



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
65

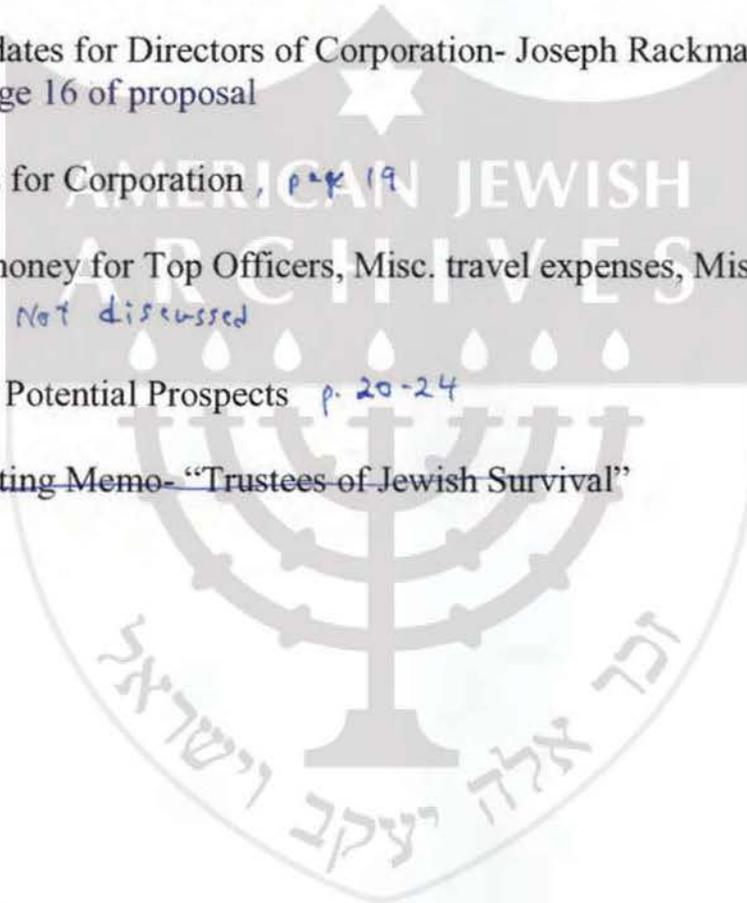
Folder
3

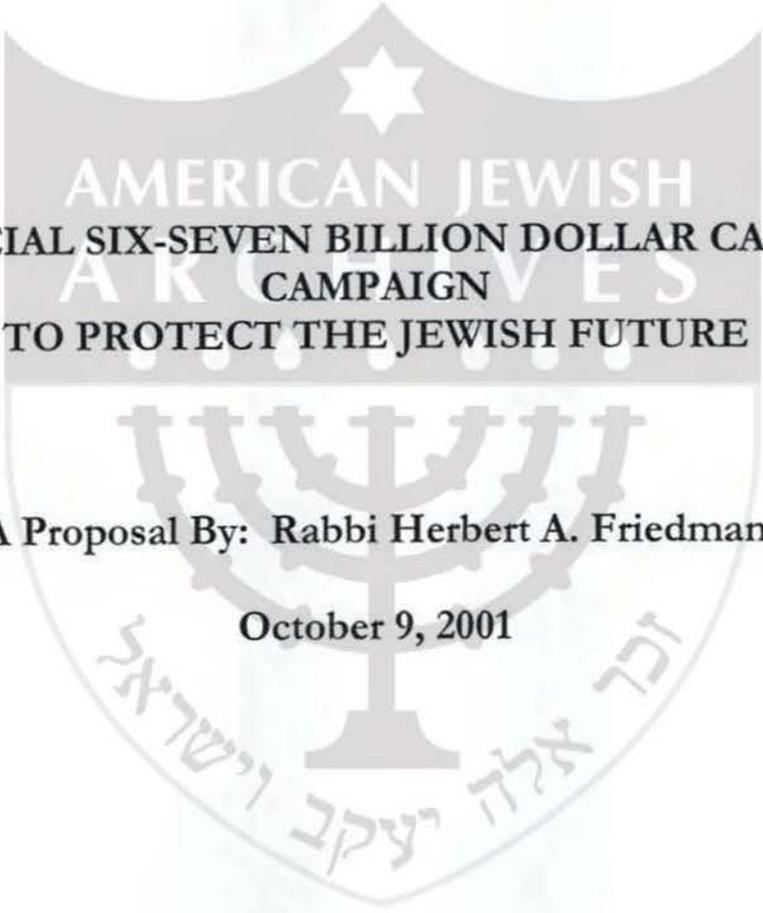
New Century Fund. 2001-2002.

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

TABLE OF CONTENTS

1. Copy of Proposal
2. Suggestions for Top Officers
See page 14 of proposal
3. Candidates for Directors of Corporation- Joseph Rackman, lawyer
See page 16 of proposal
4. Names for Corporation , *p. 19*
5. Seed money for Top Officers, Misc. travel expenses, Misc. secretarial help. *Not discussed*
6. List of Potential Prospects *p. 20-24*
7. ~~Interesting Memo- "Trustees of Jewish Survival"~~





**AMERICAN JEWISH
ARCHIVES**
**A SPECIAL SIX-SEVEN BILLION DOLLAR CAPITAL
CAMPAIGN
TO PROTECT THE JEWISH FUTURE**

A Proposal By: Rabbi Herbert A. Friedman

October 9, 2001

זכר אלה יעקב וישראל

October 4, 2001

A Gorgeous Heritage in Danger in the Diaspora

By Rabbi Herbert A. Friedman

It happened on an obscure mountain in the Sinai Desert that a tribe of Hebrew slaves, fleeing from Egypt under a tongue-tied leader, Moses, aided by his brother Aaron and sister Miriam, experienced, through the lightning and thunder, the revelation to them of the one true God. And this God commanded ten rules of behavior by which mankind was to conduct its life. And he made a covenant with them, to protect them if they would be loyal to his teachings. Thus, monotheism was born.

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.

We are a unique people, possessed of many attributes; the following five are especially important:

1. We have given to the world our belief in one God, and have thus fathered two other monotheisms, Christianity and Islam.
2. We have added to the God-concept a code of morality, which undergirds civilized behavior.
3. We have developed a special kind of genius expressed in all human culture – science, music, medicine, commerce, law and many other fields.
4. We have survived almost 4000 years, while Egypt, Babylonia, Rome, Greece – all have made various contributions – but all have perished.
5. We have improved the world, which is our messianic mission, and shall endure until we succeed.

There are many testimonials to the importance of Jews in this world, and I have selected four. Two are from U.S. Presidents and two are from Germans.

JOHN ADAMS

“...In spite of Bolingbroke and Voltaire, I will insist that the Hebrews have done more to civilize man than any other nation. If I were an atheist, and believed in a blind eternal fate, I should still believe that **fate** had ordained the Jews to be the most essential instrument for civilizing the nations. If I were an atheist of the other sect, who believed that all is ordered by chance, I should believe that **chance** had ordered the Jews to preserve and propagate to all mankind the doctrine of a supreme intelligent, almighty, sovereign of the universe, which I believe to be the great essential principle of all morality, and consequently of all civilization.”

WOODROW WILSON

“...through the Church there entered into Europe a potent leaven of Judaic thought. The laws of Moses as well as the laws of Rome contributed suggestion and impulse to the men and institutions which were to prepare the modern world; and if we could but have the eyes to see the subtle elements of thought ...as regards the sphere of private life and as regards the action of the state, we should easily discover how very much besides religion we owe to the Jew. “

In an address at Carnegie Hall in New York, December 1911.

“Here is a great body of our Jewish citizens from whom have sprung men of genius in every walk of our varied life; men who have conceived of its ideals with singular clearness; and led its enterprises with spirit and sagacity.”

JOHANN WOLFGANG von GOETHE

“Energy is the basis of everything. Every Jew, no matter how insignificant, is engaged in some decisive and immediate pursuit of a goal.”

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

“The aversion which I felt against the Jews in my early youth was more of a timidity before the mysterious, the ungraceful... Only later, when I became acquainted with many talented and refined men of this race, respect was added to the admiration which I entertained for this people that created the Bible, and for the poet who sang the Song of Songs. It is despicable to pillory a nation which possesses such remarkable talents in art and science.”

PAUL von HINDENBURG – President of the Weimar Republic 1925-1934

“The Jewish people have given to humanity some of its greatest men. Germany is proud to have among its citizens a scholar of the caliber of Professor Einstein. I do not need to tell you that in Germany your race has a significant share in the development of German culture.... Informed as I am of the multiple activities of the Jewish race, familiar with their history and coming in contact with the outstanding representatives of your race, I fully appreciate the part Jews play in Germany and all over the world in the advancement of humanity toward a better world.”

The world acknowledges our unique abilities and contributions, yet constantly seeks to destroy us, even into modern times.

ENGLAND

On July 18, 1290, Edward I issued an edict of expulsion and banishment of all Jews in the Kingdom by November 1. Most of the refugees fled to France, Flanders and Germany.

Four hundred years later, some Merranos had settled in London. Rabbi Menasseh Ben Israel came to England from Amsterdam in 1655 and appealed to Oliver Cromwell. Gradually more Jews filtered in. Parliament legalized the practice of Judaism in England in 1698.

SPAIN

In the 15th century the Catholic Church pursued a policy of forced conversion of Jews, which included torture, and executions. The Golden Age of Spain, with its Hebrew poets, merchants and high government officials, came to an end with a royal expulsion order in 1492, the same month that Columbus sailed. The Jews scattered to Portugal, Holland, Italy and Turkey.

POLAND

Konstantin Pobedonostsev, from 1880-1905, was the Supreme Prosecutor of the Holy Synod, and also one of the most influential advisors to the Czar. In May 1882 he promulgated the infamous one-third Laws, which the Czar approved.

One-third of the Jews will be killed.

One-third of the Jews will leave the country.

One-third of the Jews will be completely assimilated into the Russian Christian population.

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.

NAZI GERMANY

The 20th century, modern madness of mass murder.

PALESTINE

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.

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 United 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

- A. Education
- B. Teachers and Principals College
- C. Birthright
- D. Hillel
- E. Summer Camps

Israel

- F. Education
- G. Emergencies

Worldwide

- H. Joint Distribution Committee – J.D.C.

- 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 50 (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. capital
10 medium cities – average – 15m. each	=	150 m. capital
2. 20 Community High Schools – 50 m. each	=	1000 m. capital
3. 2 Boarding Schools – 100 m. each	=	200 m. capital
4. 100 Adult Education Groups at 3m. each for two years of study	=	300 m. annually
5. 20 Adult Education groups for Russian Immigrants at 1m. each	=	20 m. annually
6. 50 Hebrew Ulpanim - 1m. each	=	50 m. annually
<u>Student Aid. to lower tuition to \$500</u>		
1. (above) 20 elementary schools with 300 students each =6,000 students at subsidy of \$6,000 each	=	36 m. annually
2. (above) 20 high schools with 1000 students each = 20, 000 students at subsidy of \$8,000 each	=	160 m. annually

Education Total: 2216 m.
(1650 m. capital & 566 m. annually)

B. Teacher's and Principal's College = **50 m. capital**

C. Birthright – 20,000 kids annually - \$2,000 each = **40 m. annually**

D. Hillel

1. Construction of 30 campaigns for buildings – 16 underway, 14 on drawing boards, \$57 m. already raised – balance required for completion	=	200 m. capital
2. Hillels in U.S. continue to grow – increase of professional personnel and programming requires 15 m. annually, or endowment of	=	200 m. capital
3. International infrastructure – Former Soviet Union, South America and Israel	=	200 m. capital
4. International programming requires endowment	=	50 m. capital

Hillel Total: 650 m. capital

Notes Explaining the Attached Charts

1. 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.	8 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School B		2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School C		2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School D				4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School E				4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School F				4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School G				2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.
School H				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					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						2 m.	4 m.	6 m.	8 m.	8 m.
School N						2 m.	4 m.	6 m.	8 m.	8 m.
School O						2 m.	4 m.	6 m.	8 m.	8 m.
School P						2 m.	4 m.	6 m.	8 m.	8 m.
School Q							2 m.	4 m.	6 m.	8 m.
School R							2 m.	4 m.	6 m.	8 m.
School S							2 m.	4 m.	6 m.	8 m.
School T							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.			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			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 a 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 Jewish overnight summer camps. The average session is 4 weeks at a cost per child of \$600 per week or \$2,400 per session.

Needs

15 new camps @ \$10 million each	=	150 m. capital
Expand and improve existing camps	=	100 m. capital

Tuition must be lowered to \$200 per week in order to enable lower income families to enroll their children.

50,000 kids @ \$200 per week (4 weeks)	=	40 m. annually
Required Tuition subsidies	=	80 m. annually
Endowment required to provide this amount permanently:	=	15 m. capital

Administrative Overhead	=	1.5 m. annually
Endowment required to provide this amount permanently:	=	15 m. capital

Total Summer Camps: 401.5 m.
(280 m. capital & 121.5 annually)

North American Total: 3357.5 m.
(2630 m. capital & 727.5 m. annually)

ISRAEL

F. Jewish Education

1. Exact program and costs to be determined in Israel with experts in and out of Ministry of Education.
2. Present estimate is 75% of North American figure for items 1 through 6 on N.A. list. = 3016 m. capital & annually
3. 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)
4. Military

Israel Total: 3716 m. capital & annually

WORLD-WIDE

H. J.D.C.

75 m. annually

Total Israel & Worldwide: 3791 m.

GRAND TOTAL: 7148.5 m

RECAPITULATION

North America

Education	2216 m. capital & annually
College	50 m. capital
Birthright	40 m. annually
Hillel	650 m. capital
Summer Camps	401.5 m. capital & annually

Total: 3357.5 m.

Israel

Education	3016 m. capital & annually
Emergencies	700 m. annually

Total: 3716 m.

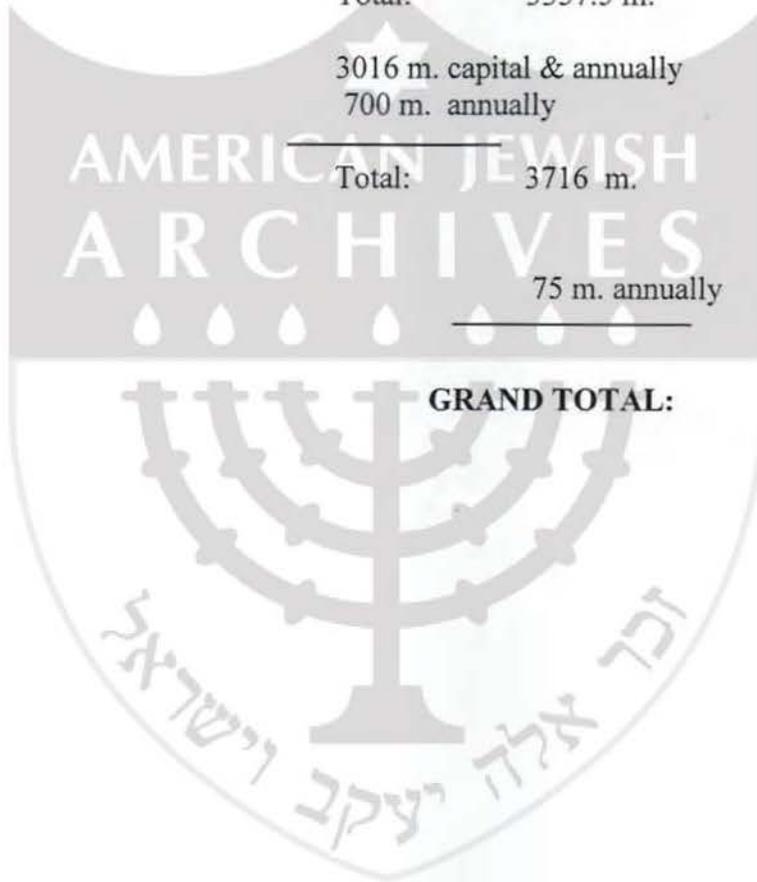
World-wide

J.D.C.

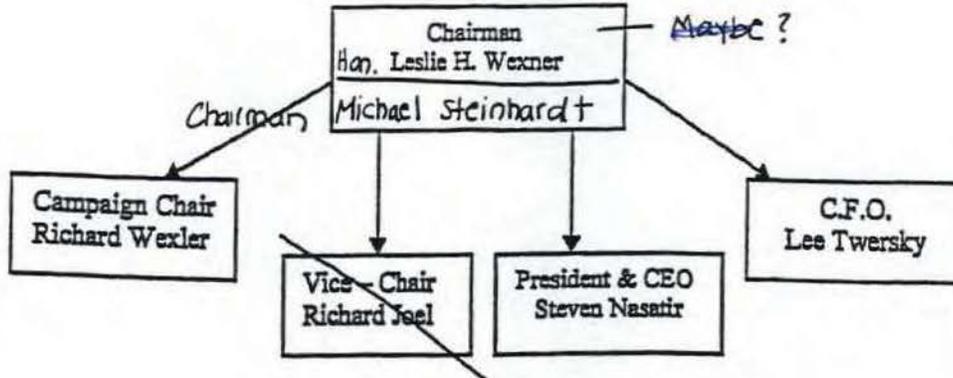
75 m. annually

GRAND TOTAL:

7148.5 m.



THE NEW CENTURY FUND

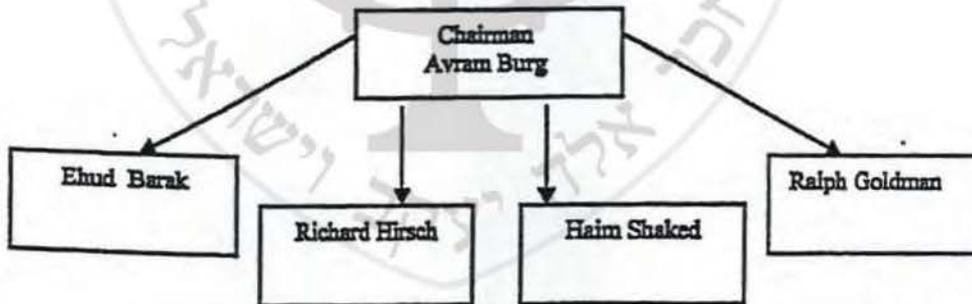


EIGHT OPERATING CORPORATIONS

North America

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

Israel & Worldwide



	Project	Project Chair	Executive	Specialist
F.	Education	Richard Hirsch	David Hartman Daniel Gordis	Haim Shaked Allon Gal Avi Ravitsky
G.	Emergencies	Ehud Barak Ralph Goldman		
H.	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 Laulich
*Cleveland	Steven Hoffman
Houston	Marvin Woskow
Milwaukee	Stephen Chernof
Atlanta	Steven Rikitt



List of Proposals Sent
Candidates for Board of Directors

- ✓1. Leslie H. Wexner
2. Michael Steinhardt
3. Bruce Soll
4. John Ruskay
5. Nathan Laufer
6. Gary Rosenblatt
7. David Edell
- ✓8. Richard Wexler
9. Richard Joel
- ✓10. Bud Meyerhoff
- ✓11. Gordon Zacks
- ✓12. Steve Nasatir
- ✓13. Harvey Krueger
14. Gershon Kekst
- ✓15. Morris Offit
16. Barry Goren
17. Mark Lit
18. Ramie Arian
19. Abba Eban (Hon.)
20. Jack Wertheimer
- ✓21. Alan Slifka
22. Israeli Consul - General Alon Pinkas
23. Peter Joseph

Conversation:
Yitz Greenberg
Steve Hoffman
James Tisch

Given to read:
Michael Berenbaum
Deborah Lipstadt
Joseph Rackman
Larry Moses

POSSIBLE NAMES FOR CORPORATION

- 1) (UJA) New Century Fund
- 2) (UJA) Fund for the Jewish Future
- 3) (UJA) Capital Fund for Survival

Questions

1. Do we want to use the 60-year old Brand Name?
2. If so, investigate who owns that name.
3. Several persons liked #2 the best.



POTENTIAL PROSPECTS

- 1) Walter Annenberg
- 2) Arthur Belfer
- 3) Alan Bildner, N.J.
- 4) Blaustein Fndn. - Baltimore
- 5) H + R Block, Kansas City
- 6) Michael Bloomberg- Patricia E. Harris, Deputy Mayor for Administration
Sometimes advises the mayor on charities
- 7) Shepard Broad Fndn.
- 8) Stewart Colton
- 9) Lester Crown, Chicago
- 10) Cummings Fndn.
- 11) Bill Davidson
- 12) Michael Dell- via Mark Lit, Federation Exec.
- 13) Draper-Fisher Jurvetson- via Josh Elkin or Harold Grinspoon (#24)
- 14) George Farkas
- 15) Factor-Feinstein Family, LA
- 16) Jacob Feldman, Dallas
- 17) Eugene Ferkauf
- 18) Irwin Field, L.A.
- 19) Max Fisher, Detroit
- 20) Flumenberg Foundation

- 21) Funders Network
- 22) Gates Fndn.- via Steve Ballmer, president Microsoft and via Barry Goren, Fed. Exec. of Seattle
- 23) Richard Goldman- San Francisco
- 24) Sol Goldman Foundation
- 25) Alex Grass, Harrisburg, PA
- 26) Ace Greenberg- via Harvey Krueger?
- 27) Harold Grinspoon- via Josh Elkin
- 28) Jesselson Family- N.Y.
- 29) Haas-Koshland, San Francisco
- 30) Joseph Kanter- Miami
- 31) Kohl Family- Milwaukee
- 32) Harvey Krueger (and Greenberg 23)
- 33) Ronald Lauder- via Harvey Krueger?
- 34) Levitt Fndn. Lake Success, NY
- 35) Norman Lipoff, Miami
- 36) Mort Mandel, Cleveland
- 37) Bernie Marcus, Atlanta
- 38) Peter May
- 39) Meyerhoff Family
- 40) Millken Family- L.A.
- 41) Paul Milstein
- 42) Morris Offitt
- 43) Stephen Peck



- 44) Carol Petrie
- 45) Pritzker Family
- 46) Rabb Family- Boston
- 47) Albert Ratner- Cleveland
- 48) Bert Resnick- NY
- 49) Revson Fndn. via Eli Evans
- 50) Dan and Elihu Rose- N.Y.
- 51) Edmond Safra Fndn. - gave \$6 million toward \$60 million goal for the Museum of Jewish Heritage in Battery Park.
- 52) Maurice Saltzman, Cleveland
- 53) Lynn Schusterman- Tulsa
- 54) Nathan Shapell- L.A.
- 55) Shwayder Family- Denver
- 56) Larry Silverstein
- 57) Alan Slifka
- 58) Charles Smith- Washington
Robert A. Smith *כבוד*
Brother-in-law Bob- supporter of David Hartman
- 59) Sosland Family- K.C.
- 60) Abraham Spiegel- L.A.
- 61) Steven Spielberg- L.A.
- 62) Strauss Fndn- Baltimore
- 63) Michael Steinhardt- N.Y.
- 64) Stone Family- Cleveland

- 65) Leonard and Helen R. Stulman
Charitable Foundation- gave \$5 million to Johns Hopkins
- 66) Swig Family- San Francisco
- 67) Tisch Family- N.Y
- 68) Sanford Weill- N.Y.
- 69) Larry Weinberg- L.A.
- 70) Weinberg Fndn.- Baltimore
- 71) Joseph Wilf, N.J.
- 72) Ray Zimmerman- Nashville



Billionaire List

- 1) Newhouse Family (Samuel and Donald)
- 2) Bill Gates
- 3) Sumner Redstone + Family
- 4) Mark Rich
- 5) Tisch Family
- 6) Walter Annenberg
- 7) Leslie Wexner
- 8) Ted Arison Family
- 9) Pritzker Family
- 10) Leonard Stern
- 11) Shaul Eisenberg- Tel Aviv (owns 73% of Israel Corp.)
- 12) Samuel Heyman- 90% GAF chemicals (Sam + Ronnie)
- 13) Rudin Family (Jack + Lewis)
- 14) George Soros
- 15) Jeffrey Epstein
- 16) Edgar Bronfman
- 17) Eli Broad- Los Angeles
- 18) Hank and Maurice Greenberg (AIG group)
- 19) Abraham? (Slim Fast)- Palm Beach



BERNARD M. SUSMAN
1370 SUNVIEW LANE
WINNETKA, ILLINOIS 60093

*Note from H.A.F.
Susman is president
of Standard Club*

May 3, 2001

Prime Minister Ariel Sharon
Prime Minister's Office
3 Kaplan St.
P. O. B. 187
Kiryat Ben-Gurion
Jerusalem, 91919
Israel

Dear Mr. Prime Minister:

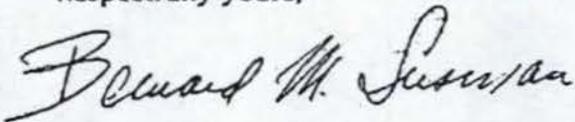
As an American Jew with ties to Israel (my grandfather was a Hassid in Mea Sharim and my cousins are Sabras), I am very concerned about the poor image that Israel has through the media. The Palestinians have Hannah Ashwari and various Arab Americans that go to the media when anything happens between Israel and the Palestinians and give their prejudiced views on the incident. As a consequence, Israel is losing the public relations war by default.

There should be P.R. individuals similar to what the Palestinians have provided who can speak for Israel. I would suggest that one such individual should be Dr. Michael Bar-Zohar. I believe you know him and his qualifications. I heard Dr. Bar-Zohar speak at an Israel Bond breakfast last Sunday, and after talking to him I am convinced that he would be an excellent spokesman for Israel. There should be more than one such person; but we have to make a start, and I believe he would be an excellent beginning.

We have a group of individuals in the United States who would be willing to fund Dr. Bar-Zohar if you believe that would be the appropriate way to begin, or he could be designated by the Israeli government and so gain credibility with the world media.

I would appreciate hearing from you as to my suggestion and what you would have us do to further the cause of equal and fair public relations for Israel.

Respectfully yours,



Bernard M. Susman

BMS/er

BERNARD M. SUSMAN

1370 SUNVIEW LANE
WINNETKA, ILLINOIS 60093

May 3, 2001

Minister Shimon Peres
Ministry of Foreign Affairs
Hakirya, Romema
Jersulaem 91950
Israel

Dear Mr. Peres:

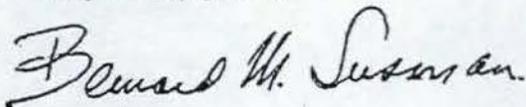
As an American Jew with ties to Israel (my grandfather was a Hassid in Mea Sharim and my cousins are Sabras), I am very concerned about the poor image that Israel has through the media. The Palestinians have Hannah Ashwari and various Arab Americans that go to the media when anything happens between Israel and the Palestinians and give their prejudiced views on the incident. As a consequence, Israel is losing the public relations war by default.

There should be P.R. individuals similar to what the Palestinians have provided who can speak for Israel. I would suggest that one such individual should be Dr. Michael Bar-Zohar. I believe you know him and his qualifications. I heard Dr. Bar-Zohar speak at an Israel Bond breakfast last Sunday, and after talking to him I am convinced that he would be an excellent spokesman for Israel. There should be more than one such person; but we have to make a start, and I believe he would be an excellent beginning.

We have a group of individuals in the United States who would be willing to fund Dr. Bar-Zohar if you believe that would be the appropriate way to begin, or he could be designated by the Israeli government and so gain credibility with the world media.

I would appreciate hearing from you as to my suggestion and what you would have us do to further the cause of equal and fair public relations for Israel.

Respectfully yours,



Bernard M. Susman

BMS/er

Subject: Re: No subject was specified.
Date: Tue, 8 May 2001 03:05:08 EDT
From: Michelbar@aol.com
To: bmsco@core.com

Dear Bernard:

Thank you very much for sending me a copy of your letter to Sharon and Peres.

I saw them both this week, but we didn't discuss this. I doubt if they'll respond to the challenge, as they are bound by their commitment to the Israeli civil service, and would find it almost impossible to bypass all the clerks, officials, aides, diplomats and advisers who are formally in charge of Israel's P.R.

As I told you during our brief conversation, I'd prefer by far that the initiative for my project came from American Jewish organizations and/or individuals. Then we shall not be bound, neither by bureaucracy nor by orders from Jerusalem about every word I have to utter, and every place I have to visit.

And as you know, credibility in this matter is the key to success.

I commend you for your initiative, and as I said, I prefer to keep it the project of the American Jewish community, instead of sinking in the mire of my country's bureaucracy and power games.

Warmest wishes,

Michael Bar-Zohar



BERNARD M. SUSMAN & CO.

Real Estate

707 SKOKIE BOULEVARD · SUITE 100 · NORTHBROOK, ILLINOIS 60062

TELEPHONE (847) 272-6800 · FAX (847) 291-4812

May 11, 2001

Mr. Bertram Cohn
First Manhattan Co.
437 Madison Ave.
New York, NY 10022-7002

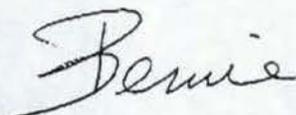
Dear Bert:

Per our conversation I am enclosing copies of the letters I sent Sharon and Peres and the reply of Mr. Bar-Zohar. I am also sending the annual report of PEF which shows which charities they distribute funds to, their officers, board members, etc.

I am sure you can make your contributions to that organization, which will be tax-deductible and specify those funds should go to the care and maintenance of Abba Eban.

Let me know what progress you are making at your end as far as finding an organization that Mr. Bar-Zohar can speak through.

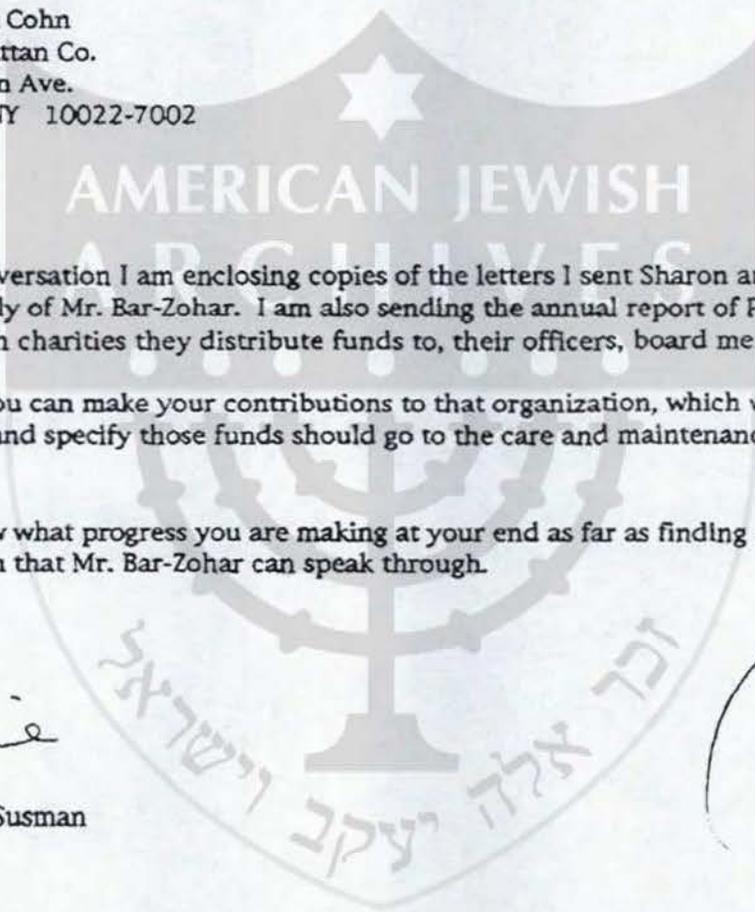
Sincerely,



Bernard M. Susman

BMS/er

enc.,



240

FIRST
MANHATTAN
CO.

TELEPHONE
(212) 756-3300

WRITER'S DIRECT
TELEPHONE NUMBER
(212) 756- 3380

MEMBERS NEW YORK STOCK EXCHANGE 437 MADISON AVENUE, NEW YORK, NY. 10022-7002

May 14, 2001

Via Facsimile / (212) 751-3739

Page 1 of 5

Dr. Herbert Friedman
Wexner Heritage Foundation
551 Madison Avenue - 9th Fl.
New York, NY 10022

Dear Herb:

Enclosed is information as discussed. I will have Bernard Susman fax you directly whatever other information he may have.

I am very favorably impressed by Mr. Susman after about 45-50 years of acquaintance.

Sincerely,

Bertram J. Cohn

THE BEST THING MIGHT
BJC:ea BE THAT M. STEINBERG, WHICH
Enclosure IN ISRAEL, I Wrote Mr. ~~BERNARD SUSMAN~~
BAR ZOHAR to lunch or drink
BAR ZOHAR IS A MEMBER of
THE KNESSET, A former PARLIAMENTARY,
LABOR PARTY, ETC.

Beit Cohn

HERBERT FRIEDMAN

P.E.F.

Dr. Endow Fund, Inc.
317 Madison Ave
NY 10022

Bernard Sussman, P.R.
pres. Standara Club, Chicago

Michael Bar-Zohar

Call Michael Steinhardt
secretary - Tracy?
Trisha?

More on the P.R. business

(remember the group of 3 men who
came to Michael when I had my
appointment with him in May)

Mr. Bernard Sussman of Chicago
(president of the Standard Club)

is suggesting that Michael should meet
a Michael Bar-Zohar, MK while he
is in Israel.

Herbert A. Friedman

The Wexner Heritage Foundation

551 Madison Avenue
New York, New York 10022

212-355-8115

Mr. Michael Steinhardt
650 Madison Avenue
17th Floor
New York, NY 10022

December 17, 2001

Dear Michael,

It is some months since I sent you a copy of my proposal for THE NEW CENTURY FUND, or had a long conversation with you explaining the reasons for it and the methodology for achieving it. It has been suggested that I write a prologue to express what Judaism has meant to mankind, and why we must exert every effort to maintain it in today's world. I am enclosing these pages to be added to the original copy.

Attached you will see the entire list of recipients and/or conversation partners. Each person has respected my request for no publication or distribution. Gossip spreads easily, and inaccurate reports could be damaging. So far, so good. Thank you.

I don't want to burden you with a lengthy report on the reaction of every individual. In general, I found understanding and agreement as to the urgency of building a wide educational network to combat the danger of a run-away assimilation in the next two generations of American Jewry.

There were varying opinions as to the feasibility of penetrating the existing ten-billion-dollar endowment fund network, but no one said it was absolutely off-the-wall. Indeed, some expressed the sense that the unprecedented size and scope of the proposal might have a shock effect that could help create a positive mood toward the plan.

I am encouraged by the good discussions with the two largest Jewish communities in the U.S. – namely with John Ruskay and

Morris Offit of New York; and Steve Nasatir and Richard Wexler of Chicago. In addition the Federation chief executives in Austin, Mark Lit, and Seattle, Barry Goren, offered to help with Dell and Microsoft top personnel in their respective cities.

I have not had discussions yet with James Tisch and Steve Hoffman of UJC, simply because each has only recently come into his new position. I will meet with them after the holiday season, to make certain they understand that my proposal is in no way inimical to the needs and objectives of the annual Federation system. On the contrary, I will do my best to bespeak their active help, for I will not seek to approach the endowment fund of any city without the cooperation of the Federation executive of that city.

Nor have I made an approach to Leslie Wexner, who is the ideal chairman for this project. His name is on the envelope of copy #1, but it has not yet been sent to him. I had hoped to meet with him sooner, but there have been many delays since I got started with the project six months ago: summer vacations; High Holy days; 9/11; Thanksgiving, Chanukah and New Year's holidays. In addition there is the fact that I am working alone, no staff, just part-time secretarial help.

After the beginning of 2002, I will complete all the necessary individual interviews. The next step will consist of a series of small discussion groups, no larger than 4 or 5 persons to deal with the fundamental question of whether we go forward with the idea, and if so, then we must tackle the practicalities of shaping an organization, distributing responsibilities, compiling the first prospect list. There will be no large meetings, or sub-committees to report to full committees, to achieve consensus. That process is endless. Several small groups can make decisions on the basic items.

May I wish to you and your family a happy holiday season, and the mobilization in the year ahead of the brain and brawn needed to face the three central issues which will consume us:

1. As loyal Americans we will be interwoven with the American War.
2. As faithful supporters of Israel, we will be involved in her war.
3. As committed Jews we will be deeply concerned with defending the future existence of the American Jewish Diaspora.

AMERICAN JEWISH
ARCHIVES

Sincerely,

Rabbi Herbert A. Friedman

Enclosed:

1. Pages of Prologue
2. List of communicants

October 4, 2001

A Gorgeous Heritage in Danger in the Diaspora

It happened on an obscure mountain in the Sinai Desert that a tribe of Hebrew slaves, fleeing from Egypt under a tongue-tied leader, Moses, aided by his brother Aaron and sister Miriam, experienced, through the lightning and thunder, the revelation to them of the one true God. And this God commanded ten rules of behavior by which mankind was to conduct its life. And he made a covenant with them, to protect them if they would be loyal to his teachings. Thus, monotheism was born.

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.

We Jews are a unique people, possessed of many attributes; the following five are especially important:

1. We have given to the world our belief in one God, and have thus fathered two other monotheisms, Christianity and Islam.
2. We have added to the God-concept a code of morality, which undergirds all civilized behavior.
3. We have developed a special kind of genius expressed in human culture – science, music, medicine, commerce, law and many other fields.
4. We have survived almost 4000 years, while Egypt, Babylonia, Rome, Greece – all have made various contributions – but all have perished.
5. We have improved the world, which is our messianic mission, and shall endure until the end of time.

There are many testimonials to the importance of Jews in this world, and I have selected four. Two are from U.S. Presidents and two are from Germans.

JOHN ADAMS

“...In spite of Bolingbroke and Voltaire, I will insist that the Hebrews have done more to civilize man than any other nation. If I were an atheist, and believed in a blind eternal fate, I should still believe that **fate** had ordained the Jews to be the most essential instrument for civilizing the nations. If I were an atheist of the other sect, who believed that all is ordered by chance, I should believe that **chance** had ordered the Jews to preserve and propagate to all mankind the doctrine of a supreme intelligent, almighty, sovereign of the universe, which I believe to be the great essential principle of all morality, and consequently of all civilization.”

WOODROW WILSON

In an address at Carnegie Hall in New York, December 1911.

“...through the Church there entered into Europe a potent leaven of Judaic thought. The laws of Moses as well as the laws of Rome contributed suggestion and impulse to the men and institutions which were to prepare the modern world; and if we could but have the eyes to see the subtle elements of thought ...as regards the sphere of private life and as regards the action of the state, we should easily discover how very much besides religion we owe to the Jew. “

“Here is a great body of our Jewish citizens from whom have sprung men of genius in every walk of our varied life; men who have conceived of its ideals with singular clearness; and led its enterprises with spirit and sagacity.”

JOHANN WOLFGANG von GOETHE

“Energy is the basis of everything. Every Jew, no matter how insignificant, is engaged in some decisive and immediate pursuit of a goal.”

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

“The aversion which I felt against the Jews in my early youth was more of a timidity before the mysterious, the ungraceful... Only later, when I became acquainted with many talented and refined men of this race, respect was added to the admiration which I entertained for this people that created the Bible, and for the poet who sang the Song of Songs. It is despicable to pillory a nation which possesses such remarkable talents in art and science.”

PAUL von HINDENBURG – President of the Weimar Republic 1925-1934

“The Jewish people have given to humanity some of its greatest men. Germany is proud to have among its citizens a scholar of the calibre of Professor Einstein. I do not need to tell you that in Germany your race has a significant share in the development of German culture.... Informed as I am of the multiple activities of the Jewish race, familiar with their history and coming in contact with the outstanding representatives of your race, I fully appreciate the part Jews play in Germany and all over the world in the advancement of humanity toward a better world.”

The world acknowledges our unique abilities and contributions, yet constantly seeks to destroy us, even into modern times.

ENGLAND

On July 18, 1290, Edward I issued an edict of expulsion and banishment of all Jews in the Kingdom by November 1. Most of the refugees fled to France, Flanders and Germany.

Four hundred years later, some Marranos had settled in London. Rabbi Menasseh Ben Israel came to England from Amsterdam in 1655 and appealed to Oliver Cromwell. Gradually more Jews filtered in. Parliament legalized the practice of Judaism in England in 1698.

SPAIN

In the 15th century the Catholic Church pursued a policy of forced conversion of Jews, which included torture, and executions. The Golden Age of Spain, with its Hebrew poets, merchants and high government officials, came to an end with a royal expulsion order in 1492, the same month that Columbus sailed. The Jews scattered to Portugal, Holland, Italy and Turkey.

POLAND

Konstantin Pobedonostsev, from 1880-1905, was the Supreme Prosecutor of the Holy Synod, and also one of the most influential advisors to the Czar. In May 1882 he promulgated the infamous one-third Laws, which the Czar approved.

One-third of the Jews will be killed.

One-third of the Jews will leave the country.

One-third of the Jews will be completely assimilated into the Russian Christian population.

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.

NAZI GERMANY

The 20th century, modern madness of mass murder.

PALESTINE

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.

Opening remarks
when starting to explain the proposal

A. Three
Three major problems
which disturb me - and motivated me to act

- 1.) no national org.
- 2.) vanishing Jews in U.S.
- 3.) diminishing relations with Israel

B Time Factor
(quote from Shakespeare
"Julius Caesar"
Act IV, Scene 3, line 217 ff.)

Shakespeare - "Julius Caesar"

Act II, Scene 3, line 217 ff.

Speech of Brutus to Cassius,
pushing for the assassination of
Caesar. Brutus believed in a
senatorial form of government,
rather than a strong single ruler,
and called for action, without delay.

"There is a tide in the affairs of men,
Which, taken at the flood, leads on to
fortune;
Omitted, all the voyage of their life
Is bound in the shallows and in miseries....
And we must take the current when
it serves,
Or lose our ventures."

Just when to catch the tide is always the question.

P-90- John Adams

Shakespeare - "Julius Caesar"
Act IV, Scene 3, line 217 ff



C.

We must ignite the passion of the American-Jewish community to lead itself to a goal of self-salvation, and much deeper participation in Israel's needs.

This passion might well be ignited by an unprecedented campaign toward an unheard-of target

Conventional methods do not ignite passion.

A huge campaign to educate the next two generations, which is all the time we have, can arouse Jewish pride and identity.

2054
1654

African Americans
Asians "
Mexican "

Self-rescue can inspire other groups to do the same. Thus the Jewish people fulfills its mission of improving all of human society.

March 11, 2002

In the struggle to define Jewish identity, to determine what authentic Judaism means, the secularists have been unable to sustain themselves.

American culture is too decent, too comfortable, too embracing. Intermarriage and assimilation are, after all, the American way.

Why should the descendants of Jewish immigrants prove any more immune to the homogenizing melting pot than the descendants of Italian, German or Japanese immigrants?

Ethnic pride, it turns out, does not keep Jews Jewish. Rosh Hashana greeting cards do not keep Jews Jewish. Not even Zionism and Holocaust remembrance and philanthropy keep Jews Jewish.

The key to Jewish survival is what it has always been: Jewish practice and Jewish learning.

- Jeff Jacoby, a columnist for the Boston Globe writes in a book review on Samuel Freedman's book "Jew vs. Jew: The Struggle for the Soul of American Jewry."

Shimon
In this ancient kabbalistic principle, cherished by the Hasidim and kept alive by secular *maskilim*, I find the *ikar* of our journey. As Dubnow wrote in 1912, in a Hebrew ~~essay for the journal~~ *HeAtid*: "Every generation in Israel carries within itself the remnants of worlds created and destroyed during the course of the previous history of the Jewish people. ^{Each} The generation, in turn, builds and destroys worlds in its form and image, but in the long run continues to weave the thread that binds all the links of the nation into the chain of generations." ❧

living in St. Petersburg,
near Akhad Ha'am

Quote from Israeli Magazine "LEFETZ"
January - February 2002

Present

Michael Steinhardt

John Ruskey

Richard Joel

~~Alan~~ Alan Slifka

Opinions I+AF

Steve Nasetir

Steve Hoffman

Bob Meyerhoff

Darrell Friedman

Harvey Krugman

Officers to form corporation

Wexner	}	5 project chairs - US
Steinhardt		3 " " Is + JOC
Ruskay		
Nasatir		
HAR		
(Morris offitt)		

Cost of Jewish Living - A.J.C. - 30,000

Squadron Ellenoff - Kenya
Joseph Raskman

March 12, 2002 Meeting

Attendees: Richard Joel (RJ)
Michael Steinhardt (MS)
Alan Slifka (AS)
John Ruskay (JR)
Herbert Friedman (HAF)

JR: UJC sent money to Argentina for Jews there.

- For the Jews to make aliyah
- For medicine, clothing, and other needs
- For Jewish Education there

MS: Has there been a pitch?

RJ: Even though there is no national organization – there is still a network to help in these types of situations. (The Argentina situation)

MS: Are we satisfied or dissatisfied with the state of Jewish affairs?

HAF: Reads his plan/intro

RJ: Two points to HAF's plan:

1. Friendly invasion of the Federation Endowment Funds
2. Getting the Rich Jews to give more money

MS: HAF's first point is the real innovative point.

HAF: Reads Agenda

MS: (Poses questions)

1. Who is the WE – in terms of the agenda?
2. I don't think Federations would allow for this new organization to go in and take their money.
3. What were the reactions from the other people who saw the proposal?
4. What do we think the Federations reaction to this would be?

LUNCH

RJ: Is the plan basically to find ways through endowment and major givers – and take these funds for a major core purpose – is that correct?

MS: This proposal is a community wide articulation on the future need of the Jewish Community.

1. Upgrading education-
Hillel, Birthright, Day Schools
2. Need justification for the fund numbers
3. The Construct would be elaborated by a leadership group that would be responsible for the allocation of the funds.
 - Group would be made up of people who have important part and respect in the Jewish community.
 - (People the Federations would be willing to take the gamble on and give the money to)
4. And if the Federations agree to give the money – there needs to be a way that those people in the leadership positions divide the money.

RJ: What is the reality of this in the Federation world?

JR: The vision and creativity of this idea was captured by HAF. Now we need a vehicle to move the community into another place – a quantum leap based on what is needed.

Explanation of the Federation Endowment Funds:

- Every Federation has an endowment fund where half of the money is in a Jewish Community Fund, which is entirely in the donors hands. (Donor Advise funds)
 - The other half of the money goes to where the donor feels is important – it can be to a UJC subsidiary.
1. Need an inventory of what money is there and where it is going and what money is actually free to use.
 2. Also we need to think about the fact that there is a 5% spending cap.
 3. We need a way to get this plan launched.
 - Need Leslie Wexner to put in \$100 m
 - You need to get the philanthropic money and have the Federation match that sum.
 - Also, need someone who has money already in that federation
 4. We need a better handle on where these buckets of money are.
 5. We need a board of directors to vote on where the money goes – where to pledge it?
(Example: Steve Nasatir – he run a very controlled organization)
 6. We need a better fix on knowing what is really available through the federation.
 7. Will the federation make the money available for us to us and that's the end or will they only give some money here and some money there?

AS: What will the operational needs be for the organization?
National/Local/International.

MS: How will the money be filtered to the local needs?

AS: We will need a major campaign appeal. Is the community ready for a major campaign focused on Jewish renaissance?

JR: But HAF's idea is not based on a campaign, he would be using funds that are already available.

RJ: This can only happen if this is articulated by people who can generate excitement for the project. Here is the money, let's galvanize on it!

We also need to figure out if the leadership is ready yet. (LW, MS)

Basically, we need some top guys saying that they are really into this program.

JR: We have to also remember that enormous things are taking place in the Jewish community: JCC on the upper Westside, Heschel High School.

The Federations don't have an agenda that people want to give to in their community.

Not a substantial amount of money is given to the Federation.

MS: Sounds like these are good accomplishments, but it makes me want to weep.

RJ: Jews are so well off today, it makes me wonder why they are not throwing money at us.

MS: Compared to the rest of the world today, our Jewish philanthropy is nothing.

JR: We need a business plan. Should private money be used for the Federation to match?

MS: We need a business model and a marketing plan.

RJ: Philanthropists really want to do things when it's their idea, so I'm not sure what the upside would be if we made cooperation without having it backed by one of the big guys.

MS: You also would want to identify who your lay leaders are. (need Wexner's support)

RJ: HAF needs to see Wexner.

MS: We need to know if Les is willing to be Chairman.

RJ: If Les puts in beginning money. Is he ready to take over the Leadership for the this program. HAF needs to go see Les on our behalf and say we agree does he.

MS: We also need to discuss a list of donors.

JR: Tisch – 10m.

RJ: Should we share this document with Edgar Bronfman?

MS: LW is enough for starters.

RJ: There is also Ronald Lauder. JR needs to explore a list of the Federation endowment figures – broken down in communities.

AS: We need to put renaissance on the agenda of the Federation.

RJ: There has been a lot done by philanthropy but there has never been a straight approach. Here is one.

MS: We'll keep it under wraps until we have something to show. There are three sources for the money:

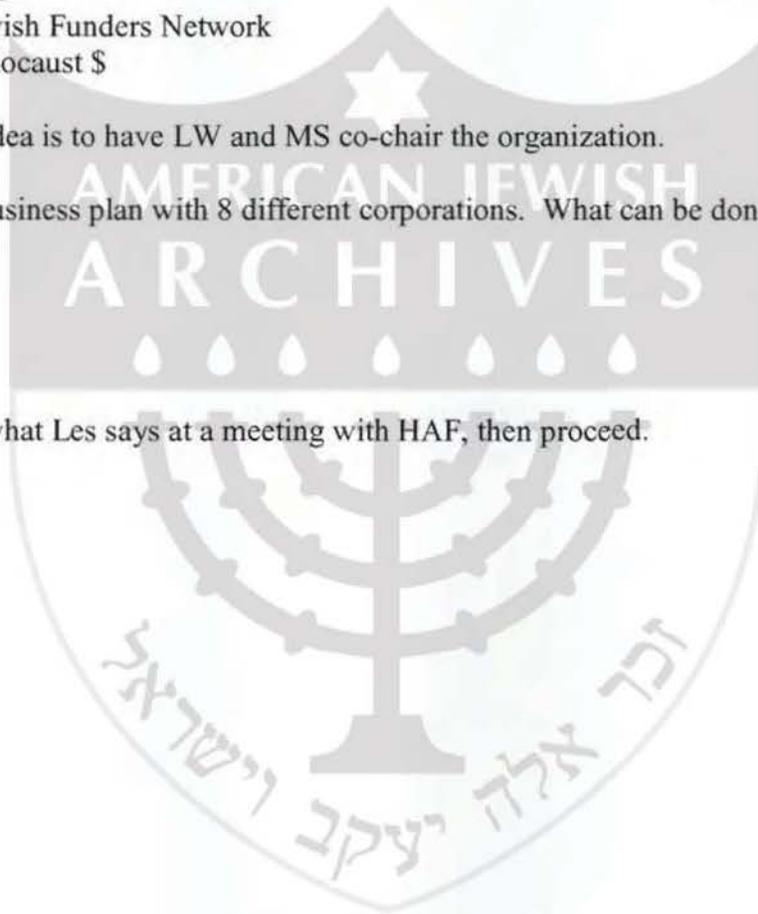
1. UJC
2. Jewish Funders Network
3. Holocaust \$

JR: Another idea is to have LW and MS co-chair the organization.

AS: Need a business plan with 8 different corporations. What can be done to start that process?

CONSESUS:

Wait and see what Les says at a meeting with HAF, then proceed.



Herbert A. Friedman

Mr. James Tisch
667 Madison Avenue
New York, NY 10021

March 18, 2002

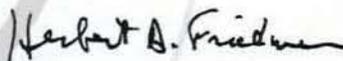
Dear Mr. Tisch,

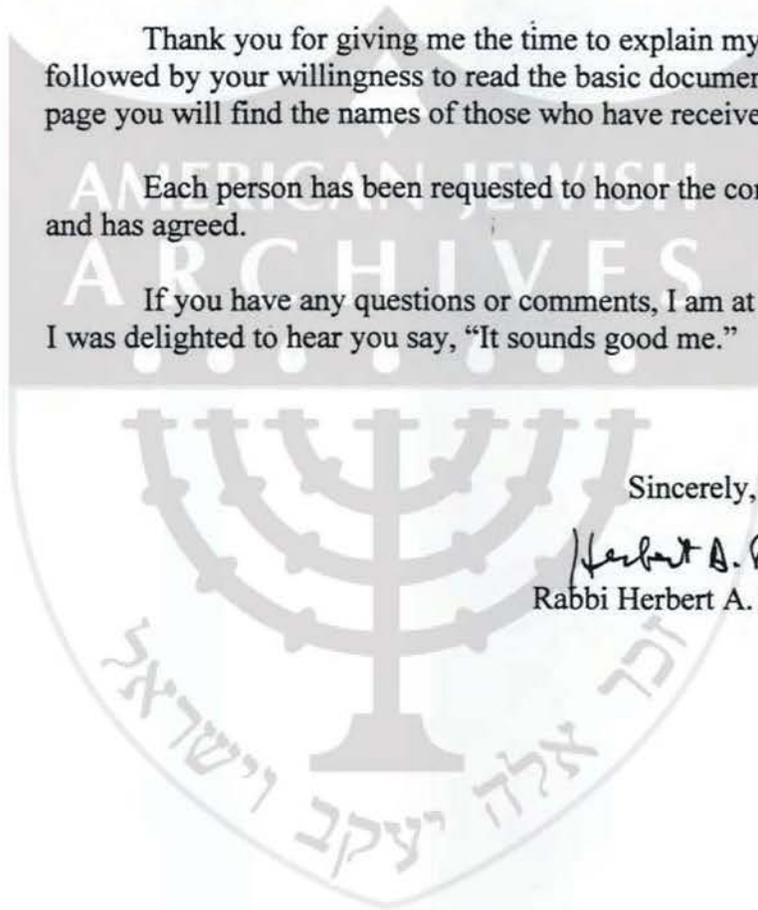
Thank you for giving me the time to explain my proposal, followed by your willingness to read the basic document. On the last page you will find the names of those who have received it or read it.

Each person has been requested to honor the confidentiality and has agreed.

If you have any questions or comments, I am at your disposal. I was delighted to hear you say, "It sounds good me."

Sincerely,


Rabbi Herbert A. Friedman



Dear Michael -

3/18/02

Enclosed is a copy of my proposal. You do understand the necessity for confidentiality. Every person who received this, has honored that condition.

If you have questions or comments, please call.

As ever,
Herb

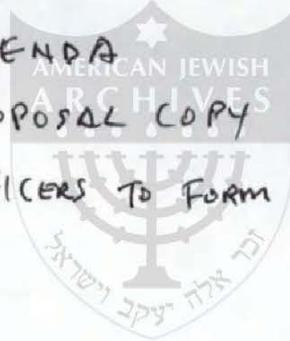


3/12/02 - Meeting

PRESENT

AGENDA
PROPOSAL COPY

OFFICERS TO FORM CORP.



CONSENSUS - WORD IS GO

DECISION - ASK WEXNER to be Chairman
if not - STEINHARDT (or) CO-CHAIRS

3/21/02

and letters I made
SUMMARY OF CALLS, AFTER
MARCH 12, 2002 meeting
in Michael Steinhardt's office

Letters

John Ruskey
Alan Sifke
Michael Steinhardt

Calls

Steve Nasatir
Bruce Soll 614-415-7191
Richard Joel 857-6561
Steve Hoffmann 284-6980
Jim Tisch 521-2121
Darrell Friedman

Visitors

David Edall
Lorry Moses

3/21/02

SUMMARY OF CALLS AND LETTERS I MADE AFTER
MARCH 12, 2002 MEETING IN MICHAEL STEINHARDT'S OFFICE

Letters: John Ruskay
Alan Slifka
Michael Steinhardt

Calls: Steve Nasatir
Bruce Soll – 614-415-7191
Richard Joel – 857-6561
Steve Hoffman – 284-6980
Jim Tisch – 521-2121
Darrell Friedman

Visitors: David Edell
Larry Moses



IMPORTANT MESSAGE

FOR HAF

DATE 3/8/02 TIME 9:00 ^{AM} P.M.

M Richard Nexler

OF 312-443-1751

PHONE _____

FAX _____

MOBILE _____

TELEPHONED	<input checked="" type="checkbox"/>	PLEASE CALL	<input checked="" type="checkbox"/>
CAME TO SEE YOU		WILL CALL AGAIN	
WANTS TO SEE YOU		RUSH	
RETURNED YOUR CALL		SPECIAL ATTENTION	

MESSAGE Please Call

Tell him result of March 12

JG

SIGNED _____

#

HERBERT FRIEDMAN

Sue Rifas (in Steve Nasitir's office)
in charge of scheduling

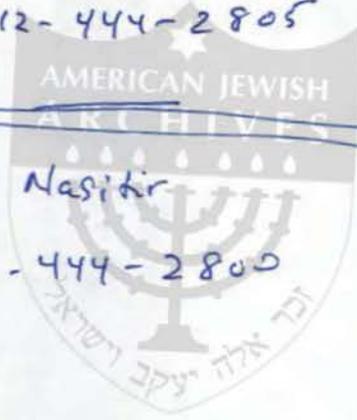
fax 312-444-2086

ph. 312-444-2805

~~AMERICAN JEWISH ARCHIVES~~

Steve Nasitir

312-444-2800



Steve Nesetin call Tues.

prepare the material

Call Darrell Friedman - Baltimore

Steve - 312-444-2800

Darrell Friedman Amy - Jackie
ASST

410-369-9249

9210 direct

De Paul
30



Herbert A. Friedman

Alan Slifka
477 Madison Avenue
New York, NY 10022

February 22, 2002

Dear Alan,

Thank you for a tasty lunch. Do you eat that well everyday?

I was heartened by your reaction to my proposal. As you asked your questions and got deeper into how the process will work, you reached your closing statement that this is a great and exciting idea.

Whether you can make it for the March 12th meeting at Steinhardt's or not, I'm sending the agenda and the areas of work.

It was great seeing you again.

As ever,

Hub



2/21/02

Dear Alan Slifka

Thank you for
a tasty lunch. Do you eat
as well every day? You're lucky.

I was ~~amazed~~
by your reaction to my proposal. As
you asked your questions and got
deeper into how it will work, you
~~became~~ reached your closing
statement that this was a great
and exciting idea.

~~In case~~ ^{whether} you can make
it for ^{no} March 12 ^{or not} meeting, I'm sending
the agenda and the areas of work.

It was good seeing you
again.

As ever,
Heb

Recipients of Proposal

Copy #	Name	Information
1	Leslie H. Wexner	(not sent yet) One White Barn Road New Albany, OH 43054 P – 614-939-3055 F – 614-939-3062
2	Michael Steinhardt	650 Madison Avenue, 17 th Floor New York, NY 10022 P – 371-7300 F – 371-7373
3	Bruce Soll	2 Limited Parkway P.O. Box 16000 Columbus, OH 43216 P – 614-415-7191 F – 614-415-7208
4	John Ruskay	130 East 59 th Street New York, NY 10022 P – 836-1228 F – 836-1779
5	Nathan Laufer	551 Madison Avenue, 9 th Floor New York, NY 10022 P – 355-6115 F – 751-3739
6	Gary Rosenblatt	1501 Broadway New York, NY 10036 P – 921-7822
7	David Edell	104 East 40 th Street, Suite 806 New York, NY 10016 P – 983-1600 F – 983-1687
8	Richard Wexler	115 South La Salle Street Chicago, IL 60603 P – 312-443-0700 F – 312-443-0336
9	Richard Joel	1540 Rhode Island Avenue, NW Washington, DC 20036 P – 202-857-6560 F – 202-857-6693
10	Bud Meyerhoff	10 East Lee Street, Apt. 2701 Baltimore, MD 21202 P – 410-727-4182 F – 410-727-4182
11	Gordon Zacks	13405 Yarmouth Road, NW Pickerington, OH 43147 P – 614-864-6400 x200 F – 614-861-0145

Recipients of Proposal

Copy #	Name	Information
12 & 16 (16 is an updated copy)	Steve Nasatir	Jewish United Fund One South Franklin Chicago, IL 60606 P - 312-444-2800 F - 312-346-6700
13	Harvey Krueger	790 7 th Avenue New York, NY 10019 P - 646-351-4400
14 (updated copy)	Gershon Kekst	437 Madison Avenue New York, NY 10022 P - 521-4800 F - 521-4900
15 (updated copy)	Morris Offit	101 East 52 nd Street, 33 rd Floor New York, NY 10022 P - 758-9600
17 (updated copy)	Barry Goren	Jewish Federation of Greater Seattle 2031 Third Avenue Seattle, WA 98121 P - 206-774-2214
18 (updated copy)	Mark Lit	Jewish Community Association of Austin 7300 Heart Lane Austin TX 78731 P - 512-735-8004
Conversation	Rabbi Yitz Greenberg	The Jewish Life Network 392 Fifth Avenue 6 th Floor New York, NY 10016 P-212-279-228
Conversation	Rabbi Ramie Arian	Foundation for Jewish Camping 6 East 39 th Street 10 th Floor New York, NY 10016 P-792-6222

Total number of people who received proposal: 18

Darren Friedman →

Jewish Community Federation of Baltimore
101 W. Mount Royal Ave.
Baltimore, MD. 21201-5728

Agenda for March 12 Meeting

Attending: Michael Steinhardt

John Ruskay

Richard Joel

Herbert A. Friedman

Steve Nasatir – will try to come, otherwise he will write his opinions

Bud Meyerhoff – I spoke with him at length and have his opinion

Darrell Friedman – will send his opinions in writing

Key Questions

1. My basic fund-raising premise involves solicitation of high-level donors to community Endowment Funds, with the cooperation of Federation executives. Is that premise correct?
2. My concept calls for a very small structure (see page 14). No large board or staff. Eight-ten lay leaders, each in charge of an area of work. Is that feasible?
3. We must incorporate, in order to apply for IRS 501 (c) (3).
4. We will need a corporate name. I suggest the resurrection of UJA (an issue now under debate). A brand name is always valuable. Suggestions:
 - a.) UJA NEW CENTURY FUND
 - b.) UJA INTERNATIONAL FUND
5. Small budget required to start: small office and staff, travel, honoraria, etc. Select a few prospects for “seed money”.
6. Face the reality of my age. Must think of a replacement for me soon. I have a few suggestions.

EIGHT AREAS OF WORK

U.S.A

A. EDUCATION

1. 20 Community Day Schools
2. 20 Community High Schools
3. 2 Boarding Schools
4. 100 Adult Education Groups
5. 20 Adult Education Groups for Russian immigrants
6. 50 Hebrew Ulpanim
7. Student Aid

B. Teacher's and Principal's College

C. Birthright

D. Hillel

E. Summer Camps

F. Jewish Education

G. Immigration

1. Immigration – Argentina, France, Ethiopia, F.S.U.
2. Terror Relief

WORLD WIDE

H. JDC



✓ Bud. M.

Steve N. - Jan. 24 memo
Superb.

Eli Bergman

Dan Fricman ?

Somebody take notes - then
write a report to all
recipients, to bring them up to speed.

Article in
Jerusalem
Rejoice

Feb. 25, 02

Jewish leaders query Sharon's \$200m. aid call for Argentine aliyah

Israel has asked American Jewish leaders to raise an emergency \$200 million, to help Argentinian Jews make aliyah, but federation leaders say important questions remain regarding the project's scope.

At a recent Jerusalem meeting between Prime Minister Ariel Sharon and United Jewish Communities and federation leaders, says Yuli Edelstein, the deputy minister responsible for absorption, "we explained why we see it as important for Israel not to lose these Jews."

Steven Nasatir, president of the Chicago Federation, who attended the meeting, says that, "The answer, as far as I'm concerned is 'yes, we'll help'." Nasatir says he hopes the federations will soon pass resolutions committing themselves to the project.

But some federation officials who were at the Jerusalem meeting say they need more clarification on how many Argentinian Jews are realistically expected. "If it's 2,000 people," says one major federation head, there would be no need for a dramatic new drive. "But if it's 50,000, that would mean a campaign of another sort."

Another federation head notes that Operation Exodus, which brought close to 1 million Jews out of the former Soviet Union, cost \$400 million. So talk of \$200 million for this project "seems high, consider-

ing Argentina's entire Jewish population is 200,000," this leader said.

Nasatir says some federation leaders may be hesitant because of the troubled economic situation in the U.S., which has impacted fundraising in some cities. But he believes the money will be found. "This is still an extraordinarily wealthy community, and we have a responsibility to do this," he says.

Yigal Schleifer / New York

1. Write Steve Nasatir *

a.) React to his letter of Jan 24 - perfect, passionate, demanding action

b.) enclose list of items to be discussed on Mar. 12

c.) send me a note of your reactions to the key questions, so I can read it. Your stamp of approval, or the opposite, or any amendments ~~is~~ carry maximum weight because of who you are

d.) Bud Meyerhoff is cruising the Caribbean, so I asked his ^{he said he is interested in project} ^{and if} ^{desired a try} opinion about inviting Darrel Friedman, and am waiting to hear from him. What do you think of Darrel? Bud agreed Darrel should be invited.

2. Type up

* ^{+ send} See article from Jerusalem Report

Called Steve 2/19/02 - Strong affirmative support

Slight worry that we might be in competition to system.

Sat 16th Feb

8:20 am

Pulse

62

N.A. total 3.5 billion

ISRAEL

a. (education)

b. immigration

c. terran relief

d. Economic relief

500 million annually next
1 year = 500 billion

500 mill } = 1 billion
500 mill } next 2 yrs.

JDC

100 m. annually, next 5 yrs.
= 1 billion

cap.
2,420
2,245
4,665

annual
750
700
100
1550 yr. over 5 yr

4,665
1,550
6,215



1650
11550
23200

115
1650
1765

250
1245
1500

$\frac{3}{4} \times \frac{1}{2}$

N.A.

~~Adm~~

Ed.

Capital
over 7 yrs

~~Annual~~
Annual
on 5 yrs

Each year

Ed.

Capital
over 7 yrs

each year

7 | 2420
3

34.5
7 | 2420
21
100
200
40

1650



5 | 120
1650

NA	<u>3.5</u>	
education	1.5	} Israel
immig.	1.5	
terror + economic relief	2.0	

SDC 1.00



Ed.

capital
300
150
1000
200
1650 b.

cap	ann
300	50
20	10
50	20
36	36
160	160
<u>566 m.</u>	<u>276</u>

March 12 | Bud M.

Virginia Is. - Bahamas

443-742-1716

hour ahead

8 am - 8 pm my phone open
EST

← big compliment on my writing →

Invite Darrell Friedman?

Send him proposal

Steinhardt
Ruskey
Richard Joel
IAF
Stam Nasir - by proxy

← Fax questions to you? + Darrell

N.A.

Education

Capital 1.650 (spent over 7 years)
annual 350 " " " "
Teacher College 20⁺ (cap. + annual)
Birthright 200 (over 5 years)
Hilled - cap. 650
camps 400 (over 5 years)

Capital	Annual	over 5 yrs.
Ed.	1,650	350 = 250
Teacher College	20	30 = 150
Birthright	650	200 = 100
Hilled	100	200 =
Camps	2,420	980

<u>U.S.A.</u>	Capital	(Each year) (over 10) 34.5 m	5yr. Annual
Ed.	1.650		350
Teachers College	20		30
Hillel	650		130
Campus	100		40
	<u>2,420 b.</u>		<u>200</u>
Birmingham			750 m
<hr/>			
<u>Israel</u>			5yr annual
ed.	1.245		250
Immig.			250
Terror Relief	500		100
Econ "	500		100
	<u>2.245</u>		<u>700</u>
JDC			<u>100</u>
			800

Derrel Friedman

410-369-9249 - Amy

9210- direct line
Jackie is
Assistant

Steve Nasatin

312-444-2800

will try to come, or
will write me letter

WE MUST TRY

STEVEN B. NASATIR

BEN GURION WAY E 1 SOUTH FRANKLIN STREET E CHICAGO, ILLINOIS 60606-4694
TELEPHONE (312) 444-2800 E FAX (312) 444-2086

NAME: Stephen Hoffman
Sallai Meridor

FROM: Steven B. Nasatir

DATE: January 10, 2002

FAX: 212.284.6820
972.2.625.2352

AMERICAN JEWISH
ARCHIVES

As a follow up to the conference call concerning the crisis in Argentina, considerable consultation has taken between leadership and professional staff here in Chicago who recommend the following:

- The UJC/Federation system to respond immediately to the financial needs of JDC and JAFI by collectively allocating the funds determined to be necessary.
- That this serious emergency need does not constitute a special campaign effort, but that costs for *aliyah* should be absorbed within the Israel Now-Israel Terror Relief Fund supplemental effort and be used to stimulate all communities to move further along in a vigorous supplemental campaign effort (the JDC requirement for the poor in Argentina should be met by Federation from other sources).
- Given the Prime Minister's special interest in this matter, the positive response by the UJC/Federation system should be used to reinvigorate the Prime Minister and other senior Cabinet members in supporting in a more vigorous way the national supplemental Israel Now Terror Relief Campaign.

On the need to purchase homes and apartments in Argentina of Jewish families wanting to make *aliyah* during this difficult time, I have spoken with Judd Malkin, Lester Crown and Corky Goodman plus three of my senior colleagues here at Federation and our quick reaction and analysis is as follows:

- A key to a successful program on this scale and vision absolutely requires a Real Estate management capacity on the ground in Argentina. In our opinion, the tasks of

buying, maintaining and selling individual property cannot be done by a Jewish community structure in Argentina or by representatives of UJC or JAFI or any other organization. We need a business partner on that end with integrity whose business is residential real estate, maintenance, rentals, sales and acquisitions.

- Assuming such a business partner exists, we do not believe that it is feasible to put together a private business group in North America to invest dollars in a program that would buy these distressed properties, hold them and hopefully be able to sell them. That conclusion is based on the fact that this (a) is a risky investment of significant magnitude and (b) were a profit actually to be made, it wouldn't look right two years, three years, five years from now for Jewish investors to make dollars as a result of the misfortune of other Jews. Therefore, the most logical sources of capital are the endowment funds of Federations, other Jewish organizations and public and private foundations. In other words, a Program-Related Investment (PRI).
- Assuming capital could be raised that way, the managing partner in Argentina working with JAFI would offer to purchase the real estate at a distressed but fair rate. The seller would receive cash but probably not all at once. By stretching out the payment over a one, two or three year period of time you would (a) maximize the dollars available to induce people to go to Israel and (b) increase the likelihood of the dollars being made available for people who were moving to Israel permanently.

Interest at an appropriate rate will accrue to those institutions providing the funds during the duration of this program. Hopefully, as the program progresses, there would be periodic distributions of return of capital plus accrued interest as the properties are resold. At the end of this program X number of years out, if the total amount of sales less cost for the management and accrued interest was greater than the original PRI, the extra remaining dollars would be redistributed to the original sellers living in Israel on a pro rata basis. In the event the reselling of the properties fail to raise sufficient dollars to meet the original investment, management costs and interest, the participating organizations would lose a portion of their investment which means that portion would become a grant. In the case of Federations, these losses could eventually be repaid through future overseas allocations.

This is a quick analysis and outline of a concept that will eventually require a lot more detail and thought. As previously indicated, this proposed concept is in addition to the straight out special grant Federations will be asked to make collectively in response to the crisis in Argentina.

If you think this idea has merit, the outline of the idea could be shared with the Prime Minister when we meet with him on the 21st along with our other suggestions, which I hope include direct additional funding for this emergency need and folding this emergency within the supplemental Israel Now-Israel Terror Relief Campaign.

Please let me know what you think.

SBN:sd

Cc: Judd Malkin
Lester Crown

Charles Goodman
Fred Bondy



FOR YOUR INFORMATION
STEVEN B. NASATIR

Jewish Federation of Metropolitan Chicago

MEMORANDUM

TO: Jim Tisch
Robert Goldberg
Karen Shapira
Stephen Hoffman
Alex Grass
Sallai Meridor
Eugene J. Ribakoff
Michael Schneider

FROM: Charles Goodman
Robert Schrayner
Steve Nasatir

DATE: January 24, 2002

On our plane trip home from our meeting with the Prime Minister, we had time to think further on our quick trip to Israel, which we would like to share with you. We begin by expressing our gratitude in being invited and our sense of privilege in attending this meeting. We thank Sallai Meridor and Steve Hoffman for pushing us to go. It wasn't the easiest trip going up and back in less than forty-eight hours, but we are glad we went. Listening to Prime Minister Sharon, former Foreign Minister Peres and Cabinet members Sharansky and Edelstein explain the strategic importance of the Argentinian *aliyah* and how the worldwide Jewish community could be helpful at this time of violence, crisis and need in Israel reinforces the important role and responsibility of our UJC/Federation system. Although there are complexities that need to be worked out, it seems to us that it is imperative that the organized American Jewish communities' response to the request of the government of Israel be an immediate **yes**. Without determining now whether the \$200 million request is the appropriate amount or not, we urge the immediate convening of UJC/Federation leadership for the purpose of taking the following suggested action:

- Within 30 days, the system should advance \$20 million to the Jewish Agency based on a pro rata share. We don't think it is terribly important at this time to work out the specifics of whether these dollars are advances from the Israel Now Campaign, though we think that would be preferred,

We believe the urgent need brought to our attention by our overseas agencies and the government of Israel present a watershed responsibility/opportunity for the UJC/Federation system. For the past seventeen months, Israel has been bleeding. Although many individual communities have done much in the way of advocacy, and the promotion of unity in the community, the collective fundraising side of our enterprise has failed miserably. For calendar year 2001, the Annual Campaign has raised significant additional dollars, and collective distribution to JAFI and JDC has gone down. It is time for our system to do what we are supposed to do and that is to lead and inspire the American Jewish community in supporting Israel; to demonstrate to our U.S. governmental officials the strength of our support; and to make clear to the people of Israel that, as always, we are with them in every way possible. We fear that if we are unable to rise to this challenge in an inspired and collective way, our system will have failed and become irrelevant.

The three of us and the leadership of our community and we are sure the leadership of many other communities are waiting and willing to do all that is necessary to frame, shape, contribute and make this important effort a great success. Let's make this happen. And let's do it now!

SBN:sd

Steven B. Nasatir, Ph.D.
President

January 29, 2002

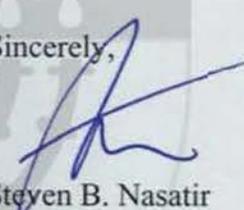
Rabbi Herbert Friedman
Wexner Heritage Foundation
551 Madison Avenue
New York, NY 10022

Dear Herb:

It was good chatting with you on the phone. When you have a date you'll let me know. Enclosed is the memo I mentioned to you.

Warmest regards.

Sincerely,


Steven B. Nasatir

SBN:sd
Enclosure

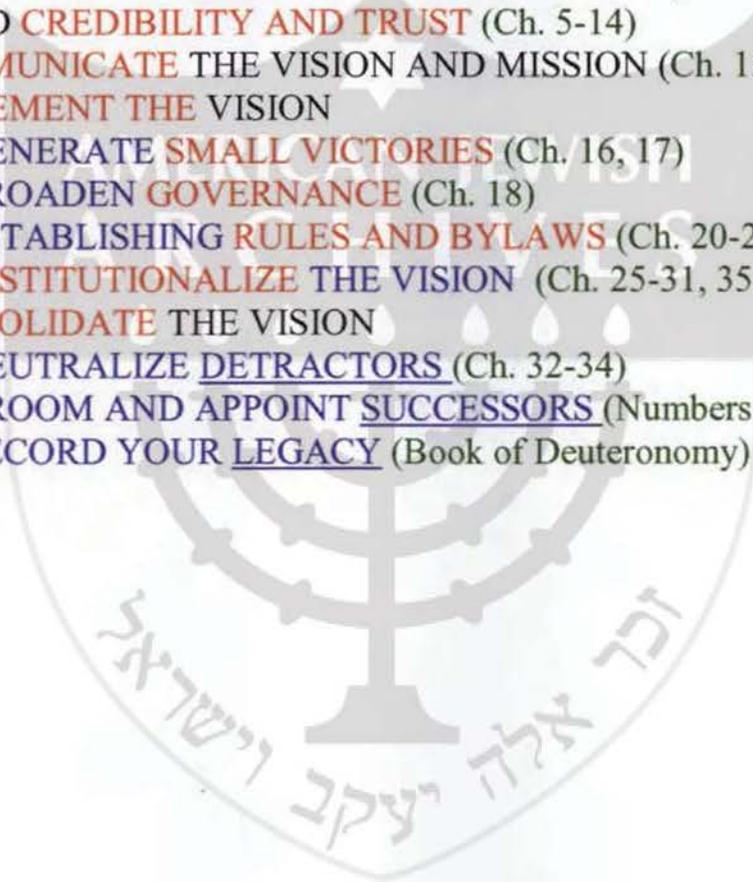


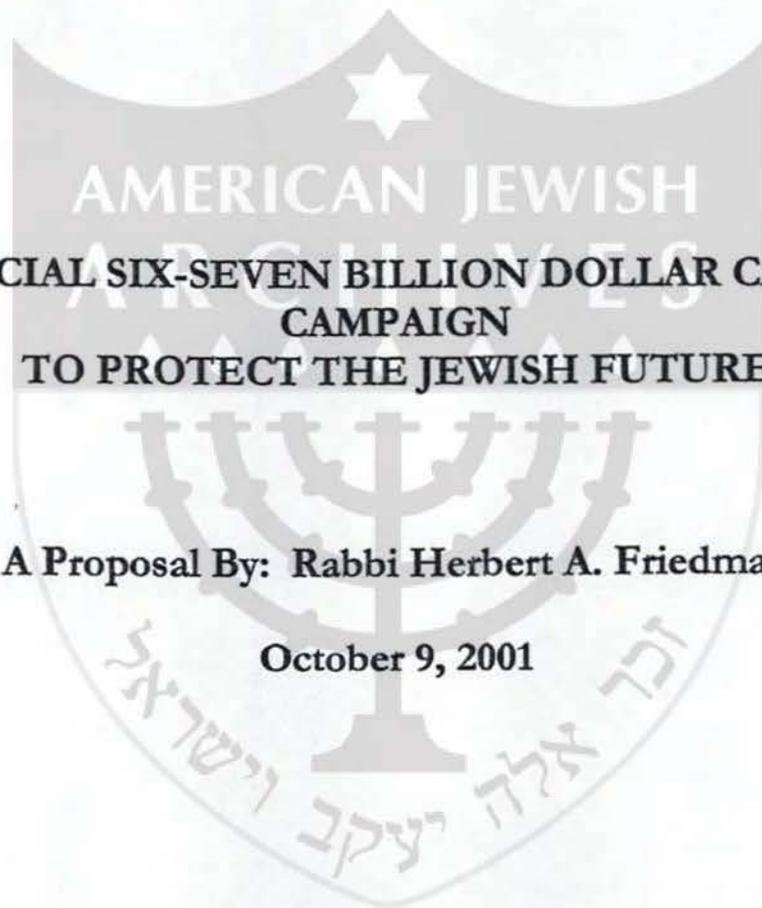
JEWISH UNITED FUND/JEWISH FEDERATION OF METROPOLITAN CHICAGO
Ben Gurion Way, 1 South Franklin Street, Chicago, Illinois 60606-4694 • (312) 346-6700 Fax (312) 855-2471

SESSION #3: THE CHALLENGE OF LEADERSHIP

THE TORAH OF LEADERSHIP

- 1) CREATE SENSE OF **URGENCY** (Exodus Ch. 1)
- 2) **CARE** DEEPLY/ ACT COURAGEOUSLY (Exodus Ch. 2)
- 3) **ENVISION** PRESENT AND FUTURE (Ch. 3: 1-10)
- 4) RECRUIT GUIDING **COALITION** (Ch. 3:11-Ch.4)
- 5) BUILD **CREDIBILITY AND TRUST** (Ch. 5-14)
- 6) **COMMUNICATE** THE VISION AND MISSION (Ch. 15, 19, 20, 24)
- 7) **IMPLEMENT** THE VISION
 - (A) **GENERATE SMALL VICTORIES** (Ch. 16, 17)
 - (B) **BROADEN GOVERNANCE** (Ch. 18)
 - (C) **ESTABLISHING RULES AND BYLAWS** (Ch. 20-23)
 - (D) **INSTITUTIONALIZE THE VISION** (Ch. 25-31, 35-40)
- 8) **CONSOLIDATE** THE VISION
 - (A) **NEUTRALIZE DETRACTORS** (Ch. 32-34)
 - (B) **GROOM AND APPOINT SUCCESSORS** (Numbers Ch. 25, 27)
 - (C) **RECORD YOUR LEGACY** (Book of Deuteronomy)





**A SPECIAL SIX-SEVEN BILLION DOLLAR CAPITAL
CAMPAIGN
TO PROTECT THE JEWISH FUTURE**

A Proposal By: Rabbi Herbert A. Friedman

October 9, 2001

October 4, 2001

A Gorgeous Heritage in Danger in the Diaspora

It happened on an obscure mountain in the Sinai Desert that a tribe of Hebrew slaves, fleeing from Egypt under a tongue-tied leader, Moses, aided by his brother Aaron and sister Miriam, experienced, through the lightning and thunder, the revelation to them of the one true God. And this God commanded ten rules of behavior by which mankind was to conduct its life. And he made a covenant with them, to protect them if they would be loyal to his teachings. Thus, monotheism was born.

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.

We are a unique people, possessed of many attributes; the following five are especially important:

1. We have given to the world our belief in one God, and have thus fathered two other monotheisms, Christianity and Islam.
2. We have added to the God-concept a code of morality, which undergirds civilized behavior.
3. We have developed a special kind of genius expressed in all human culture – science, music, medicine, commerce, law and many other fields.
4. We have survived almost 4000 years, while Egypt, Babylonia, Rome, Greece – all have made various contributions – but all have perished.
5. We have improved the world, which is our messianic mission, and shall endure until we succeed.

There are many testimonials to the importance of Jews in this world, and I have selected four. Two are from U.S. Presidents and two are from Germans.

JOHN ADAMS

“...In spite of Bolingbroke and Voltaire, I will insist that the Hebrews have done more to civilize man than any other nation. If I were an atheist, and believed in a blind eternal fate, I should still believe that **fate** had ordained the Jews to be the most essential instrument for civilizing the nations. If I were an atheist of the other sect, who believed that all is ordered by chance, I should believe that **chance** had ordered the Jews to preserve and propagate to all mankind the doctrine of a supreme intelligent, almighty, sovereign of the universe, which I believe to be the great essential principle of all morality, and consequently of all civilization.”

WOODROW WILSON

“...through the Church there entered into Europe a potent leaven of Judaic thought. The laws of Moses as well as the laws of Rome contributed suggestion and impulse to the men and institutions which were to prepare the modern world; and if we could but have the eyes to see the subtle elements of thought ...as regards the sphere of private life and as regards the action of the state, we should easily discover how very much besides religion we owe to the Jew. “

In an address at Carnegie Hall in New York, December 1911.

“Here is a great body of our Jewish citizens from whom have sprung men of genius in every walk of our varied life; men who have conceived of its ideals with singular clearness; and led its enterprises with spirit and sagacity.”

JOHANN WOLFGANG von GOETHE

“Energy is the basis of everything. Every Jew, no matter how insignificant, is engaged in some decisive and immediate pursuit of a goal.”

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

“The aversion which I felt against the Jews in my early youth was more of a timidity before the mysterious, the ungraceful...Only later, when I became acquainted with many talented and refined men of this race, respect was added to the admiration which I entertained for this people that created the Bible, and for the poet who sang the Song of Songs. It is despicable to pillory a nation which possesses such remarkable talents in art and science.”

PAUL von HINDENBURG – President of the Weimar Republic 1925-1934

“The Jewish people have given to humanity some of its greatest men. Germany is proud to have among its citizens a scholar of the caliber of Professor Einstein. I do not need to tell you that in Germany your race has a significant share in the development of German culture.... Informed as I am of the multiple activities of the Jewish race, familiar with their history and coming in contact with the outstanding representatives of your race, I fully appreciate the part Jews play in Germany and all over the world in the advancement of humanity toward a better world.”

The world acknowledges our unique abilities and contributions, yet constantly seeks to destroy us, even into modern times.

ENGLAND

On July 18, 1290, Edward I issued an edict of expulsion and banishment of all Jews in the Kingdom by November 1. Most of the refugees fled to France, Flanders and Germany.

Four hundred years later, some Merranos had settled in London. Rabbi Menasseh Ben Israel came to England from Amsterdam in 1655 and appealed to Oliver Cromwell. Gradually more Jews filtered in. Parliament legalized the practice of Judaism in England in 1698.

SPAIN

In the 15th century the Catholic Church pursued a policy of forced conversion of Jews, which included torture, and executions. The Golden Age of Spain, with its Hebrew poets, merchants and high government officials, came to an end with a royal expulsion order in 1492, the same month that Columbus sailed. The Jews scattered to Portugal, Holland, Italy and Turkey.

POLAND

Konstantin Pobedonostsev, from 1880-1905, was the Supreme Prosecutor of the Holy Synod, and also one of the most influential advisors to the Czar. In May 1882 he promulgated the infamous one-third Laws, which the Czar approved.

One-third of the Jews will be killed.

One-third of the Jews will leave the country.

One-third of the Jews will be completely assimilated into the Russian Christian population.

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.

NAZI GERMANY

The 20th century, modern madness of mass murder.

PALESTINE

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.

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 United 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

- A. Education
- B. Teachers and Principals College
- C. Birthright
- D. Hillel
- E. Summer Camps

Israel

- F. Education
- G. Emergencies

Worldwide

- H. Joint Distribution Committee – J.D.C.

- 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. capital
10 medium cities – average – 15m. each	=	150 m. capital
2. 20 Community High Schools – 50 m. each	=	1000 m. capital
3. 2 Boarding Schools – 100 m. each	=	200 m. capital
4. 100 Adult Education Groups at 3m. each for two years of study	=	300 m. annually
5. 20 Adult Education groups for Russian Immigrants at 1m. each	=	20 m. annually
6. 50 Hebrew Ulpanim - 1m. each	=	50 m. annually

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	=	36 m. annually
2. (above) 20 high schools with 1000 students each = 20, 000 students at subsidy of \$8,000 each	=	160 m. annually

Education Total: 2216 m.

B. Teacher's and Principal's College = 50 m.

C. Birthright – 20,000 kids annually - \$2,000 each = 40 m. annually

D. Hillel

1. Construction of 30 campaigns for buildings – 16 underway, 14 on drawing boards, \$57 m. already raised – balance required for completion	=	200 m. capital
2. Hillels in U.S. continue to grow – increase of professional personnel and programming requires 15 m. annually, or endowment of	=	200 m. capital
3. International infrastructure – Former Soviet Union, South America and Israel	=	200 m. capital
4. International programming requires endowment	=	50 m. capital

Hillel Total: 650 m.

Notes Explaining the Attached Charts

1. 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.	8 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School B		2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School C		2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School D				4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School E				4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School F				4 m.	6 m.	8 m.	8 m.	8 m.	8 m.	8 m.
School G				2 m.	4 m.	6 m.	8 m.	8 m.	8 m.	8 m.
School H				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					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						2 m.	4 m.	6 m.	8 m.	8 m.
School N						2 m.	4 m.	6 m.	8 m.	8 m.
School O						2 m.	4 m.	6 m.	8 m.	8 m.
School P						2 m.	4 m.	6 m.	8 m.	8 m.
School Q							2 m.	4 m.	6 m.	8 m.
School R							2 m.	4 m.	6 m.	8 m.
School S							2 m.	4 m.	6 m.	8 m.
School T							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.			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			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

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

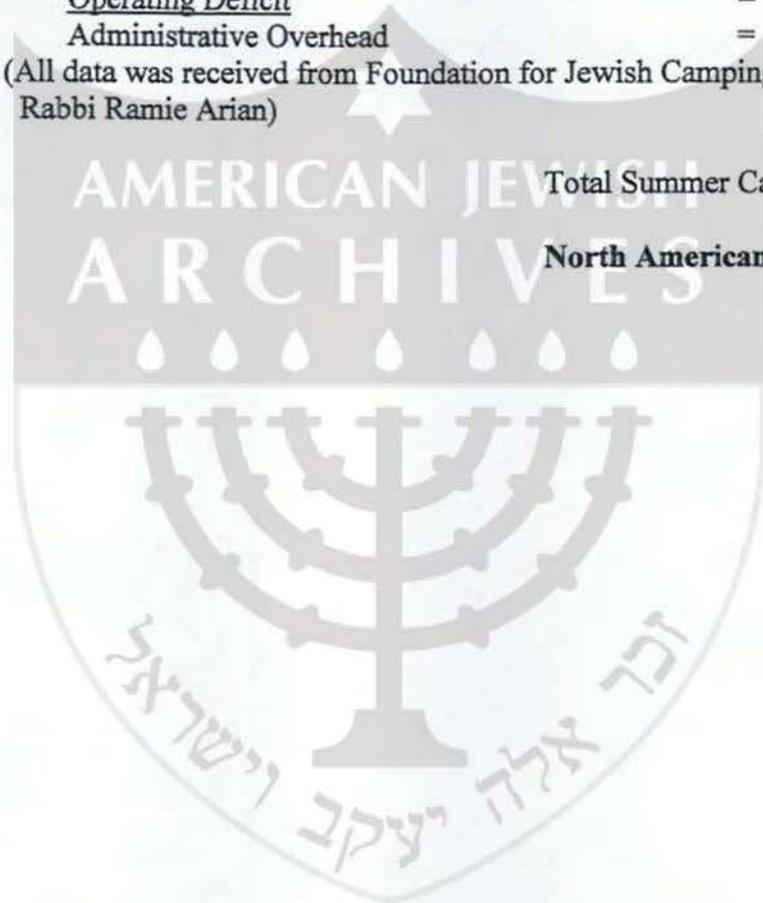
50,000 kids per session at present fees (\$2,400) cost 120 m.

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)



Total Summer Camps: 181 m.

North American Total: 3497 m.

ISRAEL

F. Jewish Education

1. Exact program and costs to be determined in Israel with experts in and out of Ministry of Education.
2. Present estimate is 75% of North American figure for items 1 through 6 on N.A. list. = 1515 m.
3. 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	1515 m.
Emergencies	700 m.

Total: 2215 m.

World-wide

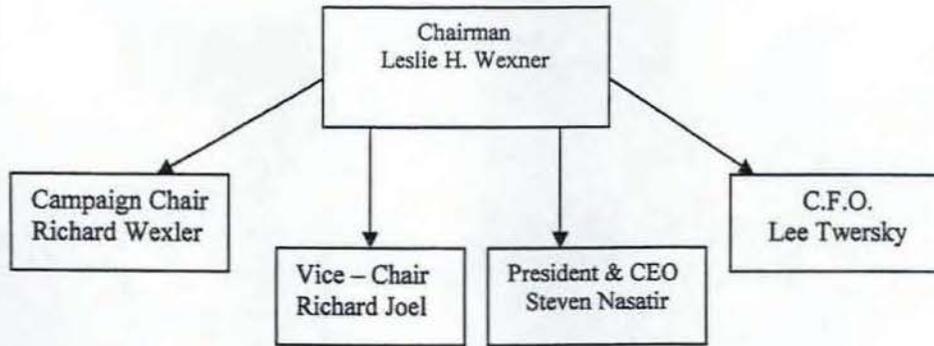
J.D.C.

75 m.

GRAND TOTAL: 5787 m.



THE NEW CENTURY FUND

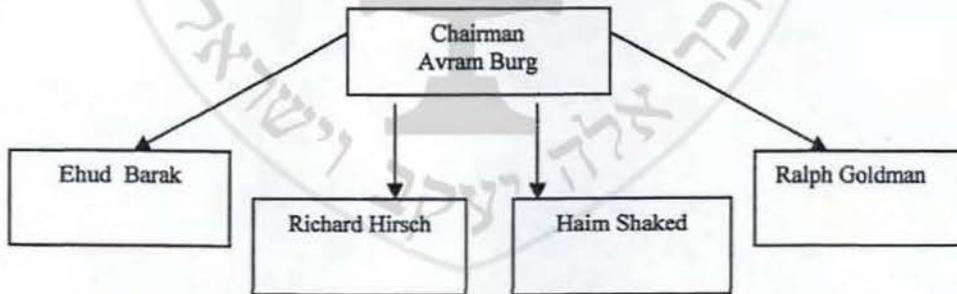


EIGHT OPERATING CORPORATIONS

North America

	Project	Project Chair	Executive	Specialist
A.	Education	Michael Steinhardt	Josh Elkin	Joe Reimer & Ted Sizer
B.	Teacher's Training College	Bud Meyerhoff	Arnold Eisen	
C.	Birthright	Charles Bronfman	Jeff Solomon	<i>Sheldon Zimmerman - exec. v.p.</i>
D.	Hillel	Edgar Bronfman	Joel's #2	
E.	Summer Camps	Rob & Elisa Bildner	Ramie Arian	

Israel & Worldwide



	Project	Project Chair	Executive	Specialist
F.	Education	Richard Hirsch	David Hartman Daniel Gordis	Haim Shaked Allon Gal Avi Ravitsky
G.	Emergencies	Ehud Barak Ralph Goldman		
H.	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 Lauicht
*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
10. Bud Meyerhoff
11. Gordon Zacks
12. Steve Nasatir
13. Harvey Krueger
14. Gershon Kekst
15. Morris Offit

