under certain defined conditions an individual, group of individuals, or a federation can earmark an agreed upon amount of funds for specific approved projects or programs.

Conclusion

Since 1939, UJA, working with federations, has been a key partner in the nation building of Israel. UJA's mandate was not and is not a piece of turf, nor an institution nor a particular program, but rather a panoply of projects and programs that keep and has helped Israel and its people grow as a whole.

Implicit in all UJA/Federation plans and activities is the concept of partnership and joint venture with the people of Israel and Jews throughout the world. The heart of UJA/Federation work is forging building blocks for a stronger and more closely bound Jewish people.

It is time to reinvigorate the UJA/Federation approach to nation building to meet today's changing needs in Israel and to inspire American Jewish contributors. The movement of Jews to Israel, the massive absorption of immigrants into their new home, the quest for peace in the Middle East, all demand a "Living Bridge" to bring Jews of the Diaspora and Israel closer together to enable us to achieve our common destiny, shared hope and the fulfillment of our historic dream.

September 2, 1993





UNITED JEWISH APPEAL

RABBI BRIAN L. LURIE
EXECUTIVE VICE PRESIDENT

Personal and Confidential

January 6, 1994

Rabbi Herbert Friedman
The Wexner Heritage Foundation
551 Madison Avenue
New York, NY 10022

Dear Herb:

In my opinion there is no way that \$300 million can be freed up for "Corporation for the Future". From now until the Year 2000, probably \$150 million a year will be needed for aliyah and klitah, as well as Partnership 2000.

However, if you remember my conversation, roughly \$38 million (not all our money) is being spent on Zionism education. I suggested that we go through a testing period to see whether the Jewish Agency/WZO can live up to this new task (i.e.: the Israel Experience).

I look forward to our meeting on the 20th.

Warmest regards.

Sincerely,



Brian Lurie

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

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

Personal and Confidential

22 December 1993

Rabbi Brian Lurie
United Jewish Appeal
99 Park Avenue
New York, NY 10016

Dear Brian,

In preparation for our strategy meeting on January 20, permit me to start sharing thoughts.

You don't like the idea of a total break-away from the Agency (even over a phase-out period of three years) because you don't want the UJA campaign to relinquish its "rescue" component.

I want the total break-away in order to achieve the block-buster effect of raising the consciousness of the contributing public to the critical nature of our disappearing cohorts. I think that the announcement and subsequent marketing program to explain why we are shifting billions of dollars to the "rescue" of U.S. Jewish youth will sustain the annual campaign.

You indicated that we could accumulate millions of dollars, increasingly over the next few years, by picking up pieces of the Agency money, gradually, as the need for money in various departments diminished. You mentioned youth aliyah and agriculture settlements as two examples.

Could you do us both a favor by writing a schedule, since you know the specific facts and figures better than I do, of amount, date and source. The following theoretical chart is an example of what I mean:

<u>Date</u>	<u>Amount</u>	<u>From Where</u>
by December 31, 1994	50 million	aliyah - 20 youth aliyah - 10 agriculture - 20
by December 31, 1995	above 50 + 25 more = total 75	- -
by December 31, 1996	above 75 + 50 more = total 125	- -
by December 31, 1997	above 125 + 75 more = total 200	
by December 31, 1998	above 200 + 100 more = total <u>300</u>	

This table shows that by the end of five years from now the Corporation for the Future would be the beneficiary of 300 million annually.

My concept of the Corporation for the Future is an umbrella group which would embrace the whole ball of wax - Israel Experience; high schools in U.S.; camps; Hillel, etc. This corporation should be a wholly owned department of the UJA with its own board.

Let's try to exchange ideas by mail once or twice before we meet in January. Meanwhile, get a rest, be healthy, wealthy and wise.

As ever,



Herbert A. Friedman



RABBINIC CABINET

ועד הרבנים של המגבית היהודית המאוחדת

United Jewish Appeal

25 August 1994
18 Elul 5754

Chairman

RABBI JACOB S. RUBENSTEIN

Vice Chairmen

RABBI VERNON H. KURTZ
RABBI GARY A. GLICKSTEIN

Director

RABBI DONEL Z. KRAMER

Past Chairmen

RABBI MORRIS ALDER
RABBI HASKELL M. BERNAT
RABBI JOSEPH H. EHRENKRANZ
RABBI DAVID GOLOVENSKY
RABBI ROBERT KAHN
RABBI STANLEY M. KESSLER
RABBI IRVING LEHRMAN
RABBI HASKEL LOOKSTEIN
RABBI JOSEPH H. LOOKSTEIN
RABBI NORMAN R. PATZ
RABBI STANLEY S. RABINOWITZ
RABBI HILLEL E. SILVERMAN
RABBI MATTHEW H. SIMON
RABBI DUDLEY WEINBERG
RABBI MICHAEL R. ZEDEK

Dear Colleague,

We write to ask your help in bringing the Israel Experience to the attention of your families and young people over these coming High Holidays.

Research has told us that most American Jews do not even know of the existence of Israel Experience opportunities for their teenaged children, grandchildren, nieces and nephews, friends, and neighbors. We are convinced that a concerted effort on the part of the entire American rabbinate to endorse the importance of this rite of passage will have significant results in the enrollment of larger numbers of young people in the coming year. Barely 2 percent of the 358,000 Jewish teenagers in North America currently participate on any of the more than 40 organized summer programs in Israel. In this most critical juncture in their lives, Israel offers the opportunity for a fresh start on the questions all young people face regarding their identities.

The enclosed is offered as a simple statement to be read after the congregational and/or rabbinic reading of the Prayer for the State of Israel. It also could be inserted into a sermon dealing with youth, in line with the Rosh Hashanah Torah and Haftorah readings. Obviously, your own words may be far more effective, but we sincerely hope that you will join in the continent wide effort to speak to the largest collective audience of Jews in the world about this vitally important topic.

With all best wishes for a Shanah Tovah, we remain

Sincerely yours,

Rabbi Doniel Z. Kramer
Director

P.S. This reading was composed by Dr. Peter A. Geffen, Director, Israel Experience Program, North America, The CRB Foundation; and Founder, Abraham Joshua Heschel School, NYC

Enclosure

MAKING THE ISRAEL EXPERIENCE
A NEW RITE OF PASSAGE
FOR NORTH AMERICAN JEWISH YOUNG PEOPLE

Today, as we read the prayer for the State of Israel, we are filled with anticipation of an emerging new reality: the cessation of war between Israel and its Arab neighbors.

This is a time of opportunity and urgency. Opportunity for peace and regional cooperation; urgency for the Jewish people world-wide to engage in a dynamic interrelationship with the Land, People, and State of Israel. Yet less than 2 percent of our young people participate in Israel programs sponsored by youth movements, communities, and synagogues each year.

Our young people deserve the opportunity to experience the Jewish people in their sovereign land, building a community of peace, co-existence, and security. They need to see the creative enterprise that has emerged over this past century from the creativity, imagination, and determination of the Jewish people. They must experience, first hand, the spiritual power of the Land of our ancestors and the Land of our future. I ask that you, parents, grandparents, and teens, consider seriously spending some time during this new year in Israel. A peer group experience in Israel strengthens the Jewish identity of our young. It helps ensure the very continuity of our people.

January 26, 1995

Conversation with BRIAN LURIE

1. He didn't want me to make my presentation to mega-group of my ideas on the "Israel Experience", because it would cause polarization. Max Fisher, Mendel Kaplan and others (maybe Mort Mandel) would defend the Jewish Agency -some others might defend me. Nothing good could come of it.
2. He suggested that I make the presentation on the Wexner Program in Israel item, and then take some extra moments to challenge the group on expanding their thinking vis-a-vis I.E.
3. I refused. The subject is too important to be dealt with en passant.
4. I made a impassioned plea about the UJA standing up to the historic needs - I think I shook him. He said that his mind was closed before I arrived, but now it was open. He wanted to think about it.
5. He said that my challenge to the UJA should not be addressed to the Mega-group, but rather to the UJA Executive Committee, and invited me to speak to their March meeting. (which in the meantime has been scheduled for March 14, 1995 @ 8:00 am-noon).

(cont. memo/Lurie)

6. His thinking is slow and incremental. He was planning to invite John Ruskay to present the I.E. to the mega-group. That's an example of how he thinks. He believes that the group would come up with 2-3 million, then gradually more. He believes that if he takes 5 years to come up to some larger figure, that would also be ok.
7. He thinks to invite Gary Tobin to show statistically that the point figure is \$2000 per kid. What a poor approach!
8. I am really disappointed at the caution, conservatism, perhaps fear - whatever it is, it is not leadership.
9. My own conclusion:
 - a. I will continue to push Rabin approach.
 - b. I will support Nathan as presenter for Wexner In Israel.
 - c. If Brian decides vs. me as presenter for I.E., so be it. It will fail - i.e. sputter along - and UJA will be the loser. So will the American Jewish future.