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

Series I: Wexner Heritage Foundation, 1947-2004. Subseries 1: General Files, 1949-2004.

Box Folder 65 2

New Century Fund. 1993-2002.

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

FROM THE DESK OF DR. RONALD A. BRAUNER

President

Deer Hobcontinued to grow Warmy

FOUNDATION FOR JEWISH STUDIES, INC. 1531 SOUTH NEGLEY AVENUE PITTSBURGH, PA 15217 412-521-1959 412-521-2903 (FAX) 800-851-8303

212 355 6115 Fax 212 751 3739

16 January 2002

Dear Michael-

Euclosed please find two documents. The first was written by me and spoken for the Videstylee. The second is a set of articles and notes from the archives of the JDC, which they supplied to me. This set will provide more facts and depth to the role of the JDC in the whole enterprise.

I enjoyed he informed hours during which we normal over many topics your subblied via your questions. I hope he cameramen Keeps his promise to cut out see the profesity.

Should you wish to have capies of some of the photographs I showed you in my albams, you are welcome.

Looking forward to seeing you again.

I am,
Sinceraly,

Heat.

FAX TRANSMITTAL



551 Madison Ave. 9th Floor New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax www.wexnerheritage.org TO: Mr. Bud Meyerhoff

FROM: Rabbi Herbert A. Friedman

DATE: September 13, 2001

RE: Attached charts

NO. OF PAGES (INCLUDING COVER):

FAX NUMBER: 410-625-1075

MEMO:

Dear Bud -

A R C H I V E S

Your suggestion to go out seven or even ten years was excellent.

The attached charts and notes represent the clear distinction between capital construction costs and annual costs.

Doing it this way sets up the flow of fund-raising, because it shows how much we need and when.

Francine and I are going Vermont for 5 days and will be back in time for Rosh Hashanah. Best wishes for a healthy and happy new year ahead.

Herb

P.S. Here are the Hillel figures.

212 355 6115 Fax 212 751 3739

Dear Bruce -

8/2/01

At last, here is me document on which I have worked for three weeks.

I have not sent a copy yet to Les + Abiquil, for I wanted to have your neaction first.

Share Phis with Larry

moses, if you want to - a not you make the call. I am not sending him a cpy. Confidentiality is crucial.

Ohis most not tack leak. Premeture disclosure would certainly kill its chances.

Fondly, Herb

FAX TRANSMITTAL



DATE: 8722/01 Number of Pages (including cover sheet): 11

TO: Bud Meyerhoff FAX #: 410-727-3207

FROM: Herb Friedman

551 Madison Avenue New York, NY 1002 (212) 355-6115 (212) 751-3739 Fax

Dean Bud - Long time no-see and I've really missed you. It sounds like you've having an interesting summer and I wish you well

I'm disturbed at the condition of the organized Jawish community and its leadership. So, I've unitten a proposal - some people would think it's off the wall - designed to wake up and even to shock the leadership. I've printed 15 copies, of which copy #10 is intended for you. Some if the other cipies have gone to Michael Steinhardt, Bruce Sill, Gary Rosenblatt, Richard Wexler, Richard Jose, Harrey Kruager. I have not yet sent one to Las Wexner, but will hold his copy (#1) for the last, because I want to have several reactions in my hand before I speak with him.

I hope you can find time to read this, and then we'll try to find time to tack about it - withen by phone or when you return to Baltisme.

Your reaction is very important to me, because I value your judgement. This is a brand-new approach - so the opinions of people I trust are crucial.

Fondest good wither,

FAX TRANSMITTAL



DATE: 8/22/51 Number of Pages (including cover sheet): 11

TO: GERSHON KEKST FAX #: 521- 4910

FROM: Herbert Friedman

551 Madison Avenue New York, NY 1002 (212) 355-6115 (212) 751-3739 Fax

Dear Gershon-

marita just scheduled a date bon as to meet at The Library in the Regeny on 8/28 at 4 pm.

I have witten a proposal designed to shock and awaken a sommolent Jewsh community and leadership. A very limited number of persons have seen it.

can you manage to read it before we must next week, so that I can have your reaction?

I value your opinion most highly and need your critical judgment because this proposal has never been mosted before. I have not yet sent a copy to les Wexner, for I want to go to him with some reactions in hand.

Fordest regards,

BACKGROUND MEMOS

I. LETTER FROM WEXNERITE -50/414,18 Conversation with Prime Minister Rabin Nov. 19, 94 (taking money away from Jewish Agency and using it in U.S. for sending Kids to Israel. Form new composentity - CORPORATION FOR THE FUTURE decide whether to lowe Rabin item here -or in separate follow A TECOMANDAIN March 14, 95 A RECOMMENDATION TO NATIONAL USA Create a 4-year 500m, Second Line for Israel Experience (I never received a response)
Add memo from Robin + Burg A SPECIAL 4.0 b. CAPITAL CAMPAIGN April 5, 2000 FOR 40 Jowish High Schools in U.S. + I stack plus Student Ail Fund to lower tuiting to 1000 per year A new campaign - tested on WAYNE FEINSTEIN Sept. 21, 97 Though a 5-day Basit Judaism course-I dea turned down due to "book timing". This was just excess, in my opinion.

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

Rabbi Brian Lurie UJA 99 Park Avenue New York, N.Y. 10016

Dear Brian:

When we met in your office January 26, one of the items discussed, albeit briefly, was the possibility of your Executive Committee holding a meeting in Israel sometime in the summer of '93. I said that the Wexner Heritage "students" and faculty would be in Jerusalem in force July 18-26 (200 persons) and again July 31-August 8 (200 persons).

You suggested that it might be worthwhile for your Executive Committee to go through the five day Basic Judaism course we give to all entering first-year people. We have no entering classes this year, but could easily arrange for that course to be given to your people, if you wanted it.

Please let me know.

As ever,

Herbert A. Friedman

HAF/jf

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

March 2, 1993

. . .

Rabbi Brian Lurie UJA 99 Park Avenue New York, N.Y. 10016

Dear Brian:

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Please let me know.

As ever.

Herbert A. Friedman

HAF/jf

March 5, 93

Brian called to say the timing was off. We would have to find another time.

I said the offer was permanently valid.

MEMORANDUM

To: Selected Persons below

FROM: Robbi Herbert A. Friedman

Date: November 19, 1994

Subject: Conversation with Prime Minister Rabin

I. BACKGROUND

On August 1, 1994, I sent a letter to Mr. Rabin explaining a plan I had in mind for expanding the Israel Experience into a truly national movement, supported by a meaningful amount of money. Mr. Charles Bronfman is the father of the phrase and began the effort by research into several communities to create support. He succeeded in planting the idea that exposing American Jewish youngsters to an inspiring and educational experience in Israel could instill pride and strengthen their Jewish identity.

I suggested to Mr. Rabin that here was an opportunity to make a truly historic effort, with the possibility of actually changing a future filled with the danger of disastrous assimilation into a future filled with the exact opposite. It required the courage of "re-engineering" the manner in which we have utilized public Jewish funds during the past half-century.

My idea was to divert the funds which the UJA currently sends to the Jewish Agency {currently about \$200 million} to a new entity, THE CORPORATION FOR THE FUTURE, which would utilize the money for the Israel Experience, and possibly in the future for other items which also come under the category of CONTINUITY, such as Hillel, summer camps in the U.S., and other similar programs. For the moment, however we are dealing only with the Israel Experience.

Since the Jewish Agency would then be short of funds to continue with its work of Immigration, the Government of Israel would have to make up for that shortfall. But even the full amount of \$200 million is not a backbreaking problem for a country whose GNP is currently well over \$60 billion.

Attached to this memorandum is a copy of my original letter to Mr. Rabin.

The letter was hand-delivered by Ambassador Itamar Rabinowich, who has been very helpful in expediting Mr. Rabin's understanding of the issues behind my proposal, as well as the proposal itself.

II. MY VERBAL PITCH TO MR. RABIN ON NOV. 19, 1994

- 1. There is danger facing U.S. Jewry, not physical, but an identity crisis.
- The leadership individuals and institutions are conservative by nature and slow to change.
- Israel today is strong enough to serve as an instrument which can help U.S. Jewry.
- 4. You personally are strong enough to make such a sea-change.
- 5. You must re-engineer {and I gave him a copy of Hammer's book}.

III. HE LISTENED and UNDERSTOOD IV. HE ASKED QUESTIONS

- Q How do we know that the \$200 million won't go back to the federations for their local expenses?
- A The money is given to the CORPORATION by the UJA, for the specific purposes stated in the incorporation papers, namely, the Israel Experience and other continuity programs.
- Q How can we do this only for the American Jews? It would have to be world-wide.
- A By all means. If the Keren Hayesod countries wanted to do the same, you would have to accommodate them as well.
- Q What will the Sochnut say?
- A They won't like it, but something has to suffer. You have to decide what is more important. It's a trade-off.

V. MY SPECIFIC PROPOSAL TO HIM

- Form the CORPORATION {I gave him a draft list of names}
- 2. Obtain tax-deductibility for it.
- 3. Put two or three Israelis whom you trust on the board.
- 4. In the interest of gradualism, let the UJA transfer \$50 million to the corporation, and year by year increase, up to the full amount, whatever that might be .
- 5. The corporation would set up a small staff to get started on two projects:
 - a. ascertain the number of young Jewish people in all U.S. communities in four age categories - 10 through 13; 14 through 18; 19 through 22; 23 through 26.
 - b. take an inventory of facilities available in Israel for use in each age category {i.e. summer camps, field schools, army installations, kibbutzim, youth hostels, empty schools near universities, etc., etc.) This will begin to give us some idea as to the need for additional infrastructure required.

VI. HIS REPLY

- 1. No doubt something has to be done.
- 2. Your idea of gradualism is good.
- I want to talk to some people in the Sochnut lay leaders, not professionals. {I asked for the name of the next chairman - he said perhaps Shoshana Cardin.}
- You'll hear from me. {I asked when he smiled and said: "I have a few other things to do."}

Distribution: Leslie Wexner

Charles Bronfman Edgar Bronfman Brian Lurie Martin Kraar Eitan Haber Advisor to the Prime Minister Head of Bureau

| Tel-Aviv: Home: Carphone: Paging | Tel: 02-705510 | Tel: 03-6975750 | Tel: 03-6746256 | Tel: 03-5742677 | Tel: 03-5742677 | Tel: 03-35742677 | Tel: 03-35742679 | Tel: 03-35742679 | Tel: 03-35742679 | Tel: 03-252292 | No: 71398 | Tel: 03-252292 | Tel: 03-6742998 | Tel: 03-6742998

HERBERT FRIEDMAN

ISRAELI REALTION

TO 10EA OF SPECIAL

FUND FOR ISRAEL

EXPERIENCE - ala

EXODUS for Russian

immigrants

RABIN and Burk (chairs of Jane Ageng)

both men enthusiastic

In proposed it to UTA Exec. Comm. March 1st bot no response



Four Seasons Ocean Grand Palm Beach

A FOUR SEASONS · REGENT RESORT

FAX: 212-818-9413

Excellent meeting with Eiten Haber this morning. He is enthusiastic about the idea of a second line campaign. I told him you wanted a letter from Rabin. He asked me to give him a draft. Insteal I gove him a page of notes. He endorsed it and asked a member of his staff to prepare a letter for Refins signature according to the notes. He understoods onl agrees with taking an allocation from the reguler campaign. I made no reference in my notes to that fact but I explained my concept orally. Bottom line - he and the lith, have a very positive attitude toward the special campaign. We takked about developing programs have which will be exciting for the young people. He has alread spoken to the army about hosting stops lids. They agreed to do so, if ordeal by the puper authorities. Will see Burg formorer and read another fex. Best regard,	Excellent meeting with Eiten Haber this morning. He is enthusiastic about the idea of a second line campaign. I told him you wanted a letter from Rabin. He asked me to give him a draft. Instead I gove him a page of notes. He endorsed it, and asked a member of his staff to prepare a letter for Rabin's signature according to the notes. He understoods and agrees with taking an allocation from the regular campaign. I made no reference in my notes to that fact but I explained my concept orally. Bottom line - he and the P.M. have a very positive attitude toward the special campaign. We talked about developin programs have which will be exciting for the young people. He has already sporter to the away about hosting 5000 Kids. Deg agreed to do so, if ordered by the purple authorities. Will see Burg formore and rand another fex. Best regard,	Excellent meeting with Eiten Haber this morning. He is enthusiastic about the idea of a second line campaign. I told him you wanted a letter from Rabin. He asked me to give him a draft. Instead I gave him a page of notes. He endorsed it the and asked a member of his staff to prepare a letter for Rabin's signature according to the notes. He understands and agrees with taking an allocation from the regular campaign. I made no reference in my notes to that fact, but I explained my emeapt orally. Bottom line - he and the P.M. have a very positive attitude toward the special campaign. We tabled about developing programs here which will be exciting for the young puble. He has already spoken to the army about hosting 5000 Kids. They agreed to do so, if ordered by the purper authorities. Will see Burg tomorar and pand another fex. Best regard,	Excellent meeting with Eiten thaber is morning. He is enthusiastic about the idea of second line campaign. I told him you wanted a litter from Rabin. He asked me to give him a draft. Instead I gave him a page of notes. He endorsed it and asked a member of his staff to prepare a letter for Rabin's signature according to the notes. He understands and agrees with taking am location from the regular campaign. I made no reference in my notes to that fact but I explained my concept molly. Bottom line - he and the P.M. have a very positive attitude toward. The special campaign. We tabled about developing programs have which ill be exciting for the young page. He has already sporter to the away about hosting 5000 Kids. They agreed to do so, if ordered by the proper anthonomia and parel another fex. But regard,]	Dear Brian -
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Best regard,	Best regard,	Best regards,	Best regards,		Will see Burg tomorar and read another fex.
Herb	Herb	Herb	Herb	_	Best regards,
					Herb

Notes from Robbi Herbert A. Friedman 3/20/85



FOUR SEASONS OCEAN GRAND

Palm Beach

A Four Seasons - Regent Resort

UNITED	BRIAN LURIE D JEVISH APPEAL
	JAK AVENUE
	JRK AVENUE ORK W.Y. 10016 (?)
	2012
Telephon	L: 212-880-1400
	AMERICAN IEWISH' Jan 16
Fax:	212-818-9413
	A K (\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \
Letter	from Prine Minister wrging UTA to undertake special
rambai	from Prime Minister urging U.TA to undertake special on on national basis, in support of an Israel Experience merican Jewish young people, in the ages of 15 to 25.
far A	merican Tewish young neadle in the ages of 15 to 25.
10.	
Purpose	e: to strengthen their Jewish identity
	to create links with the land to and people of Israel
	to increase their pride in the Jewish heritage
	to increase their pride in the Jewish heritage to expand their knowledge of the eternal destiny of Judaism
Scope:	to raise The largest amount possible, in a multi-year campaign,
	to send the largest number of young people. The Prime Minister
	speaking at the General Assembly of the CIF in Denver in
	Hovember 1994 used the number of 50,000 Tevish youth annu
	from me United States.
	11.11
Exam	ple: The special campaigns in the years 1990-1995, for the purpose of supporting the migration of half-million Russian
	surveyed of sugarthy Do migrathy of half-million Russian
	Jews.
Time fo	n decision: How, since the UTA Executive Committee has already started
	The discussion at its meeting in march 14, 1985.
	wide: Prime minister is wriging World Keren Heyesod to undertake similar campaign.

1.) El Al- willing to offer seets at cost in off-season

3) Estar Jotally Juneke

2) army prefered to accept Kids

fax



FOUR SEASONS OCEAN GRAND

Palm Beach

A FOUR SEASONS - REGENT RESORT

FAX: 212-818-9413

RABBI BRIAN LURIE

DEAR	BRIEN -
	WOHDERFUL ENTHYSIASTIC TALK WITH BURG THIS MORNING. ITE WAS
VERY	GRATEFUL TO YOU FOR EVERYTHING YOU DID FOR HIM. AND HE AND I
HIT I	T OFF BEA-TIFULLY. NOW AS TO ESSENCE:
	1. Re: Second Line for Israel Experience - he was vigorously in support;
	offered help in whatever way you required it; asked when decision
	would be made; wants action as soon as possible. I went over wi
	The notes I made for the USA Exec. Comm. last week, and he saw
	innediately the concept of taking off sme money annually. He
	dient blink.
	2. External sources of funds. He has some ideas of generating money,
	because he knows his share of USA and U.S. government Phrough UIA
	will diminish, and says that if he can indeed generate
	outside money (through an Israeli magbit an international
	Mital he-Payis; claims Conference, etc.) he doesn't care if
	UJA takes of money in order to spend it on Is. Exp.
	3. He wants to come to mega-meeting May 5-7 to generate
	support for the Second Line, because his enthusiasm is
	running so high he can hardly sit still.
	4. He also wents desperately for the mage-group to make its
_	decision on supporting a Harritage-type program in Irrael,
	because he wents to seve souls for Judaism " in Israel, as well
	as in the u.s. And he could support that project also if he
	were the present. If not present, he will still do ony thing you
	want to indicate his position on both items.
	I. He won'ts to discuss with you The target good of the Second Line
	compaign. He asked when you were coming next to Israel, and I seed
	I really didn't Know.
	6. It was a win-ur in conversation. Best reparts,



FOUR SEASONS OCEAN GRAND Palm Beach

A Four Seasons · Recent Resort

rux -	212-751-3739 RABBI NATHAN LAUFER
	L NATHAN,
	VERY GOOD TALK THIS MORNING WITH AVRUM BURG.
	HE IS EXTREMELY BRIGHT, QUICK ENERGETIC AND COULD
N	AKE AN EXCELLENT PRESIDENT OF WEXNER HERITAGE FOUNDATION
(:	JUST LIKE YOU!). WE REALLY HIT IT OFF. NOW TO ESSENCE OF
(ONVERSATION : AMERICAN IEWISH
	I, HE ACCEPTS IN PRINCIPLE SATURDAY MIGHT JULY IS, AND
U	VOULD BRING HIS FAMILY FOR WEEKEND BUT HIS SUMMER SCHEDULE
	IST YET TOTALLY CLEAR. HE WILL KNOW IN 21/2 WEEKS. IT IS CERTAINLY
	DORTHWHILE WAITING (OF IDURSE IN MEANTIME START THINKING OF
	FALLBACK PERSON), MY FERING IS HE WILL TRY EVERY MANGENER
	MANGUERE TO MAKE HIMSELF AVAILABLE.
	2. HE IS EMORMOUSLY EASER FOR US TO BRING WHIP TO REALITY.
	I TOLD HIM YOU WERE PRESENTING THE CASE AT MEGA-GROWP
	MAY 5-7. HE SAID, "I'LL COME I'LL COME TO GIVE 5-PPORT" BECAUSE
	HE VILL BE IN MY. MAY 1-2 FOR MEETING OF WORLD TRUISH CONGRESS.
	HE ALMOST SHOUTED -" WE NEED YOUR PROGRAM HERE - WE HAVE TO MAKE JEWS
	HERE. UF NEED A NATIONAL SEMINAR GROUP. I WILL GET YOU ZO SUPER
	PEOPLE HERE AND I WILL PERSUADE THEM TO LEARN JUDAISM. I WANT
	TO BE, I MUST BE YOUR PARTNER" ETC ETC
	3. HE IS COMPLETEY UNDERSTANDING OF SECOND LINE CAMPAIN FOR
	OPERATION ISRAEL. ALSO, HE HAS IDEAS OF CREATING SEVECES OF INCOME
	ONTSIDE, UTA AND IF SUCH SOURCES DO DEVELOP, HE DOESN'T MIND AT ALL
	IF WE TAKE AWAY SO m. for op. Is. He is REALLY A BROAD THINKER
	4. THEN HE SAID: "WE HAVE A DEAL. YOU MAKE ME A PARTNER
	IN WHIP AND I'LL LET YOU TAKE AWAY FOR OP. IS. " IT WAS WIN- VIN.
	J. I'M SEMPING BRIAN A FAX WITH THE ESSENCE OF PARAGRAPHS
	TWO AND THREE Above.
	BEST REGARDS TO EVERYONE
	HERB

(2



A Four Seasons - Recent Resort

PS.	-
	By that I Think the following is what he meant:
	1. Names of cities, with number of students in each.
	Such a 11st can include current + alumni without distinction
	Add the total of cities and students
	2. Names of faculty. I'm could give him absolutely everyone
	(eliminate Those in used infrequently - such as Chazen, Sachar, ct.)
	and do include The Israelis whome we use steedily (Revitaly
	Simon, Paul et.)
	3. Sent The curricula currently being used in Denvey, Phoenix
	and San Diego.
	Fax him all this, plus a copy of our proposal on WHIP.
	It might be a total of many paper, but so be it. Amen.
war -	
	Herh
1/4	76.
H	70. 3
	2017
7-5	
115	
110	
-	



NEW CENTURY FUND

A CAPITAL CAMPAIGN

by Rabbi Herbert A. Friedman

- I. Leave the present UJC structure to run The annual compaign, providing support to the community federations.

 Funds are to be used for local needs in the community. No orenseas the failure to the UJC to date is the absence of a cleer purpose, and goal and vision. This approach gives UJC a clear raison d'etre.
- II. A new structure (the century find) is to be established to fund seven major areas, designed to strong them.

 Jewish identity in the U.S. and in Israel cs well, thus protecting the future of the Tewish people, the Jewish state and Indeism.
- III. The seven areas include 4 in North America, 2 in Irral and I worldwide. They are as follows:

Morth America ISRAEL WORLDWISE

a. EBUCATION E. Education g. J.D.C.

b. Birth right f. Emergancies

c. Hillel

d. Summa Compe

Details will be found below is Section III below

IV. The New Century Capital Fund will be reised partly from
the endowment funds of the community Federations. This
approach is possible only with the cooperation of the
Federations. With the Samplin approval of the Eco, selected
individuals would be solicited to write letters of advisement.

The Capital Fund would also benefit the Federations by making ellocations to them for their local needs such as schools, Birthright, Hillels, summe comps, etc. Thus, he local Federation valle help the Capital Fund, which, in turn, would help them.

Each of the seven creas of work would be structured into a separate corporation, with ERS status as a 501 (4) 3 organization, Each corporation would be provided with founds from the national Capital Fund and would be governed by its own lay and professional leedership.

VIL Details for North America

A. Education

1. Community Day Schools K-8

2. Community Day High Schools, 9-12

3. Boarding Day Schools, grade K-12

4. Adult (as in the want Haritage program

5. Habrew language Uspanim

6. Basic Judaism for Russian immigrants

7. National Tarcher's and Principal's College

B. Birthright

c. Hillel

D. Summer Cambs

absorb all local ebend expenses

Grants + Luans for construction

stution to be sates.

Budget support, to enable

tuition free

schlores who

III (continue) In Israel

E. JEWISH Education

- 1. Elementery and High Schools tuition "100 p.a.
- 2. Adult (similar to Wexner Heritye) twitim Free
- 3. Boarding Schools

- construction + student aid

4. Summer camps

- furtim 30 fm 6 weeks
- 5. Subbatical programs for femilies from abroad

construction of village and

- 6. Special program explaining how
 - U.S. Jewry functions
- 7. Some U.S. Students in Estudi bairersities buil statent and

The (till) was

F. Emergancy Needs

- 1. War
- 2. Immigration F.S.U., Argentian South Africa, France
- 3. Social Problems poverty, aged, ill, disabled veterans, etc.
- 4. Absorption of Ethiopien Jewry

VII (contined) WORLD-WIDE

G. JOINT DISTRIBUTION COMMITTEE - Approx. 60 m. annually

NEW CENTURY FUND A CAPITAL CAMPAIGN

By: Rabbi Herbert A. Friedman

- I. Leave the present UJC structure to run the annual campaign, providing support to the community Federations. Funds are to be used for the local needs of the community. No allocations to overseas needs. The failure of the UJC to date is the absence of a clear purpose, goal and vision. The above approach gives UJC a clear raison d'etre.
- II. A new structure (the Century Capital Fund) is to be established to fund seven major areas of work, designed to strengthen Jewish identity in the U.S. and in Israel as well, thus protecting the future of the Jewish people, the Jewish state and Judaism.
- III. The seven goals include 4 in North America, 2 in Israel and 1 worldwide. They are as follows:

North America Israel Worldwide
a. Educational e. Education g. J.D.C
b. Birthright f. Emergencies

- c. Hillel
- d. Summer Camps

Details will be found in Section VII below

- IV. The New Century Capital Fund will be raised partly from the endowment funds of the community federations. This approach is possible only with the cooperation of the Federations. With the approval of the CEO, selected individuals would be solicited to write letters of advisement.
- V. The Capital Fund would also benefit the Federations by making allocations to assist them with their local needs such as schools, Birthright, Hillels, Summer camps, etc. Thus, the local Federation would help the Capital Fund, which, in turn, would help them.
- VI. Each of the seven areas of work would be structured into a separate corporation, with IRS status as a 501(c)3 organization. Each corporation would be provided with a share from the national Capital fund and would be governed by its own lay and professional leadership.

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VII. Details for North America

A. Education

- 1. Community Day Schools, Grades K-8
- 2. Community Day High Schools, Grades 9-12
- 3. Boarding Day Schools, Grades K-12
- 4. Adult (as in the Wexner Heritage program)
- 5. Hebrew Language Ulpanim
- 6. Basic Judaism for Russian immigrants
- 7. National Teacher's and Principal's College

Grants & loans for construction.

Budget support, to enable tuition to be set at \$500 per annum

tuition free

- B. Birthright
- C. Hillel
- D. Summer Camps

absorb all local expenses

construction scholarships

VII (continued) In Israel

E. Jewish Education

- 1. Elementary and High Schools construction to student aid tuition \$100 p.a.
- 2. Adult (similar to Wexner Heritage) tuition free
- 3. Boarding Schools construction and student aid
- 4. Summer camps construction, tuition \$30 for 6 weeks
- Sabbatical programs for families from abroad construction of village and support as needed
- 6. Special program explaining how U.S. Jewry functions
- 7. U.S. students in Israeli universities full student aid

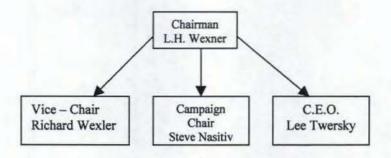
F. Emergency Needs

- 1. War
- 2. Immigration F.S.U., Argentina, South Africa, France
- 3. Social Problems poverty, aged, ill, disabled veterans, etc.
- 4. Absorption of Ethiopian Jewry

VII (continued) World-Wide

G. Joint Distribution Committee - approximately \$60m. annually

THE CENTURY FUND



Project	Project Chair - U.S.	Executive	Specialists
Day Schools (Elem. & Upper)	Michael Steinhardt	Josh Elkin	Joe Reimer & Ted Sizer
Summer Camps	Rob & Elisa Bilner	Ramie Arian	
Hillel	Edgar Bronfman	Richard Joel	
Birthright	Charles Bronfman	Jeff Solomon	
Teacher's Training College	Bud Meyerhof	Someone from Columbia's Teaching College	
Adult Education Groups	Mort Mandel	Prof. At Stanford?	Nathan Laufer
Hebrew Groups	Ask Histadrut Irvit -		-

U.S. & Israel

Executive Group	4
U.S. Project Chairs	7
U.S. Project Executives	6
Total:	17

Specialist Group
*Ten Executive Directors in Community

THE CENTURY FUND

Day Schools for Both Israel and	U.Sscores
Grades k-8	
Day High SchoolsGrades 9-12	scores
Summer Camps	hundreds
HillelAMER	hundreds
Birthright	scores of thousands
Teacher's Training College	start with five
Adult Education Program	(ala Wexner) hundreds
Jewish Education for Russian In	nmigrantshundreds
Hebrew Language	scores

CAPITAL CAMPAIGN

1. Education

Day Schools - community

High Schools

Boarding Schools

Adult (a la Wexner)

Hebrew language ulpanim

Teacher's & Principal's College

basic Judaism Russian immigrants in the U.S.

Grants + Isans for construction

- relieve local expenditues 2. Birthright
- 3. Hillel
- 4. Summer Camps provide scholarhyps
- 5. Israel relieve local allocation

Wexner Heritage Foundation Program

Elementary and High Schools – (I.E.F.)

Summer Camps

Sabbatical year for Diaspora

Program on U.S. Diaspora

Scholarship for Diaspora studies in Universities

6. Emergency Needs

War

Immigration

Social Problems

FROM WAYNE FEINSTEIN CORRESPONDANCE

Take structure, rationale, and fundraising.

TO REPAIR

Choose one of two routes (or both)

- Present UJC structure to run annual campaign, providing support to community Federations – funds to be used in local community for local needs – no allocations to overseas needs. Failure of UJC is due to absence of goal, vision, and purpose. This approach gives UJC a clear raison d'etre.
- New Structure (called UJA?) (or The Century Fund) be established to fund a specific set of major national and international needs. One set of these needs will feed back into local communities where necessary – for example, support for Birthright, lowering tuition in day schools, Hillel, etc.

NOTE: See my original notes July 21, 1997 for Wayne Feinstein, his very positive acceptance, and my further elaboration.

An Interview with Dr. Bruce Powell On Jewish Day Schools for High School Students

by Elliot Fein

n 1979 Dr. Bruce Powell began working in his first school administrative position as the general studies coordinator at the newly formed Yeshiva University High School of Los Angles (YULA.) He was one of the first non-Orthodox teachers and administrators to work with Jewish teens in an all-day Jewish school setting.

Thirteen years later he left the centrist Orthodox world of YULA behind and became the Headmaster at the Stephen S. Wise, now Milken, High School. During his ten year tenure as its leader, the Milken High School became the largest liberal Jewish community high school in North America with a student enrollment (grades 7-12) of over 800 students.

Powell now spends his professional time in a variety of capacities. He teaches graduate students in the Fingerhut School of Jewish Education at the University of Judaism. He works in the P.E.J.E. program (the Project for Excellence in Jewish Education) as an education consultant. P.E.J.E is an \$18 million endowment contributed by different philanthropic sources. It was established to provide matching funds and consultation services to selected Jewish day schools throughout North America. Primarily, Powell is preparing to become the Headmaster of a new liberal community Jewish Day High School in the greater Los Angles area (scheduled to open in the fall of 2002,) serving students and families from the San Fernando Valley.

Launching a community all day Jewish high school for non-Orthodox students in Los Angeles failed in the 1960's, 70's, and most of the 80's. In the late 1980's and throughout the 1990's the idea blossomed with the dynamic leadership of the Stephen S. Wise Synagogue. How did you get significant numbers of non-Orthodox Jewish parents to enroll their teen-aged sons and daughters in the all-day Jewish school?

When I started working at the school, I told Rabbi Isiah Zeldin, the senior rabbi at Stephen S. Wise, that the Los Angeles Jewish community did not want an all-day liberal Jewish school for high school students. Three schools had already gone out of business trying to do this. Ours was the fourth 'go around.'

We had to create the need and get people to understand the beauty of what Jewish education is all about. Most of the people who were to come to the school or send their children there grew up in public schools and had no clue about what a Jewish school was. This was a tough sell.

Under Zeldin's leadership, Stephen S. Wise Synagogue provided all the financial tools to make a community Jewish high school with an outstanding general studies curriculum and a wonderful extra-curricular program. It was Zeldin who enabled us to do what was necessary to attract liberal Jews to a Jewish high school.

After he hired me to be the headmaster of the school we needed to establish credibility in the broader Los Angeles Jewish community. We also needed to establish credibility at the synagogue. Stephen S. Wise at that time was running a day school for elementary and middle school aged students. It was an excellent elementary day school, but it was not experiencing success retaining their students through the middle school years.

In open houses, parlor meetings, and recruitment sessions we were able to craft a vision of what a Jewish high school could be for the liberal community. We were able to articulate a compelling "values vision statement." I discovered that these values could be powerful and transforming in how people think.

The biggest hurdle was the fear that the "Jewish" part of the school was going to take away from the general studies curriculum. Parents wanted to know if the Jewish part would diminish chances of getting into a good college.

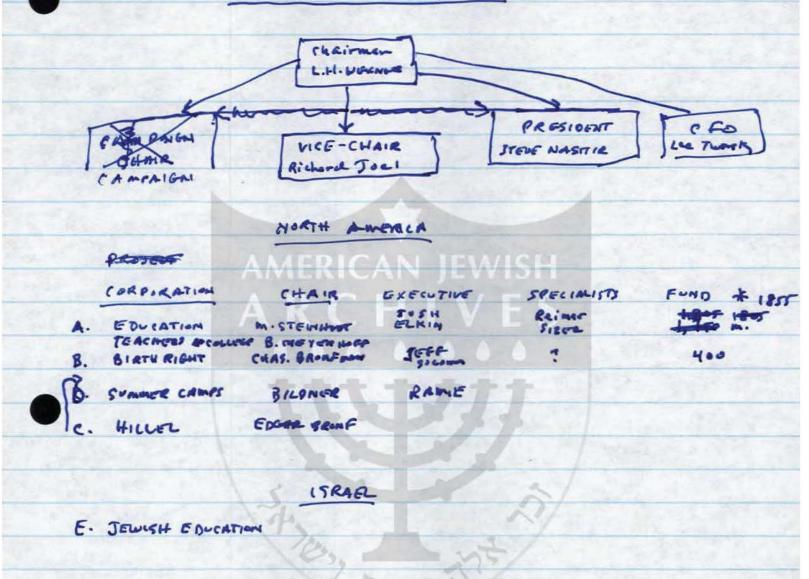
At the time I came directly from the Yeshiva world, half of every school day was devoted to Jewish studies. I could give parents hard evidence that our students at YULA were accepted to all of the top colleges. The percentage of students from YULA accepted into top elite colleges and universities was just as high as any top elite private high school in Los Angeles. And YULA was not selective in its entrance requirements.

After getting over this hurdle, parents began to listen and believe. I told them about the Wannsee Conference. Wannsee is a suburb of Berlin. In 1942 Hitler assembled his elite advisors at this conference. All of them had advanced degrees from the finest universities in the world. What did we learn from this conference? We learned that

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THE NEW CENTURY FUND



* For details, see next page

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VII. Details for North America

A. Education

- 1. Community Day Schools, Grades K-8
- 2. Community Day High Schools, Grades 9-12
- 3. Boarding Day Schools, Grades K-12
- 4. Adult (as in the Wexner Heritage program)
- 5. Hebrew Language Ulpanim
- 6. Basic Judaism for Russian immigrants
- 8. National Teacher's and Principal's College

Grants & loans for construction.

Budget support, to enable tuition to be set at \$500 per annum

tuition free

Birthright

Q. Hillel

E. Summer Camps

absorb all local expenses

construction scholarships

VII (continued) In Israel

E. Jewish Education

- 1. Elementary and High Schools construction to student aid tuition \$100 p.a.
- 2. Adult (similar to Wexner Heritage) tuition free
- Boarding Schools construction and student aid
- 4. Summer camps construction, tuition \$30 for 6 weeks

to be substantially

increased, with

- 5. Sabbatical programs for families from abroad construction of village and support as needed the bottom of the
- 6. Special program explaining how U.S. Jewry functions

7. U.S. students in Israeli universities - full student aid

the such values as feminism, validius pluralism, Social justice, atc.

6 Emergency Needs

- 1. War
- 2. Immigration F.S.U., Argentina, South Africa, France
- 3. Social Problems poverty, aged, ill, disabled veterans, etc.
- 4. Absorption of Ethiopian Jewry

VII (continued) World-Wide

AMERICAN JEWISH

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A Proposal By: Rabbi Herbert A. Friedman

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Monotheism and morality – the most powerful elements of civilization – were given by the Hebrew people to the human race 3,500 years ago. The shattering concept was that all creation, the universe entire, man, animals, nature, heaven and earth, was the work of one God – Jehovah, Adonai – who accompanied this enormous gift with a code of ethics that must be observed if mankind was to flourish.

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- We have survived almost 4000 years, while Egypt, Babylonia, Rome,
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In an address at Carnegie Hall in New York, December 1911.

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in Germany and all over the world in the advancement of humanity toward a
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Between 1882 and 1914, about 3 million Jews fled, mostly to the United States. They are the great-grandparents of the majority of present-day American Jews.

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The 20th century, modern madness of mass murder.

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The 21st century suicide bombers who seek to expel the Jews and liquidate the State of Israel.

But – we are a stiff-necked people and have survived two millennia of every possible kind of attack: physical, spiritual, direct and oblique. We have survived because of our will-power and self-esteem. We have survived through our own efforts to do so. We have achieved a 20th century miracle in the United States. Our adjustment here has been rapid, steady, and successful. In a country of almost 300 million people, some anti-Semites are sure to be found, but there is no movement to unseat us, to expel, to suppress, to persecute, to deny access to the highest positions. A modern Orthodox Jew was nominated to become vice-president.

Yet in this very friendly, permissive America, and in the very shadow of the Holocaust, and with pride in the State of Israel washing over us, there is an undeniable erosion of our own members through assimilation, intermarriage, loss of identity, ignorance of our heritage, and plain indifference.

This is an amazing mystery. What are we doing to ourselves? There is no external enemy trying to destroy us. Perhaps the times have been too good and we have grown too happy, complacent, self-satisfied, overwhelmed by the temptations of life, the affluence. Perhaps too many of us have lost respect for our past, our struggles to survive, our glorious and sacred mission on earth to make the world a better place.

Whatever it is, there is no one to save us, except our own will-power. The weapon with which to re-arm ourselves, to re-assert the importance of our people's survival, is a massive program of self-education. A great challenge exists. We must fashion the tools which will disseminate through the entire American-Jewish community the knowledge that can create a deep understanding of who we are, where we came from, why we overcame every effort to destroy us, what we believe our mission on earth to be, and finally, how we can live in a free society with a rich and full self-respect, a strong self-identity with our Judaic religion, our Jewish peoplehood, our Israeli statehood – plus our American national pride in full participation and citizenship.

If we fail, lose large numbers of Jews to disappearance into the majority of non-Jews, it will be no one's fault except our own.

If we succeed, we will restore self-pride as Jews and our contributions will soar, to enrich America and the whole world. We will remind ourselves and everyone else what happened at that mountain in the Sinai Desert.

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Second President of the United States - 1797-1801

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It has pleased the Providence of the "first cause" (God) the universal cause, that Abraham should give religion, not only to Hebrews, but to Christians and Mahometans, the greatest part of the modern civilized world.



"Concerning the Jews" -An essay by Mark Twain in Harper's Magazine, June 1899

To conclude: If the statistics are right, the Jews constitute but one percent of the human race. It suggests a nebulous dim puff of star dust lost in the blaze of the Milky Way. Properly the Jew ought hardly to be heard of; but he is heard of, has always been heard of. He is as prominent on the planet as any other people, and his commercial importance is extravagantly out of proportion to the smallness of his bulk. His contributions to the world's list of great names in literature, science, art, music, finance, medicine and abstruse learning are also way out of proportion to the weakness of his numbers. He has made a marvelous fight in this world in all the ages, and has done it with his hands tied behind him. He could be vain of himself, and be excused for it. The Egyptian, the Babylonian and the Persian rose, filled the planet with sound and splendor, then faded to dream - stuff and passed away; the Greek and the Roman followed, and made a vast noise, and they are gone; other peoples have sprung up and held their torch high for a time, but it burned out, and they sit in twilight now, or have vanished. The Jew saw them all, beat them all, and is now what he always was, exhibiting no decadence, no infirmities of age, no weakening of his parts, no slowing of his energies, no dulling of his alert and aggressive mind. All things are mortal but the Jew: all other forces pass, but he remains. What is the secret of his immortality?

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John Adams says,

Jews gave morality to the world.

The One of the fundamental teachings is:

"Love thy neighbor as thyself"

The concordance to the Bible says that the word "neighbor occurs in 87 passages, and is found in almost every book in the Bible.



"Why Should Jews Survive?" Looking Past the Holocaust toward a Jewish Future By: Rabbi Michael Goldberg

Rabbi Michael Goldberg:

Rabbi of several congregations in Los Angeles, Indianapolis and other cities. Professor of Jewish Studies at St. John's University (Minnesota) and at the College of William and Mary. Has served as special consultant to the Georgia Supreme Court. Has written five books on theology, Christianity and Ethics.

p. 168

Why should Jews survive? Whatever responses there may be, God's is the one that matters: Jews should survive because they are the linchpin in his redemption of the world. Bluntly put, the Jewish people is indispensable to the redemption of the world and the redemption of God's good name in the world. At Sinai, God pledged that the people Israel would be his unique instrument.....

Surely, there must be times when God wants to give up on the Jewish people...We are often cantankerous and quarrelsome, mulish and rebellious...God in a sense bet on Israel as his own redeemer and the worst thing he could do for his reputation would be to welsh on that bet now....

The language surrounding the covenant of God and Israel richly suggested the metaphor of a marital union: Ex. 19:5 "Now therefore if you will obey me faithfully and keep my covenant, you shall be my treasured possession among all the peoples." Ex. 2:21-22 "I will espouse you in justice and righteousness and in unflagging love; I will espouse you in faithfulness."

If the Jewish people would continue to be the bearer of a master story about redemption – not only theirs, but the world's, not only humanity's, but God's – Jews must come to recite Kaddish not as a doleful lament (for the dead), but as a joyous affirmation, proclaiming the hope of its closing line – "He who makes peace in his hearens, he will make peace for us and for all Israel" – and we could add – for all humanity.

p.164

"For the Israelites, the significance of the events surrounding their liberation from Egypt justifies their entering into a pact with God at Sinai. Their experience demonstrates that he is indeed trustworthy to deliver on the promises he walks. He has proved himself to be their trusty (Go-El), reliable redeemer from slavery, their close relation who will stand up for them and shield them....

While, through the ages, individual Jewish persons have been brutally persecuted, even murdered, God's promise to sustain the Jewish people has not died. That promise and that people have managed to survive the worst the world could throw at them – including the Holocaust.

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MARK A. SEMER
CAROLINE N. GENTILE
VICTORIA A. WELD
ERIC A. BERMAN

October 29, 2001

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

Dear Herb:

I can't edit this - it's terrific as it is.

I guess I'm just a fan!

Now when you combine the two documents and share them together with any thoughtful leader, they must make a significant impression.

Try it.

I hope we can visit together soon.

Best wishes,

GK:llr

Enclosure

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THE NEW CENTURY FUND A Proposal by Rabbi Herbert A. Friedman

Many leaders, both lay and professional, have understood this danger, and in varying degrees of frustration, attempted to find solutions. One such appeared several years ago, when the word "continuity" appeared. Without an action plan behind it, the word soon became a hollow banality. Today no one speaks of it, even though "continuity committees" might still exist in some communities.

Then the idea evolved that the United Jewish Appeal and the Council of Jewish Federations should merge. I don't know what hopes burned in the souls of the merger advocates. Again, no master plan emerged, nothing to shock and shake the public consciousness or to arouse nation-wide action on a massive scale.

Three years were spent in an infinite number of committees discussing governance, rules of procedure, fields of action, personnel, finances – an almost pathetic concentration on every conceivable infra-structural problem. And every suggestion underwent scrutiny by yet another committee, through every layer of the federated system in the United States, requiring approval by large cities and small communities. 178 individual federations became the "owners" of the new organization, named United Jewish Communities, UJC. Still there was no concentration on what action should emerge from the UJC – what goal, what vision.

Another eighteen months passed and still nothing. Disaffection began to surface – more and more one heard complaints that the UJC was a failure. Key personnel drifted away, others were invited to leave. Israel was caught in a terrorist war – conducted by Islamic fanatics, with civilian casualties mounting daily. Surely this was a moment for the UJC to swing into action on all fronts – political, public relations, massive fundraising, rallies, solidarity missions, etc., etc.

Still nothing of substance.

The UJC has failed. It has not awakened American Jewry to rejuvenate its own survival instincts, nor has it served Israeli Jewry with a strong, visible show of support in their moment of need.

SWIFT, POWERFUL ACTION IS MANDATED

Does anyone remember how the first UJA appeal in January 1939 was motivated?

Kristallnacht – the massive attack on German Jewry took place on November 9-10, 1938. Within 6 weeks, three hitherto competing and feuding American Jewish organizations joined and created one <u>United</u> Jewish Appeal. This national instrument functioned throughout the next 60 years.

Today's global Jewish crisis demands equivalent action.

With the feeling that enough years have been wasted, I herewith submit my plan of action. There is heavy stress on Jewish education, through all sorts of programs and methods. Knowledge generates pride and identity.



THE NEW CENTURY FUND

A CAPITAL CAMPAIGN

- I. Leave the present UJC structure to run the annual campaign, providing support to the community Federations. Funds are to be used for the local needs of the community. No allocations necessary for overseas needs. The failure of the UJC to date is the absence of a clear purpose, goal and vision. The above approach gives UJC a clear raison d'etre.
- II. A new structure (the Century Capital Fund) is to be established to fund eight major areas of work, designed to strengthen Jewish identity in the U.S. and in Israel as well, thus protecting the future of the Jewish people, the Jewish state and Judaism.
- III. The eight goals include 5 in North America, 2 in Israel and 1 worldwide. They are as follows:

North America	Israel	Worldwide
A. Education	F. Education	H. Joint Distribution
B. Teachers and	G. Emergencies	Committee – J.D.C.
Principals College	DCLIV	/ E C
C. Birthright	кспіч	
D. Hillel		

- E. Summer Camps
- IV. The New Century Capital Fund will be raised partly from the endowment funds of the community Federations. This approach is possible only with the cooperation of the Federations. With the approval of the local Federation executive, selected individuals would be solicited to write letters of advisement.
- V. The Capital Fund would also benefit the Federations by making allocations to assist them with their local needs such as schools, Birthright, Hillels, Summer Camps, etc. Thus, the local Federation would help the Capital Fund, which, in turn, would help them.
- VI. Each of the eight areas of work would be structured into a separate corporation, with IRS status as a 501 (c) 3 organization. The J.D.C. already has that status. Each corporation would be provided with a share from the national Capital fund and would be governed by its own lay and professional leadership.

VII. APPROXIMATE COSTS

NORTH AMERICA

A.	Education				
	1. 20 Community Day Schools, grades K-8				
	10 Large cities - average - 30 m. each	=	300 m.	capita	I
	10 medium cities - average - 15m. each	=	150 m.	capita	1
	2. 20 Community High Schools - 50 m. each	=	1000 m	capita	1
	3. 2 Boarding Schools – 100 m. each	=	200 m.	capita	1
	4. 100 Adult Education Groups at 3m. each				
	for two years of study	=	300 m	annua	ally
	20 Adult Education groups for				
	Russian Immigrants at 1m. each	=	20 m.	annua	ally
	6. 50 Hebrew Ulpanim - 1m. each	=	50 m.	annua	ally
	Student Aid, to lower tuition to \$500				
	1. (above) 20 elementary schools with				
	300 students each =6,000 students				
	at subsidy of \$6,000 each	€H	36 m.	annua	lly
	2. (above) 20 high schools with 1000				
	students each = 20, 000 students at				
	subsidy of \$8,000 each	= 0	160 m	annua	ally
	Educa	tion To	tal:		2216 m.
		1			
В.	Teacher's and Principal's College		=	50 m.	
C.	Birthright – 20,000 kids annually - \$2,000 each		=	40 m.	annually
D.	. Hillel	d.			
	Construction of 30 campaigns for building	ngs –			
	16 underway, 14 on drawing boards, \$57	AND THE RESERVE AND THE PERSON NAMED IN	adv raise	1 -	
	balance required for completion		The state of the s		capital
	2. Hillels in U.S. continue to grow -				
	increase of professional personnel and pr	ogramn	ning		
	requires 15 m. annually, or endowment o		1724/	200 m.	capital
	3. International infrastructure -				
	Former Soviet Union, South America and	d Israel	=	200 m.	capital
	 International programming requires endown 		=	50 m.	
	Hillel	Total:			650 m.

Notes Explaining the Attached Charts

- The construction chart covers seven years, and the student aid chart covers ten years. The additional three years for student aid allows for the filling up of the last schools that are built.
- 2. The twenty high schools are designated by the letters A-T.



STUDENT AID FOR HIGH SCHOOLS

High Schools	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
School A	2 m.	4 m.	6 m.	8 m.						
School B		2 m.	4 m.	6 m.	8 m.					
School C		2 m.	4 m.	6 m.	8 m.					
School D				4 m.	6 m.	8 m.				
School E				4 m.	6 m.	8 m.				
School F				4 m.	6 m.	8 m.				
School G				2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.
School H	L a feet			2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.
School I				2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.
School J				0 0	2 m.	4 m.	6 m.	8 m.	8 m.	8 m.
School K					2 m.	4 m.	6 m.	8 m.	8 m.	8 m.
School L					2 m.	4 m.	6 m.	8 m.	8 m.	8 m.
School M				4 4		2 m.	4 m.	6 m.	8 m.	8 m.
School N						2 m.	4 m.	6 m.	8 m.	8 m.
School O				1 26		2 m.	4 m.	6 m.	8 m.	8 m.
School P			-	2		2 m.	4 m.	6 m.	8 m.	8 m.
School Q				Tel.		1	2 m.	4 m.	6 m.	8 m.
School R				175			2 m.	4 m.	6 m.	8 m.
School S				1600		195/	2 m.	4 m.	6 m.	8 m.
School T				1	27777	1	2 m.	4 m.	6 m.	8 m.
TOTAL	2 m.	8 m.	20 m.	38 m.	60 m.	86 m.	114 m.	136 m.	152 m.	160 m.

Construction Costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Totals
Day Schools (Large Cities)	1 school \$30 m.	1 school \$30 m.	1 school \$30 m.	1 school \$30 m.	2 schools \$60 m.	2 schools \$60 m.	2 schools \$60 m.	10 schools \$300 m.
Day Schools (Medium Cities)	1 school \$15 m.	1 school \$15 m.	1 school \$15 m.	1 school \$15 m.	2 schools \$15 m.	2 schools \$30 m.	2 schools \$30 m.	10 schools \$150 m.
High Schools	1 school \$50 m.	2 schools \$100 m.	3 schools \$150 m.	3 schools \$150 m.	3 schools \$150 m.	4 schools \$200 m.	4 schools \$200 m.	20 schools \$1000 m.
Boarding Schools				1 school 100 m.	E-		1 school \$100 m.	2 schools \$200 m.
Adult Education Groups			20 groups \$60 m.	100 groups \$300 m.				
Adult Education For Russian Im.			4 groups \$4 m.	20 groups \$20 m.				
Hebrew Ulpanim		13	10 groups \$10 m.	50 groups \$50 m.				
TOTALS:	\$95 m.	\$145 m.	\$269 m.	\$369 m.	\$314 m.	\$364 m.	\$464 m.	Grand Total: \$2020 m.

E. Summer Camps

All research shows that a camp experience creates strong Jewish identity. More children must be enabled to participate. That means more camps must be established and tuition must be lowered.

In the U.S. today there are 50,000 Jewish children attending summer camps. The average session is 4 weeks at a cost per child of \$600 per week or \$2,400 per session.

Needed are 10 more camps - 10 m. each

100 m. capital

<u>Tuition</u> should be lowered to \$200 per week in order to enable lower income families to enroll their children.

50,000 kids per session at present fees (\$2,400) cost 120 m.

50,000 kids at \$200 per week will cost 40 m.

Operating Deficit

80 m. annually

Administrative Overhead

1 m. annually

(All data was received from Foundation for Jewish Camping, President – Rabbi Ramie Arian)

AMERICAN JE

Total Summer Camps:

181 m.

North American Total:

3497 m.

ISRAEL

F. Jewish Education

- Exact program and costs to be determined in Israel with experts in and out of Ministry of Education.
- Present estimate is 75% of North American figure for items 1 through 6 on N.A. list.

= 1515 m.

- Israel U.S. Understanding
 Teach American values in Israeli schools,
 e.g. religious pluralism; feminism; social welfare;
 constitution; English.
- 4. Teach Judaism to elite military business and government leaders.
- G. Emergency Needs (Estimate for now)

700 m. annually

- 1. Immigration Crises Ethiopia, Argentina, Russia, others
- 2. Building Jewish Infrastructure in F.S.U. (Former Soviet Union)
- 3. Military

WORLD-WIDE

H. J.D.C.

= 75 m. annually

Total Israel & Worldwide: 2290 m.

GRAND TOTAL: 5787 m.

RECAPITULATION

North America

Education 2216 m.
College 50 m.
Birthright 400 m.
Hillel 650 m.
Summer Camps 181 m.

Total: 3497 m.

Israel

Education Emergencies

AMERIC ATotal:

2215 m.

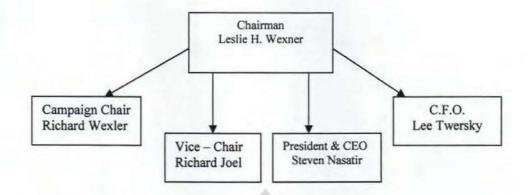
World-wide J.D.C. ARCHIV₇₅E. S

1515 m.

700 m.

GRAND TOTAL: 5787 m.

THE NEW CENTURY FUND



EIGHT OPERATING CORPORATIONS

North America

	Project	Project Chair	Executive	Specialist
٠.	Education	Michael Steinhardt	Josh Elkin	Joe Reimer & Ted Sizer
	Teacher's Training College	Bud Meyerhoff	Arnold Eisen	
	Birthright	Charles Bronfman	Jeff Solomon	
).	Hillel	Edgar Bronfman	Joel's #2	
Ξ.	Summer Camps	Rob & Elisa Bildner	Ramie Arian	

Ehud Barak Richard Hirsch Richard Hirsch Ralph Goldman

Pro	oject	Project Chair	Executive	Specialist
Education	n	Richard Hirsch	David Hartman Daniel Gordis	Haim Shaked Allon Gal Avi Ravitsky
Emergen	cies	Ehud Barak Ralph Goldman		
J.D.C.		Michael Schneider		

Specialist Group
CHIEF EXECUTIVES OF TEN COMMUNITIES

Choose Ten Executives to work with as a Board of Specialists

City	Executive
*New York John Ruskay	
*Chicago	Steve Nasatir
*Los Angeles	John Fishel
*Boston	Barry Schrage
*Detroit	Bob Aronson
Philadelphia	Harold Goldman
Pittsburgh	Howard Rieger
*San Francisco	
Denver	Steve Gelfand
*Miami	Jacob Solomon
*Washington	Misha Galperin
*Baltimore	Darrell Friedman
Minneapolis	Herman Markowitz
Metro West, N.J.	Murray Laulicht
*Cleveland	Steven Hoffman
Houston	Marvin Woskow
Milwaukee	Stephen Chernof
Atlanta	Steven Rikitt



List of Proposals Sent

- 1. Les Wexner not sent yet
- 2. Michael Steinhardt
- 3. Bruce Soll
- 4. John Ruskay
- 5. Nathan Laufer
- 6. Gary Rosenblatt
- 7. David Edell
- 8. Richard Wexler
- 9. Richard Joel
- MERICAN JEWISH R C H I V E S 10. Bud Meyerhoff
- 11. Gordon Zacks
- 12. Steve Nasatir
- 13. Harvey Krueger
- 14. Gershon Kekst
- 15. Morris Offit

Put Coby of first

AMURAN JEWISH

Six puges A RIGHT VES

This folder

Pharoah

AKhenaton (1379-1362)

religious reformer, possibly
The first monotherst in recorded
history. 18th dynasty
built a temple to a hitherto
obscure deity Aton, The sun disc
Devoted himself to the exclusive
worship of Aton. Sevent years
your his death the old value to
many gods uplaced exclusive was bub
of me god.

article in Encyclopia Brittenica

	Opening statement for Gushow K.
	We are unique
6.	Have given belief in God to the world,
	end a concept of morality. There two
	Thoughts = civilization.
2.	Here produced a special Kind of genies -
	in all of human culture - science, music
	medicina, business.
3.	
	Have survived through donust 4000 years, while Babylowia, Rame, Greece - all have
	mide various contribution but all we
	g one.
4.	be shall improve me would which is one
	mission - and shell endure until we succeed.
Gentle B	

Johann Wolffeng von Grethe

Energy is the basis of everything. Every tew, no matter how insignificent is engaged in some decisive and immediate pursuit of a good.

It is the most perpetual people of the marth; it was, it is, it will be to glorify the name of Jehovah through all the times.

Only later, when I became acquainted with many telented and refined men of the Jewish race, my respect was added to the admiration which I entertained for this people that created the Bible and for the poet that sang the Song of Songs.

It is despicedle to pillory a nation which possesses such remerkable talents in art + science.

Paul von Hindenburg
President of Weimer Republic 1925-1934

The Jewish people have given to humanity some of the greatest man. Germany is proud to have among its citizens a scholar of the celiber of Prof. Einstein. Your race that a significant share in the development of German culture. Coming in contact with the outstanding representatives of your race, I bully appreciate the part Jews play in Germany and all own the world in the advancement of humanity toward a better world.

interview in 1928

Woolrow Wilson

Through the Christian Church
There autered into Europe during
the Middle Ages a potent leaven
of Indic Thought. The lews of Moses
as well as the lews of Rome
contributed suggestion and impulse
to the man and institutions when
were to prepare the modern world,
and if we could but han the mass
eyes to see the sphere of private
life and the action of the state,
we should easily discover how very
much besides religion we owe to the The
Tev.

Woodrow Vilson
whitness at Carnagia Holl, MY.
Dec. 1911

Here is a great body of our Jewish citizens from whom have sprung men of genius in every week of our varied life, men who have conceived of its ideals with singular clearness; and lad its enterprises with spirit and separaty.... Duy and not Jews in America; Duy are american citizens;

John Alam 71
Grethe 101
von Hindenburg 210
histron Wilson 283
Onstations from:
"What Did They Think

" What Did They Think
of the Jews ? "
Allan Gould

To embrace a core of beliefs and brackies that dojine one as a Tew.

Ohe forecast states that in on fature there will be better Tews.

p. 12 Jens have built permanent places for Memsalow in their adopted lands - They transformed havens into homes - ext the sema time that They have maintained ties to their spends religion a culture

[&]quot;Home lands" - Portraits of the New Jewish Diaspore by Lerry Tye

4-m Modern mælners of mass manden



Pobedonostser, Konstantin 1880-1905 Supreme Prosecutor of Holy Synod may Laws of 1882 (13 laws) fate of Jews of Russia one-Phird will die " I care he country (Russia) last " " be completely assimilated within the Russian people (HMIELNICKI (Khmelniteki) Bogdan on it most sinister oppressors of the Tews of see generations. May - November 1648 - most of messacres 100,000 Killed - 300 communities destroyed. mostly in Ukraine

England

July 18, 1290 Edward I issued educt of expulsion + benishment of ell Jeus by Nov. 1 Most refugees fled to France, Flanders, Germany.

By mildle of 17 cent., some Marranos settled in London. Rabbi Manassah Ben Israel come from Amsterdam to England in 1655. Greenely some Jens Filtered in. Legality of practice of Judaison in England received Panlianester recognition in 1698.

************* -COMM. JOURNAL- ******************************* DATE JUN-15-2001 ***** TIME 15:01 *** P.01

MODE = MEMORY TRANSMISSION

START=JUN-15 15:00

END=JUN-15 15:01

FILE NO. = 244

STN COMM. DNE-TOUCH/ STATION NAME/EMAIL ADDRESS/TELEPHONE NO. PAGES DURATION NO.

ABBR. NO.

001 DK 16173670029 001/001 00:00:39

-THE WEXNER HERITAGE FOUND-

1 212 751 3739- ********



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FAX TRANSMITTAL

Joshua Elkin TO:

FROM: Rabbi Herbert A. Friedman

DATE: June 15, 2001

RE: Thursday's Meeting

NO. OF PAGES (INCLUDING COVER):

FAX NUMBER: 617-367-0029

MEMO:

Dear Josh-

The meeting yesterday with Michael and you was excellent. The three of us were really cooking. I will start working on an operational plan.

Meanwhile, I'm shaping a list of individuals who are worth meeting, in search of new ideas. You mentioned two people - Harold Grinspan and another whose name I didn't write down - a high-tech guy. Give me his name and phone number.

Is it asking too much to request a short memo about each person, so I have something on which to make a phone call and seek an appointment?

Lastly, the ring binder I'm mailing to you is really confidential. The only person you may discuss it with is obviously Michael.

If you have any thoughts or suggestions, fax them. Otherwise we three will meet again.

Thanks,

START=JUN-13 12:48

END=JUN-13 12:49

FILE NO. = 124

DK

STN COMM.

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STATION NAME/EMAIL ADDRESS/TELEPHONE NO.

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16144157208

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FAX TRANSMITTAL

TO: Bruce Soll

FROM: Rabbi Herbert A. Friedman

DATE: JUNE 13,2001

RE: Attached Article

NO. OF PAGES (INCLUDING COVER):

FAX NUMBER: 614-415-7208

MEMO: Just to upaate you, we now only have one year instead of two.

MODE = MEMORY TRANSMISSION

START=JUN-13 12:46

END=JUN-13 12:48

FILE NO. = 123

STN COMM.

ONE-TOUCH/

STATION NAME/EMAIL ADDRESS/TELEPHONE NO.

PAGES

DURATION

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ABBR. NO.

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20111111

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16149396066

002/002

00:01:11

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1 212 751 3739- ********



551 Madison Ave. 9th Floor New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax www.wexnerheritage.org

FAX TRANSMITTAL

TO: Larry Moses

FROM: Kabbi Herbert A. Friedman

DATE: JUNE 13,2001

RE: Attached article

NO. OF PAGES (INCLUDING COVER): _2

FAX NUMBER: 64-937-6066

MEMO: Just to update you, we now have only one year instead of two.

United Jewish Communities

->

Leadership Briefing

June 11, 2001

Program of Planned Succession is Carried Forward with Transition in UJC Top Professional Leadership and Nominations of New Officers

A slate of new officers of United Jewish Communities has been accepted by the Board of Trustees. The slate is headed by James S. Tisch, nominated to succeed Charles R. Bronfman as Chairman of the Board of UJC. Tisch is President and Chief Executive Officer of Loews Corporation and President of UJA-Federation of New York. His distinguished service on behalf of the Jewish people includes serving as Campaign Chair at the UJA-Federation and as a board member of Federation Employment and Guidance Services of New York.

"I'm greatly honored to have the faith and confidence of the Nominating Committee and the Board of Trustees," Tisch said. "I'm looking forward to building on the success of Charles Bronfman, Joel Tauber and Stephen Solender."

Robert Goldberg, President of Ohio Savings Bank, UJC Treasurer and Immediate Past Board Chair of the Jewish Community Federation of Cleveland, has been nominated as Chairman of the Executive Committee of UJC, succeeding Joel D. Tauber.

Morton B. Plant, Chairman of The Associated: Jewish Community Federation of Baltimore and Chair of the UJC Budget Committee, has been nominated as UJC Treasurer, succeeding Robert Goldberg. Plant is a Director of Mercantile Bankshares Corp.

The UJC Board of Trustees will vote on the recommendations in November, during the UJC General Assembly. The new officers will then assume their responsibilities immediately after the General Assembly and serve one-year terms.

A long-term succession plan for the top professional leadership of UJC, which has been in development for the past several months, will move forward on July 15. On that date, Stephen Hoffman, President of the Jewish Community Federation of Cleveland, will join UJC as Chief Executive Officer. Stephen D. Solender will continue as UJC President for the next five months.

In November, at the General Assembly in Washington, D.C., Hoffman will become President and Chief Executive Officer and Solender will assume the position of President Emeritus, focusing on special projects that are essential to the development of UJC.

Hoffman, who became the top Federation professional in Cleveland at the unprecedented age of 33, has devoted his life to community building. With intense passion and tremendous drive, he has helped to create a better life and stronger community for hundreds of thousands of people in Cleveland, in Israel and around the world.

FINALE

- I. ACT NOW
 May 18, 1994
 Logic & History to support proposal for new organization and new visions
- II. FIRST DRAFT
 Including diagram CAN JEWISH
- III. SECOND DRAFT
 Including diagram and list of recipients
- IV. THIRD DRAFT

ACT NOW

A proposal by Rabbi Herbert A. Friedman May 18, 1994

A PREVIOUS PERIOD OF INACTIVITY

THE 1930'S AND 1940'S

During this period there was bitter fighting over ideologies. The two major organizations disagreed as to objectives. The Joint Distribution Committee felt that emphasis should be placed on the rescue of and assistance to endangered populations of Jews, rather than on the development of Palestine which seemed to be a distant goal, ill-suited to an amelioration of the present dangerous situation.

The Zionist-oriented forces, campaigning under the banner of the United Palestine Appeal, resisted and resented the JDC approach, as being short-sighted and unaware of the tremendous yearning of East European Jewry for a place of its own where it could be at peace. Further, there was an underlying uneasiness between the two societies, due to the differences still prevailing between German and Russian-Polish immigrants. The JOC hard been founded by the up town "Germen Jews

The arguments over ideologies resulted in fiercely competitive fund-raising. This situation prevailed over a number of years and existed not only on the national level but infected the local communities as well. Neither campaign did well. Bereft of adequate funds, both goals languished and struggled along while the fate of millions of Jews overseas grew increasingly perilous. Finally the moment arrived when it became obvious that the major fund-raising would have to be conducted in a united fashion in order to mobilize American Jewry. The moment polish was Kristallnacht, the night of November 8-9, 1938, when a massive attack raged throughout the entire country of Germany against synagogues and business establishments which came crashing down in a blizzard of broken glass. The Nazi goal became clearer. The two antagonistic organizations launched the first united campaign within eight weeks, following years of suspicion and separation.

while the immigrant

Year	Goal	Raised
1939	\$20M	\$16.25M
1940	\$23M	less
1941	\$25M	\$38M

1942-1944	The JDC continued to receive more than	the
	UPA.	

AMERICAN IEWISH

- In 1942 The Zionists passed the Biltmore. Resolution, calling for the establishment of a Jewish State of Palestine. This caused tension in the fund-raising arena and a renewed sense of competition.
- In 1943 There was established the American Council for Judaism, a violently anti-Zionist pressure and propaganda group, largely supported by the Reform movement, which fought openly and hard against the idea of a State. This also affected the fundraising climate.

In 1944 - The goal was \$32 million - amount raised was \$27 million.

Between 1939 - 1945, inclusive, a total of seven years of uneasy cooperation, interrupted by frequent fights and suspicions, a total of \$124 million was raised, for an average of 17.7 million per year.

American Jewry could not agree on the nature of the danger nor on the method to counter it. The only positive fact was that the UJA managed to hold together, because both sides compromised, but the campaign limped along.

ACTION DURING THE 50's - 90's

American and Diaspora Jewry simply decided, once the State of Israel was established, that this should be the priority. The campaign took on a focus, ideological quarreling ceased, and the upbuilding of the new country assumed center stage. Absorbing immigrants (rescue), security and the economy were the highlights. There were ups and downs in the yearly campaign totals, but slowly the momentum gathered strength; the wars developed a sense of maturity and realism; the thrill of creation provided additional stimuli, and the net result of a half-century of concentrated effort elevated the campaign from a \$60 million level to more than one billion.

This focus and concentration must continue at a high level for the balance of the decade, or so long as the migration from the ex-Soviet Union maintains itself at the 50 - 70,000 annual level.

MEANWHILE, WE MUST PREPARE FOR THE NEXT HISTORIC PERIOD

Everyone in the leadership ranks is fully aware of the terrible danger regarding the future survivability of the organized Jewish community. The term "CONTINUITY" has, in the short space of one year, become a dreadful cliche - so badly overused that most people are ashamed to use it. The word is hollow because there is no action flowing from it. Actually, from the time of the CJF General Assembly in November 1992, when the issue was first raised in a manner which brought it to the attention of the entire community with great impact, until today, there have been reams of speeches describing what must be done, and almost no concrete steps have been implemented.

Yes, there are continuity committees in every city and in every organization and in many synagogues, and there are small beginnings, but no action on a national level, and not even the slightest rumblings of a master plan or parts of a plan or anything resembling a galvanization of energy and will to address the matter on the proper scale. There is an awareness that the drift toward indifference and dissolution can be ameliorated, slowed down, perhaps even reversed by certain

programs, such as a rejuvenated Hillel on the college campuses, a massive number of teen-agers being exposed to an Israel Experience, and a network of superior day and boarding schools on the upper level. Faint beginnings have been made in all these areas. But what is needed - a major shock to awaken consciousness, to lead the way toward widespread action - is not being spoken of, let alone showing up on anyone's drawing board.

No - we are not paralyzed by ideological arguments as were our predecessors in the 30's and 40's. Happily there is no argument or disagreement as to the diagnosis or the prescription. There is simply continuous fumbling, with no one taking the lead.

We need one or more national personalities to mobilize a small group of caring people who will:

- 1. Form a new non-profit tax-deductible 501 c 3 corporation which will create and supervise master programs in six areas:
 - A) Israel-centered Experiences for youth, ages 10 25.
- B) Boarding Schools, of high calibre, with Judaic-secular curricula, for grades 9 13.
- C) Hillel Foundations, on college campuses, to encompass both undergraduates and graduate students, ages 18 22, and 22 28.
 - D) Summer Camps in U.S.
 - E) Sabbatical Year in Israel, for adults.
 - F) Family Life Seminars, for adults.

2. Select a name for the Corporation which will encapsulate its objective. Below are some examples:

THE CORPORATION FOR THE FUTURE

AFFIRMING OUR FUTURE IN AMERICA

OUR IMPERISHABLE HERITAGE

A BOLD GRASP ON THE FUTURE

A DIASPORA DETERMINED TO THRIVE

3. Development, each of the six programs in detail, beginning with a statement of purpose, then proceeding to the management structure, physical needs, operating plans, marketing plans, staff, outside experts and finances. There must be a clear definition of goals, in specific numbers and objectives, with targets and timetables.

ARCHIVES

4. Engage in discussions of these master programs with the National Organizations (UJA, CJF, Synagogue bodies, etc.) and with the Local Federations (through regional meetings) to reach all the key lay leaders and executive directors, in order to create a strong national will to succeed.

As a result of these consultations, a plan will emerge in which responsibility will be accepted by one or another of the participants for various parts of the various programs. Ultimate responsibility will lay with the Corporation, which is the engine driving the master plan.

5. The structure of the Corporation shall consist of one or two Chairs; a Board of seven to nine members; a President (CEO) and several officers; and a central office.

ACTION REQUIRED IMMEDIATELY

A. Select the proper person(s) as Chair (and co-Chair), who shall then agree upon and appoint the first five Board members, to start with.

- B. That group shall select a (temporary or permanent) President, set up an office and procure the necessary start-up funds for the first year of operation.
- C. The President and his first small number of officers shall draw up the mission statements and other items described in 3 above.
- D. The Board shall be expanded to its full strength, in order to discuss, amend and ratify the master plan for each of the six areas of work as described in 1 above.
- E. The process described in 4 above can then take place, over a period of months.
- F. At its end, a major National Conference shall be convened by the Board to announce the block-buster National Continuity Program. Revealed will be the full scope of the major educational and financial goals, together with the first contributions garnered quietly during the year of planning time; the full panoply of national and local officers; the support of the major Organizations; the support and presence of the major Israeli personalities; and all this accompanied by a strong public-relations effort, designed to continue for the first few years.

I believe that the American Jewish community can be aroused to respond to the challenge of working hard to sustain its own viability; and I believe that the programs outlined above, plus others to be conceived, can stem the present drift toward weakness and dissolution.

The goal is certainly worth the effort.

HISTORY and Logic both support the proposal to create new organization (s) with up-to-dute visions and goals.

FIRST DRAFT OF NEW ORGANIZATION INCLUDING DIAGRAM





-Confidential Draft -

Not for Distribution or Sharing

FROM:

HAF

TO:

Les Wexner & David Edell

SUBJECT:

Goals and Governance: Basic Ideas

DATE:

14 August, 1998

1. National Organization Switches

When polio doesn't exist anymore, March of Dimes switches to Multiple Sclerosis.

2. UJA/CJF Take Note of Above

As awareness of, and attention to the Holocaust diminishes, and as the miracle of Israel reborn is taken for granted, old-fashioned campaigning on these themes is left without glamour or excitement. So...UJA/CJF must shift gears.

3. Switch to Strengthening U.S. Jewish Community (in which

Israel can play as big role as Israeli Government now understands) (See #8 below). Create several nation-wide operating foundations (to receive funds which are then allocated back to the local communities for implementation)

- a.) Day Schools, from elementary to high, with token tuition.
- b.) Learning Hebrew (for synagogue and holiday observance), plus spoken.
- c.) Hillel Major infusion of staff (rabbis and others) for creative programming.
- d.) Birthright, for ages 15-25, at token or no cost to the students.
- e.) Camping in both the U.S. and Israel hundreds of camps, at very low cost to campers.
- f.) Improving ethical standards and concentration on social justice to shape a better society in the U.S.

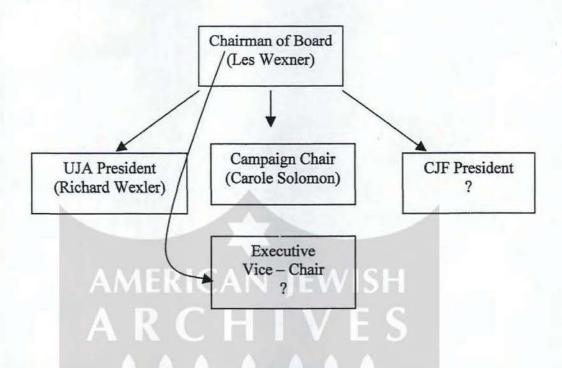
- Restructure the Responsibility
 Assign high-powered lay chairperson, plus top executive, and staff assistance to each foundation, with its own operating budget. (See attached list of suggestions # 12.
- UJA/CJF Create Operating Foundations for each specific project. All
 projects in Israel to be managed directly by UJA/CJF. No need for an
 "agent" to do the work. Copy JDC style which is perfect. They do their
 work with direct employees or contractors.
- 6. <u>Do Nor Renew</u> usual contract with Jewish Agency and JDC. Instead, phase J.A. (And UIA) out, over four years by reducing their allocation at the rate of 50 million per year. Obtain approval of Finance Minister and Agency Chairman in advance. Make normal annual allocation to JDC (approx. 60 m).
- Convene a National Congress to make quick decision on this new plan.
 Glacial process of the past to be replaced by deadlines.
- 8. Rabin's approval

On October 21, 1995, two weeks before his assassination, I met with him and his closest aide, Eitan Haber, in the Regency Hotel, N.Y., to discuss an idea. The UJA was delivering about 200m to the J.A. I suggested holding back 50m and using it for Israel Experience. He asked for assurances that the money would not be diverted, and I answered to his satisfaction. He shrugged and agreed. I warned him that if we learned how to spend it properly and send thousands of kids, I would ask to withhold 100m next year, He understood and said that the government could absorb the loss from the UJA, and the UJA could do Israel a greater good by creating links between Israel and the younger American-Jewish generation.

- Publicize the New "Switch" widely in both U.S. and Israel. "Rescue Our Own Kids for Judaism and Israel."
- 10. Money

The annual campaign could generate renewed enthusiasm and understanding, with stronger marketing. A huge influx of cash could be available by using the endowment funds of all communities (5+ billion and increasing rapidly every year) as collateral for borrowing. Banks have plenty of money. UJA credit rating is high. The annual campaign could handle interest plus debt reduction payments, on a revolving basis.

11. Structure of UJA/CJF



12. Examples of Lay Leaders and Executives in Charge of National Projects

Project Fund-Raising	Leader Carole Solomon	Executive Bernie Moscovitz and/or?	
Day Schools (elem) and Birthright	Michael Steinhardt	Yitz Greenberg	
Day Schools (high)	Charles Schusterman	Joseph Reimer & Ted Sizer	
Summer Camps (U.S.)	Rob & Elisa Bildner	Ramie Arian	
Hillel	Edgar Bronfman	Richard Joel	
Israel Experience age 12 – Summer Camps age 15 – Field Trips age 22 – Graduate Study	Charles Bronfman	Jeff Solomon	
Adult Education	Mort Mandel	Nathan Laufer	
Hebrew Ulpanim	?	?	

FUTURE PROJECTS

- Any emergency situation in Israel, or anywhere in the world quick mobilization of all lay leaders and executives
- Build infrastructure and lay leadership for Russia and FSU communities make links with JDC, Lubavitch, World Union for Progressive Judaism, and
 Russian Jewish Congress.



PERSONS TO WHOM DRAFT WAS SENT:

Jeff Solomon

Bernie Moskowitz

Richard Wexler

Marvin Lender

Les Wexner





START=AUG-20 10:33

END=AUG-20 10:35

FILE NO. = 206

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FAX TRANSMITTAL



551 Madison Avenue New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax

Message: Dear Jeff - Here is the memorandum

I spoke about yesterday. It is really an outline,
obviously needs fuller explanations, etc. Looking forward
to seeing your Thrusday 8/17 et 3.30 in my office.

Regards,
110 h

START=AUG-19 11:46

END=AUG-19 11:51

FILE NO. = 147

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FAX TRANSMITTAL



551 Madison Avenue New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax DATE: 8/19/98

TO: Bernic Moscovitz

FAX#: 284-6820

Number of Pages (including cover sheet): 5

FROM: Herb Friedman

Message: Dear Bernic - I was enheartened

immensely by your positive reaction. Thanks
for your understanding. The made a few changes
in paragraph 3, for clarity sake.

START=AUG-19 11:44

END=AUG-19 11:46

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FAX TRANSMITTAL

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

(212) 751-3739 Fax

DATE: 8/19/98

TO: BRICE SOLL

FAX#: 614-415-7240

Number of Pages (including cover sheet): 5

FROM: Herb Friedman

Message: Dear Bruce - I have made a few changes in paragraph 3, for clarity

Sake. I have not sent a copy directly

to Les. Should I a not?

Herh

551 Madison Avenue New York, NY 10022

(212) 355-6115 (212) 751-3739 Fax

FAX TRANSMITTAL

DATE: \$/19/98 8/24/98

Herb Friedran

FAX#: 614-415-7240

Number of Pages (including cover sheet):____

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to les. Should I a not?

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START=AUG-19 11:40

END=AUG-19 11:42

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FAX TRANSMITTAL



551 Madison Avenue New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax

DATE: 1/19/98 TO: DAVID FOELL FAX#: 983-1687 Number of Pages (including cover sheet):_ FROM: Herb Friedman

Message: Bernie Moscovitz accepted my concept of a new model immediately, with enthusiasm. Michael Steinhardt and Bruse have received copies - no one alse. Bruce is advising me whether to send one to les. Call me.

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END=AUG-19 11:44

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551 Madison Avenue New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax

FAX TRANSMITTAL

DATE: 8/19/98

TO: MICHAEL STEIN HAROT

FAX#: 371-32 YI

Number of Pages (including cover sheet): 5

FROM: Herb Friedman

Message: Dear Michael, this is a totally new model. I have not shown this to anyone as yet. I wake your reaction and will call for an appointment.

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END=AUG-27 15:56

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Message:

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

DATE: August 27, 1998

FROM: Herbert A. Friedman

TO: Richard Wexler

VIA FAX: 312-443-0336

Dear Richard -

Attached are draft notes for a completely new model. These notes do not spell out details. Once you read them, we should have a longish conversation (½ hour minimally) in person or by phone. The other persons who have seen these notes are: Les Wexner, David Edell, Bruce Soll, Bernie Moscovitz, Michael Steinhardt and Jeff Solomon. And I don't intend to send them to anyone else.

Best regards,

Herb

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END=SEP-28 15:53

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	sheet): 6
	DATE: NAVIN Lende 203-397-8506 mber of Pages (including cover

551 Madison Avenue New York, NY 10022 (212) 355-6115 (212) 751-3739 Fax

Aessage:	-	
	4/	

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

AMERICAN JEWISH ARCHIVES

DATE: September 28, 1998

TO: Marvin Lender VIA FAX: 203-397-8506

Dear Marvin,

Attached are draft notes for a completely new model. These notes do not spell out details. They are the basis for a deep and searching discussion.

Herb

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

August 24, 1998

Dear Les, MERICAN JEWISH

I wrote this memo for two reasons,

- Absence of any sense of goal, direction or strategy on the part of the present leadership of UJA/CJF.
- Presence of a concept in my mind for a complete shifting of gears - a totally different model for doing our communal business.

I would really love to meet with you for an hour to flesh out the whole idea.

Best regards to Abigail, young Sarah and the rest of the gang.

Herb

NOTES

9/3/98 Phone Call with Bruce

Points

- I don't think Les should hold the meeting. But if he is willing to meet the group out of pure politeness, I have no opinion on that. Politeness is good.
- 2. I must explain my thoughts to him. I sent my memo, after you said I should do so but it needs a good talking out. I need one hour.
- After that I'll relax. Either he'll buy my analysis or he won't. At least I will know that I had a try.
- Jeff Solomon agrees with me. He uses words like transformation and reinvention.

A new UJA has to be born – and Les is the sperm and egg. He's the only one all the others will follow.

Bruce says:

Talk to Jeff Solomon as the executive.

Bruce says:

I'm the visionary but not the person to make it happen.

10/13/01

Long conversation with Jeff Solomon – urged him to give one hearing before group to advocate my new plan.

If he doesn't want to then I relax and forget it.

If he does, and they reject, also I relax.

