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Series I: Wexner Heritage Foundation, 1947-2004.

Subseries 1: General Files, 1949-2004.

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Box  
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6

Tisch Seminar. Brandeis University. 1991.

For more information on this collection, please see the finding aid on the  
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Expect

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305  
AMERICAN IRISH  
ARCHIVES

from Brandeis

to deposit in

CITIBANK

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Feb 19-21

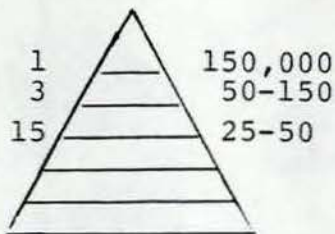
NY-Col.  
BOSF-NY

airport to hotel	13.50
Tips	4.50
Lunch	7.00
Taxi to Cinner	7.50
Taxi - LVA to Center	16.50
<b>taxi to airport</b>	<b>12.00</b>
<b>Tip</b>	<b>1.00</b>
Taxi - Boston	30.00
airport to Hotel	4.00
Tip	30.
Taxi - Brandeis	
to airport	
Taxi - LGA to home	15.

Expect 305 from Brandeis

## TYPICAL CAMPAIGN PLAN

1. Pyramid of last year's campaign 1985

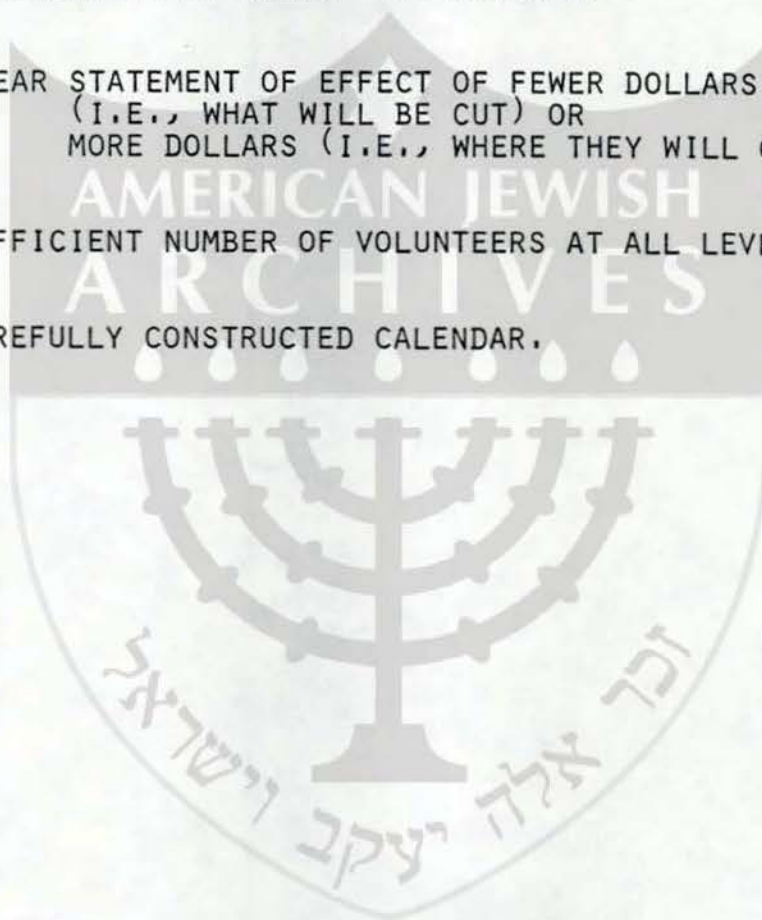


2. Goal of this year's campaign - 1986
- Hold one-day retreat of top givers and campaign divisional chairpeople.
  - Determine Goal
  - Make major presentation of theme, needs - concentrate power in the program.
3. Select divisional leaders only after their gifts are established - i.e., send high-powered delegation after each leader, and at the same time as you ask him/her to take a particular job, solicit the gift.
4. All major gifts (over \$5000) are to be rated. Every solicitation is made by asking for a rating. Easiest method is to rate the card in writing (large figures in red felt pen) and give the card to the prospect. He sees physically what is expected.
5. Calendarize major events, with chairperson, speaker, location, publicity, etc.
6. Decide on opening and closing dates. Compress everything into 6-90 day period. Don't drag. Have opening and closing function.
7. Opening function, after several small parlor meetings meetings have obtained at least half of major gifts.
8. Closing function, even if goal has not been reached - but close to it. Give awards.
9. A publicity campaign has to be prepared by calendar, with major newsworthy story to appear every week during the 8 - 12 week campaign period.
10. Don't waste time on peripheral matters.



SUCCESS OF CAMPAIGN  
DEPENDS UPON:

1. CLEAR STATEMENT OF NEEDS  
EVERYTHING ELSE IS BACK-UP  
I.E., SLOGAN, ADS, FILMS, ETC.
2. TRANSLATION OF NEEDS INTO DOLLARS.
3. CLEAR STATEMENT OF EFFECT OF FEWER DOLLARS  
(I.E., WHAT WILL BE CUT) OR  
MORE DOLLARS (I.E., WHERE THEY WILL GO)
4. SUFFICIENT NUMBER OF VOLUNTEERS AT ALL LEVELS.
5. CAREFULLY CONSTRUCTED CALENDAR.



EFFECTIVE CALENDAR

- JULY - ONE-DAY RETREAT, TO SPELL OUT ITEMS 1, 2 AND 3 ABOVE. INVITEES ARE ALL MAJOR CONTRIBUTORS, (OVER 10K), ALL KEY VOLUNTEERS, ALL KEY STAFF. THIS RETREAT SETS GOALS AND TONE.
- AUGUST - 1) RATING MEETINGS - FOR ALL CARDS ABOVE 1K.  
2) SOLICITOR RECRUITMENT AND TRAINING.  
3) UJA OVERSEAS TOP MISSION(S).
- SEPT.-OCT. - 1) PARLOR MEETINGS - AT VARIOUS LEVELS - (DON'T MIX OIL AND WATER) - ALL FUND RAISING - INDIVIDUAL SOLICITATIONS TO PRECEDE EVERY MEETING.  
2) OTHER OVERSEAS MISSIONS.
- NOVEMBER - OPENING MEETING.
- FEBRUARY - CLOSING MEETING. ALL NECESSARY FUNCTIONS (TRADE, TESTIMONIAL, SPECIAL, ETC.) TO BE HELD IN THIS APPROXIMATE 90 DAYS.



THE LEADERSHIP PROGRAM  
OF  
THE WEXNER HERITAGE FOUNDATION

The purpose of this Program is to strengthen local Jewish community leaders through study and exchange of ideas. The pragmatic definition of a community leader is a person who willingly gives an unusual amount of time and energy to the achievement of communal goals, acquiring followers who are motivated by his or her example.

Such people are the engines whose power propels the community toward creating institutions, offering services, and achieving goals. These selfless volunteers, whose real reward is the joy of witnessing the success of a particular project or campaign or idea, are the indispensable element in the continued existence of the Jewish people.

These leaders must constantly seek to improve their performance by deepening their knowledge of Jewish history, traditions, religion, philosophy and uniqueness.

Such knowledge can best be acquired through an intensively organized curriculum, the pursuit of which will bond the participants into an elite group of leaders whose scope, vision, judgement and dedication will truly yield wonderful improvement for their community, and thus for every citizen.

This program is holistic - since it conceives of the community in its totality - and thinks of leaders as persons who serve any and all aspects of communal life. This program may inspire one member toward leadership in the synagogue and another toward service in the Federation, a third toward the day school, and another toward the community center, so that the entire spectrum of present and future Jewish needs is served.

The program will not propagandize, nor deal with on-going problems, nor take sides on current issues, nor seek to raise funds from the members for any local or national or international organization.

The purpose of the program is to raise people. It will offer a balanced presentation of information, helping members form an ideology or a point of view. The ability to engage in objective, critical analysis will assist them in policy and decision making. Making decisions, yet avoiding community collisions, is an especial responsibility of leadership. The program will be challenging, interesting and enjoyable. It is intended to achieve a high level of commitment, and will therefore appeal to a high intellectual and emotional level.

In summary, we are building leadership for the total community, for every institution and for every cause, to provide for all needs we can think of, present and future. We will bond together a group of men and women into a determined and devoted cadre of leaders possessed of the broadest possible vision of communal objectives.





QUESTIONNAIRE FOR POTENTIAL MEMBERS

NAME: \_\_\_\_\_

HOME ADDRESS: \_\_\_\_\_

HOME TELEPHONE: \_\_\_\_\_

BUSINESS ADDRESS: \_\_\_\_\_

BUSINESS TELEPHONE: \_\_\_\_\_

BIRTHDATE: \_\_\_\_\_

WIFE'S (OR HUSBAND'S) NAME: \_\_\_\_\_

BIRTHDATE: \_\_\_\_\_

CHILDREN: NAME & AGE: \_\_\_\_\_

1. HIGH SCHOOL (Name, City, Year) \_\_\_\_\_

What did you do - any job, position organization, title - describe in your own words.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. COLLEGE (Name, City, Degree, Year) \_\_\_\_\_

What did you do - any job, position organization, title - describe in your own words.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. CAREER AFTER COLLEGE

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4. COMMUNAL POSITIONS HELD

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5. In which communal organization have you done the most work? Why?

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6. What are your interests? Hobbies? Jewish concerns?

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7. What success have you had?

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8. What failures? Why?

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9. What contribution do you think you can make?

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10. What don't you like to do, in communal work?

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11. Whom do you admire most - in the community, or the Nation or the world?  
Why?

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12. What is your own personal evaluation of your strong points?

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Your weak points?

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13. According to the attached list of criteria, do you define yourself as a  
present or potential future leader?

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## CRITERIA FOR DETERMINING LEADERSHIP

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The Group is Elitist, as all leaders are, and the members of the group must "bond", in order that a cadre come into being which earns the respect of the community and which the community will follow. Thus, the members of the group must possess a common profile.

1. Motivation - i.e. passion for success, deep belief in cause - tenacity - dedication.
2. Ability to communicate.
3. Capacity to lead, i.e. health, business status, family, all permit one to give the time necessary.
4. Personal Characteristics - integrity, courage, conviction, charisma, etc.
5. Human qualities - personable, friendly, non-abrasive, able to learn from others.
6. Optimism - i.e. a belief that progress can be made.
7. Vision - ability to look ahead toward goals of future.
8. Positive attitudes toward Judaism, Jews and Israel.

## WEXNER HERITAGE FOUNDATION

LATEST REVISION 10/31/85

## LEADERSHIP GROUP

## SCHEDULE FOR YEAR

September 1985 - June 1986

DAY	DATE	SUBJECT	INSTRUCTOR	LOCATION	TIME
Tuesday	September 10, 1985	1. Organization of Group 2. Meaning of High Holy Days	Friedman	Wexner Home	6-10 PM
Tuesday	October 1	History of Jewish People <sup>(1)</sup>	Friedman	Mel Schottenstein Board Room	5:30-9:30
Tuesday	October 15	History	Friedman	Jewish Center	5:30-9:30
Tuesday	October 22	Philosophy - Maimonides	David Hartman	Jewish Center	5:30-9:30
Sunday	November 10	History	Friedman	Jewish Center	9 AM-12 N
Sunday	November 24	Seminar on International Leadership	Video Tapes <sup>(2)</sup>	Columbus - SOS Production Studio	10AM-1PM
Monday	November 25	Seminar on International Leadership	Panel <sup>(3)</sup>	New York City Lotus Club	9 AM-6PM
Sunday	December 8 (Chanukah second candle)	History	Friedman	Jewish Center	9 AM- 12 N
Tuesday	December 17	Leadership for What? - The Covenant	Irving Greenberg	Schwartz - Kelm Board Room-23rd Fl. Huntington Center	5:30-9:30



DAY	DATE	SUBJECT	INSTRUCTOR	LOCATION	TIME
Sunday	January 12, 1986	Seminar on National Leadership	Panel (4)	Wexner Home	9 AM-5 PM
Friday Afternoon - Sunday Afternoon	Jan. 31, Feb. 1, 2	Weekend Retreat Celebration of Sabbath	Dennis Prager	Snortin Ridge	Fri. 3 PM Sun. 2 PM
Wednesday	February 19	Relevance of Judaism	Dennis Prager	Jewish Center	5:30-9:30
Friday-Sunday	March 7-9	Five College Seminar	Various (5)	Boston	three days (two over- night)
Thursday	April 3	Relevance of Judaism	Dennis Prager	Jewish Center	5:30-9:30
Thursday	April 17	Relevance of Judaism	Dennis Prager	Jewish Center	5:30-9:30
Tuesday	April 29	History	Friedman	Mel Schottenstein Board Room	5:30-9:30
Tuesday	May 13	History - Holocaust	Film - "Night & Fog" Friedman	Jewish Center	5:30-9:30
Tuesday	May 27	History - Israel	Friedman	Jewish Center	5:30-9:30
Tuesday	June 10	History - US Community & World Demography	Friedman	Jewish Center	5:30-9:30
Tuesday	June 24	Kiddush ha-Shem in the Talmud	Noam Zion	Jewish Center	5:30-9:30
		Slides of Morocco	Friedman		
	June 29 - July 13	Trip to Spain, Morocco and Jerusalem	Friedman & Hartman		Two Weeks

NOTES:

- (1) History series (8 sessions) will cover period from 1000 BCE (Kings) to present.
- (2) Two video tapes will be shown: Baron Guy De Rothschild and Jack Weiler.
- (3) Panel will consist of Edward Warburg, Max Fisher and Ralph Goldman.
- (4) Panel will (hopefully) consist of: Morton Mandel, Alex Grass, Peggy Tishman, Senator Rudy Boschwitz, Henry Taub and Leslie Wexner.
- (5)

Harvard	- Marshall Goldman - Russian Jewry;	Henry Rosovsky - Economics in Israel
Brandeis	- Marshall Sklare	- Sociology of American Jewish Community
Boston U.	- Elie Wiesel	- Holocaust
M.I.T.	- Paul Samuelson or Frank Fisher	- Future of American Economy
Maimonides School	- Rabbi Joseph Soloveitchik	- Jewish Law



# Brandeis University

Philip W. Cohen  
Professor  
of Education and  
Comparative Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
617-647-2641

Waltham, Massachusetts  
02254

December 18, 1985

Rabbi Herbert Friedman  
The Wexner Heritage Foundation  
11 West 42nd St.  
Ninth Floor  
New York, NY 10036

Dear Herb,

It was great to visit with you on Monday. I was quite impressed with the Wexner Project which you have initiated. To the extent I can be helpful in that regard, I would be pleased to do so. I have written to Seymour Epstein who is the new Joint Distribution Committee staff person in Morocco to ask him if he would be able to be helpful to your group in early July when you visit Morocco. I asked him to correspond directly with you.

Also, as we discussed, I would be pleased to take part in whatever way you deem helpful in your Boston week-end -- March 7-9. Among the possibilities I offered to help coordinate include the following: an exchange with your group and three of our graduate students preparing for professional careers in Jewish Communal Service; a discussion with some of our faculty who are doing interesting research with the contemporary Jewish community (included might be Jonathan Woocher and Gary Tobin); and we could help you with logistics for the week-end.

Concerning your lecture with our Hornstein students, we will reserve a room at the Newton Marriott on Thursday night, February 20. I am assuming -- unless you tell me to the contrary -- that you will spend Thursday afternoon and evening visiting with your son. If not, I would be pleased to meet with you and perhaps arrange for you to meet some people in Boston. On Friday morning at 9:00 AM you will conduct your Tisch Seminar until 12 noon. Present will be 25-30 graduate students preparing for careers as Jewish educators or Jewish communal workers, and 3 or 4 of our faculty. The overall theme is on fundraising. We agreed that at least for the first hour I would interview you on your background and your development of this new Wexner Foundation. Then I would hope you can develop some ideas and techniques of fundraising which might be useful to these emerging professionals as they consider themselves doing some fund-raising work in their Jewish organizations.

If it is agreeable with you, and if I can make the necessary arrangements, I would like to video tape the session.

I am sure we will be in touch with one another on these several issues over the course of the next few weeks.

I look forward to working with you. Best regards.

Sincerely yours,

*Bernie*  
Bernard Reisman, Director  
Hornstein Program in Jewish Communal  
Service





# Brandeis University

Philip W. Lown  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
617-647-2641

Waltham, Massachusetts  
02254

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*Bernie*  
Bernard Reisman, Director  
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# Brandeis University

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School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
617-647-2641

Waltham, Massachusetts  
02254

October 29, 1985

Rabbi Herbert Friedman  
The Wexner Heritage Foundation  
11 West 42nd St.  
Ninth Floor  
New York, NY 10036

Dear Herb (I am taking the liberty of moving our communication to a first-name basis),

I am very pleased that we have agreed to a date for the Seminar you will do with the students and faculty of the Hornstein Program in Jewish Communal Service at Brandeis.

The session will take place on Friday, February 21st from 9:30 AM to 12:30 PM. I have cleared the date with our faculty.

We will be expecting you Thursday evening and we'll arrange hotel accommodations for you, as well as getting you to and from the airport in Boston.

I will call you soon to arrange a time for me to visit with you in New York to talk about the plans for the Seminar on Fundraising. For your interest I am enclosing a copy of our recent newsletter to give you a further sense of what it is that we do.

Sincerely yours,

*Bernie*  
Bernard Reisman  
Director,  
Hornstein Program in  
Jewish Communal Service

enc.  
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# impact

## Alumni to Convene at GA

A large contingent of CJS/JCS alumni/ae, faculty, students, and friends will convene at the General Assembly of the Council of Jewish Federations, which this year will be held in Washington, D.C. from November 13-17. There will be a formal Brandeis reunion, featuring Brandeis President Evelyn Handler, on *Thursday night, November 14* at 10:30 pm in the MARSHALL ROOM of the Sheraton Washington



Professor Walter Ackerman of Ben Gurion University and Barry Chazan of Hebrew University will be on sabbatical leave with the Hornstein Program this academic year. Professors Ackerman and Chazan are the two most outstanding Jewish educators in the world and their presence at Brandeis this year will bring exciting opportunities to students, faculty, alumni, and the American Jewish community. They will be teaching regular classes to students, plus doing continuing education seminars for lay and professional leaders of the Jewish community.

## From the President:

Dear CJS/JCS Alumni,

**L'Shanah Tovah Tikateyvu!** With any luck this issue of *Impact* will reach you in the midst of the holidays. Let me take this opportunity, both personally and on behalf of the officers of the Alumni Association, to wish you, your families, and loved ones a very happy, healthy, and peaceful New Year

Over the summer months, the Executive Committee has both met and conferred over the telephone to discuss ways to revitalize our Alumni Association. One item will be the publication of an Alumni Directory. Recently you received an alumni survey, which seeks information for the directory, as well as information about ideas for Alumni Association

programs/activities. I encourage you to complete the questionnaire and return it as quickly as possible. Your response and input will aid us in meeting the needs of our alumni. It is our intention to produce and distribute the directory to all alumni as a reference and networking tool.

Also included in that mailing was our annual dues letter. No need to belabor this issue. Your dues are our only way to continue to publish *Impact*, sponsor reunions and conferences, and any other projects such as the Alumni

Directory. Please mail your dues in today. One last word about dues, if you are able, please consider becoming a Sustaining Member (\$50) and enhance our ability to work for you this year.

I hope that over the course of the year I will have the opportunity to meet with many of you. Perhaps it will be at the CJF General Assembly, CAJE, Conference of Jewish Communal Service, UJA Young Leadership Conference, or at one of our own regional gatherings or this year's Milender Seminar. Feel free always to call, let me know your views, concerns, and issues.

During this period of the Yamim Noraim, I am reminded of what King David said:  
*"I, what am I in this world? I have been fearful in the midst of my joy, and have rejoiced in the midst of my fear, and my love has surpassed them both."*

I hope that our love of Judaism, Klal Israel, and our Jewish community as well as our love for our families, friends, colleagues and associates, and yes, the Hornstein Program and Alumni Association, will help each of us surpass any and all of our fears.  
B'Shalom

Elliot B. Karp '80



While hearty thanks to all contributors to *Forum* and other *Impact* features may seem to have become standard, let me assure you there is nothing routine or unenthusiastic about these expressions of appreciation. It is only because you take the time to care, to think and to write that this publication exists. Each issue bears witness to the continuing involvement and commitment of the Hornstein community. Yasher Koach!

In our winter issue, "Forum" will address the fact that many Hornstein alumni are not currently working paid positions in the Jewish community; why have people switched? How are they utilizing their training? In addition, there will be a continuation on Jewish Education, highlighted by responses by Professors Ackerman and Chazan.

If you would like to write for the winter issue, please submit your article or letter by November 18. Comments and suggestions are always encouraged and welcome.

Finally, just to set the record straight, your editor's name is: Leslie Ann Dropkin; address: 486 Clinton Road, Chestnut Hill, Mass. 02167.

B'shalom ul'shana tova,  
Leslie Ann '84

## **On The Meaning of a Jewish Communal Service Degree \***

Jeff Sokoloff '85

On behalf of my classmates I welcome you to the 1985 Hornstein graduation.

I imagine that some members in the audience do not know what a Jewish Communal Service degree means, or what we the graduates spent two years doing.

Well, let's see.

We drank lots of coffee and tea — or hot water with lemon.

We walked miles up steep hills in cold weather — or parked our cars next door in "E lot," even though our parking stickers read "Gym or Theater."

We ate bagels and cream cheese — or donuts, or anything else they put in front of us.

We checked our mailboxes six times a day — or seven times.

We played old games — or New Games.

We also took trips. One to Thompson's Island, from which we almost never returned, and Israel, a country many did not want to leave.

So then, for parents, grandparents, sisters, brothers, relatives, and friends, there is plenty to be happy about. Today is truly a day for shepping nachas and kvelling over the graduates' endowments (real or illusory) and their achievements (miraculous or scandalous).

For every graduate here today made a sacrifice — by coming to Waltham. Whether we arrived from New York or New Orleans, Maryland, Massachusetts, Michigan, Minnesota or Montreal, Buenos Aires or Baton Rouge, Pennsylvania or California, Connecticut, Delaware, or Hespeler, Ontario, we all decided that sustaining and enriching the lives of Jews was worth Main Street, South Street, and the Usdan Cafeteria.

A Jewish joke tells about Mrs. Blum and Mrs. Stern who met on the street. Mrs. Stern was pushing a baby carriage with a little boy and a little girl. "Good morning Mrs. Stern. My! Such beautiful little children! How old are they?" "The doctor," kvelled Mrs. Stern "is eight months, the lawyer is two."

The Jewish community needs doctors, lawyers — and other professional people, but my classmates and I yearn for the day when Mrs. Stern says, "The day school teacher is eight months and the UJA fundraiser two."

The Hornstein Program trains leaders who combine Jewish knowledge and commitment with human relations and organizational skills. The Program does this in many ways as it entails both academic work and fieldwork. Perhaps most importantly, the Program is structured as a learning community. The heterogeneity of contemporary Jewish life resides here, in microcosm. Not only do the graduates come from many parts of the world, but our Jewish identity and observance, our ages, and work and life experiences are diverse. All of us have had to learn how to respect and communicate with classmates and colleagues who represent the full gamut of Jewish life.

A Jewish Communal Service degree, therefore, means many things. It means leadership. It means fundraisers, group workers, programmers, and educators. It means caring people — caring for the aged, for the young, for the handicapped, for the family. It means builders of a strong Jewish community.

\*Address delivered on behalf of the JCS graduation class, May 19, 1985.

The year's Milender Seminar is now being planned. It will be held on March 29 - April 1, 1986. We expect to have an exciting Milender Fellow (to be confirmed imminently).



# **Jewish Education: What's Generic, What's Unique?**

Are the skills and the methods taught in the Jewish education track easily transferred to other Jewish communal settings that are not considered "educational"? The impetus for this topic arose from an awareness of the many alumni who have completed the education track but whose careers have taken a variety of turns away from or on a tangent to formal education, e.g., Hillel, center work, or educational administration.

## **From the Perspective of a Jewish Educator Working in a Jewish Community Center**

Debbie Korisky '84

*Director of Children's Services  
Jewish Centers Association of  
Los Angeles*

The primary responsibility of my role as a Jewish educator is that of educating families Jewishly. Part of this role involves linking the Jewish learning of both children and families in order that they may mutually serve as reinforcement agents. As H.A. Friedland once said, "There can be no substitute for parents, who must be the most important partners in the educational process."

My task as a Jewish educator does not limit itself to developing a rich, flavorful, and strong program for the children in my care, but additionally extends to parents, and the programs that can be developed for parents, as well as for children and parents. The task of being a pervasive Jewish role model is a very strong component of my work, as should be the case in any Jewish communal service work. Children, parents, staff, colleagues, and ancillary persons are all part of the daily routine of the Jewish educator. This responsibility of role modeling must be an integral part of any Jewish educator's life in any Jewish communal setting.

The Jewish educator and the group worker in a Jewish community center share many common goals in their work as they both try to maintain healthy relationships with a group and, in my case, with the family. However, the Jewish educator is primarily concerned with the maintenance of a healthy Jewish family.

I was committed throughout my graduate education at Brandeis to work as an administrator in a supplementary Jewish school. Children would be registered, some parents would be very active in their support, and, for the most part, a curriculum would be in existence ready to be transmitted. That all seemed joyfully focused to me.

However, after writing my substantive paper, "A proposal for a Jewish Family Educator in the Synagogue/School Setting," I realized the challenge for me would be to undertake this position while assuming the role of director of a Children's Services Department in a Jewish Community Center. Because the current thrust on maximizing Jewish Education in JCCs was a given for me, it was exciting to be entering the field with more people supporting the Jewish educational component.

*What has and has not  
prepared me for my work?*

I ponder over the separate tracks offered at Hornstein and find that working with children and parents in a Jewish Community Center is a multi-dimensional role that includes: developing and implementing programs, supervising staff, conducting meetings, writing publicity, preparing budgets, staffing committees, and other assorted tasks. These tasks really require work in: (a) educational planning, (b) an understanding of groupwork dynamics, (c) having a sense of institutional savvy and organizational culture, and lastly, (d) understanding the nature of Jewish role modeling.

In other words, a potpourri of coursework needs to be provided to include: Judaica, education, groupwork, and organizational behavior.

I feel the Hornstein education track has prepared me well—yet I feel that my own undergraduate degree in education was a *must* for executing my professional responsibilities in a highly qualified manner. There is nothing to be taken away from my Brandeis coursework or for it to be deemed not useful; but rather, I think, that the Jewish Communal Service track and Jewish Education track need to be thought through and restructured in order to achieve a more harmonious blend of the necessary background and tools needed to start out in Jewish Communal Service work.

## **From the Perspective of a Jewish Educator Working in Hillel**

Rebecca Glass '84

*Director, Student Activities  
University of Pennsylvania  
Hillel*

Having participated, this summer, in the International Conference of Jewish Communal Service, as a new colleague, and being overwhelmed by the numbers of participants and the variety of institutions they represented, I realized that we were all there for one purpose — to enhance our work in the Jewish community. We came from many different countries, cultures, and languages. However, we were there to share and compare, to learn and to take our new ideas back to our agencies.



Consequently, I find this theme, "Jewish Education: What's Generic? What's Unique," to be quite appropriate to the underlying theme of the conference—cooperation between professionals in order to raise a higher level of commitment to *THE Jewish Community*.

The most important aspect of our work, regardless of setting, is the people whom we serve. Therefore, in that regard, people-relating skills are the most important skills and the most overarching between different agencies. Since we all have demanding jobs, our organizational and managerial skills are essential in order to create a semblance of order and to preserve our sanity! We, also, in our dealings with agencies and people, need to be aware of and attuned to the political realm. Additionally, the whole process of our work—from conceptualization, planning, carrying out the program (meeting or lesson), to follow-up—is also essential.

These several skills—relating, organizing, politicizing, and processing—are the most important and the most transferrable between agencies. The degree to which they are expressed or utilized in each respective agency, communal or educational, varies because we work in different settings which demand different priorities at different times.

Hillel work, for me, has become the ideal setting which combines the importance of education (formal and informal), and the transmission of Jewish values to a very specific (age-wise) yet diversified (in practice and belief) Jewish community. Additionally, Hillel is the Jewish community and the Jewish voice on campus.

Other agencies also afford such a combination of emphasis (i.e., camps, Federation, JCC). Ideally, those professionals who are trained in Jewish Communal Service should realize that Jewish education is part and parcel of their mission, and those professionals who are trained as Jewish educators need to realize their communal responsibilities and ties.

Working in diversified agencies, we do need to develop both generic skills and unique skills. We should not forget the one cause we are all working towards—Am Yisrael. We as professionals, even though we might concentrate on our specific operative skills, need to express our unity through our generic skills. If we want to promote unity among Am Yisrael, then we too need to be unified.

### **From the Perspective of a Jewish Educator Working in a Jewish School**

*Linda Hoffman Kay '75*

*Part-time teacher at Temple B'nai Abraham, Livingston, NJ and full-time mother of two-year-old Daniel.*

In reply to the question: "Jewish Education: What's Generic, What's Unique?" I must begin by saying that all Jewish professionals are committed to the continuity of Jewish values and ideals. We must all be particularly people-oriented in order to succeed. Our programs must always be creative. We need to have tremendous optimism to remain in a profession challenged by growing non-commitment to anything Jewish in our communities.

We have to be able to shrug off failures and strive for as much success as we can. Here is where I part company with my fellow professionals and divulge the uniqueness of an educator: we can touch and shape Jewish lives in a personal way.

When I first entered Jewish education as a teacher 13 years ago, I took on the challenge to fill my classroom with a love for Jewish learning. I summoned every creative ounce in my body to turn history into plays we could reenact, Hebrew into games so students would not call it boring, and brought Jewish music into our curriculum. I was always of the artistic mode, and Jewish education seemed the perfect outlet for me since I long ago realized that Broadway would have to be something I enjoyed from the audience.

The ability to take a curriculum and make it exciting and mine, was one of the special delights I found in education, and one which I continue to enjoy today.

I love children, and although communal workers may disagree, the classroom is where they are yours alone and where your actions and words can truly have an impact. You also can receive instant feedback from students, both positive and negative, and then can restructure and move on. I endeavor to portray a positive Jewish role model to my students in hopes that one day they will remember teachers like me and retain good feelings about Jewish education. Too many of their parents remember Hebrew School as "boring".

I delighted in the role of teacher for eight years until an opportunity to be a principal knocked on my door five years ago. I found that running a school did not get in the way of knowing my students—even when their numbers grew to over 400. Now I had the chance to watch children grow and learn in an environment of my design. I could prepare graded Hebrew materials so that I could track students' progress over the years. I no longer could say that after they left my classroom I was not responsible for what they learned—I was always responsible. I could create a Jewish values system so that students could understand and live mitzvah, tzedakah, bikur holim, tza-ar ba-alei hayim, and shalom bayit. I could involve the total family in special programs; I could even have an impact on parents and often instill a greater sense of commitment to Judaism in a family.

After my son Daniel joined us, I made a decision to work on my family life and left the role of principal, albeit temporarily, and returned to life in the classroom. I was asked to begin a Parent Education Program (P.E.P.) where parents would study curriculum parallel to that of their children. Programs such as these are unique to Jewish education and afford us a chance to educate the entire family.

Looking back at my Brandeis years, I found them to be invaluable to me because a sense of camaraderie between educators and communal service workers was developed. It gave us a sense that we were not alone. Educational theory and field service were certainly helpful



to my teaching, and group dynamics gave me a great spring board to working with people.

What I missed in the program was actual administrative training such as budget writing, scheduling, how to handle discipline on a school-wide basis, teacher training, parent-principal dialogue, how to negotiate a contract. These skills I learned on the job and in a principal's workshop sponsored by the local Bureau of Jewish Education, but I would have preferred an introduction at Brandeis, which would have made my first year as an Educational Director a lot less awesome.

The other positive aspect of my Brandeis training was that it was nondenominational. I was able to share ideas with both liberal and traditional Jews and thus felt comfortable in either setting. This is what I hoped for from Brandeis, and was one of the reasons I chose the Program.

In closing, I would like to say that good Jewish educators must never die, and neither should an education track at Brandeis. I remember sadly that this program closed in 1976 for several years until proper funding allowed it to reopen. Brandeis has a responsibility to the Jewish community to keep those educators hot off the presses—we need them desperately!

end of Forum

Gerry Showstack '72 and his wife Rahel have added another child to their clan. Louis Oded was born June 24 and joins his brother Nadav and sister Naama in the joyous Showstack household. Gerry now serves on the faculty of Ben Gurion University in the School of Continuing Education. In addition he is the faculty person who works with/lives with/encourages/prods the first-year students on the Foster Seminar in Israel. And this year even the imminent arrival of his son did not keep him from his work with the students!

This summer Sue Levi Elwell '72 and Gila Rayzel Robinson '77 collaborated in leading a workshop at the B'nai Or Religious Fellowship, sponsored at Cabrini College in Pennsylvania. The subject of their workshop was "Womensong, Womensdance, and Prayer: Recovering and (Re)creating Judaism."

Mazeltov to Edie Kranzler Gavriely '73 and her husband Noam on the birth of their daughter Efrat Chana, March 31, 1985 in Israel. Efrat joins siblings Alon, Roen and Ellah.

Lou '75 and Roz Fedder Garber '74 welcomed their third child, a daughter Yaffa Malka, on August 21/12 Elul. mazeltov to the parents and Yaffa's sisters.

A mazeltov to Ivonne and Ardie Geldman '75 on the birth of Yaffa and Ayala's brother, Avraham Pinchas ("Avi") on April 4, 1985/13 Nisan 5745. The family also receives our best wishes on moving to their new home in Efrat this summer. On a professional note Arden is still serving as Project Renewal Representative for the Jewish United Fund of Chicago, but his responsibilities have expanded to include not only Amishao in Petach-Tikvah, but also Ramat Eshkol in Lod. In addition, his feature article entitled "The Reaction of World Jewry to the War in Lebanon" appears in the 1985 *Encyclopedia Judaica Yearbook*.

Eric Goldman '75 was one of the authors whose work was included in the recent book, *The Holocaust: An Annotated Bibliography and Resource Guide*, edited by David M. Szonyi. Eric is the director of the Jewish Media Service at JWB and the author of his own book, *Visions, Images and Dreams: Yiddish Film Past and Present*.

"Understanding Synagogue Affiliation" by Steven Huberman '76 appeared in the Summer '85 issue of the *Journal of Jewish Communal Service*.

Fran Ginsburg Wolf '77 was promoted to the position of Assistant Director of Major Gifts, UJA Federation Campaign, New York. She is looking forward to the challenge of her new position.

Mazeltov to Mark Weinberg '77 and his wife on the birth of their second child, David, born April 8. David was welcomed by his 20-month-old brother, Robert.

And a mazeltov to Mark's classmate, Conrad Koller '77 and his wife Susan on the birth of their second son, Andrew, born in March. The Koller's oldest son is two-year-old Joshua.

Paula Eisenstadt '79 was awarded her MBA in May 1985 from New York University.

Our alumni now boasts its first cantor: Ellen Siegel Dreskin '79 has recently been appointed as Cantor of the Woodland Community Temple In White Plains, NY. After graduation Ellen worked as youth director at Temple Israel in Boston and then went on to Hebrew Union College, School of Sacred Music, where she will be completing her studies while serving in her new position.

Mazeltov to Sharon and Elliot Karp '80 on the birth of their first child, Naomi Leah, born May 23, 1985.

Lynn Hazan '80 is now working as an executive recruiter for Plaza, Inc., in the area of marketing and communication arts. She is excited about the change in career; but is still involved in the Jewish world and is a member of Chavurah Halom Dim (lean, mean, dovener machine). Lynn does recruiting for Brandeis and works with the career network established by the Career Development Center at Brandeis.

Sharon Pearl Jacobvitz '81 and husband Robert are pleased to announce the birth of their first child, a daughter, Ariel Ilana, born on May 8, 1985. Mazeltov to the proud parents.



Mazeltov to Herb and Connie Spear Birnbaum '81 on the birth of their first child, Benjamin Hirsch, born February 19, 1985.

Sheryll Hirschberger '81 was promoted from assistant director to director of Women's Division of Hollywood, Florida Federation. In her new capacity she led a mission to Israel this summer, featuring climbing Masada by flashlight.

Judith (Singer) '82 and Barry Swartz '82 are due a mazeltov on the birth of their first child, Shoshana Leah, born August 22. Proud grandparents are Betty and Ernest Singer '81. (Should we hold a space for a third generation Hornstein, class of 2009...?) Barry has taken on a new position as consultant to the Communal Service Department of the Council of Jewish Federations in New York City. He and Judith are now living at 15 Bergen St., #3R, Brooklyn Heights, NY 10010.

Leah Rosenfield '83 has been working with the Development Directors of the Boston Bar Association since March. Her responsibilities encompass membership, fundraising and public relations. In the Jewish community she serves on the Executive Board of CJP's Young Professionals as chairman for leadership development; as part of the JCRC's (formerly Jewish Community Council) World Jewry Committee, she is developing a Spring '86 conference on Jews in Arab lands; and this July, as a member of ADL's Leadership Forum, she participated in a mission to Eastern Europe.

Samuel Berman '83 has recently been appointed the administrative director of the South African Bureau of Jewish Education. Sam also recently set up a new apartment and sends regards to all friends from Hornstein.

Marcia Bramson '84 departed the University of Florida, Gainesville Hillel in favor of position of director of student activities at Brandeis Hillel. Apparently coming to Waltham is viewed positively by some.

The eyes of Texas will grow misty as Lisa Bush '84 says good-bye to Houston where she has been working at ADL, and returns to her native Florida to be assistant director of The Tampa Jewish Federation. Her temporary mailing address is: 7400 Sun Island Drive South, # 304, St. Petersburg, FL 33707.

### Small World Department:

Debbie Korisky '84 directed a summer camp for young children at the JCC of Los Angeles. One of her campers was Daniel Huberman, son of Steve and Frieda. Also, Debbie had a visit this summer from former classmate, Kari Bower, who works at the other end of the country, with the Jewish Federation of West Palm Beach.

Ruth Moshayov '84 is now working for Dynamic Office Systems, Ltd., in Tel Aviv. One of her specialties is the use of computer programming for organizational tasks. This summer she presented a workshop on her work at the CAJE Conference. Ruth asks to hear from her former classmates at Hornstein. She can be reached at Moshav Beit Chanan, 60908 Israel.

David Silver '84 reports his Hebrew has "improved tremendously" during the seven months since he's made aliyah. Living in North Tel Aviv with a fellow Brandeis alum, he welcomes contact from any visiting Hornsteinians (for details, see Israel Column.)

### News of 85 Graduates:

Congratulations to Tom and Marcia Kagedan on the birth of their first child, Adina Yaffa, born July 1. Tom and his family are living in Fresh Meadow, NY.

Congratulations to Lisa Michael on her marriage in June. She and her husband, Mark, have been spending the summer on the Cape and will be returning to Boston in September. Lisa is working as operations coordinator for a national health firm. She is also working on an article for GENESIS II on Jewish life on Cape Cod, hopefully to be published in the September issue.

Late-breaking bulletin: Rumor has it that Sandy Samuel '80 is now living in Washington where her husband is a cantor. Sandy is working for the JCC in Seattle/Mercer Island. Sandy, if this reaches you, write and fill us in on details.

### Life After Hornstein: Aliyah?

David Silver '84

*The Israel Column offers the opportunity for our colleagues to voice their views on Jewish communal practice, professional issues, or other appropriate topics. We look forward to its becoming a regular feature.*

*David inaugurates our Israel Column with his reflections as a new olim. Having participated in the Foster Seminar with him, I assure you he has understated his commitment to and his enthusiasm for his work in Israel — he would beam as spoke about returning after graduation. Yasher Koach, Dave!*

The thought of trying aliyah had come to mind even before my Hornstein experience, for I had long been active in Zionist youth and college activities. The training from the Hornstein Program focused my direction towards social service and/or educational work in Israel. During the seven months since my arrival, it has basically gone fairly well—but the realities of coming on my own to Israel, combined with the economic and other difficulties the country is facing—present daily challenges.



Until recently I was involved in community work in Australia's Project Renewal area near Jaffa, populated mostly by Sephardic/Middle Eastern Jews. I taught English and did programs for youth and seniors. While the work was satisfying, adjusting to the mind-set presented some difficulties.

However, now I conduct tours and educational seminars at Bet Hatefutot (Museum of the Diaspora) in Tel Aviv. My groups are English-speaking, mostly from the United States, and this gives me a sense of fulfillment since I am committed to strengthening Jewish identity in Jewish youth from abroad.

While I would encourage anyone to think about spending time in Israel, I still must point out that the financial rewards are generally low and the frustrations are often high. Better paying opportunities exist in development towns where communal service workers are vitally needed. I would be delighted to hear from or correspond with anyone regarding this or other aspects of life in Israel. Contact me at: 180 Arlozorov St., # 6, Tel Aviv. My telephone number is: 03-254011.

**Status of 1985 Graduates of the Hornstein Program**

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Cindy Dimenstein  
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Fairfax, VA 22031

Anne Tursky  
Assistant Regional Director  
BBYO  
7900 Northaven Dr.  
Dallas, TX 75231

Bernard Reisman has just returned from sabbatical leave. He spent time working as a consultant for the American Joint Distribution Committee in Europe and Argentina. He worked with lay and professional leaders of the communities, giving lectures and workshops on leadership and community. While in Argentina, Bernie was hosted by and spent a good deal of time with two alumni, Ariel Kievsky and Alberto Limonic. Both are working as executives in Jewish community centers in Buenos Aires.

On a personal note, Bernie and his wife, Elaine, celebrated the wedding of their daughter Sharon on August 18.

Last February Susan Shevitz and her husband Dan adopted a second son, Noah Hernan. He joins four-year-old Joshua, who has been busy learning the joys and frustrations of being an older brother. On a professional level, Susan has also been busy. With Professor Gregory Jackson of Harvard University, she led a session at the Harvard Principal's Center on "Decision-Making in Organizations" for educators from the New York Board of Jewish Education. Susan also led a workshop on teaching skills for the faculty of the Worcester Community Hebrew High School. Her paper on "Evaluation: A Tool for Program Development" was published in The Pedagogic Reporter and she wrote a planning paper for a board of a local day school.



## Going Home

Fran Ginsburg Wolf '77

### Faculty notes continued

Lois Swack is pleased to look at the dreams that have come to fruition in the year since she came to Brandeis. Her son, Michael, married Jayne Adelman on August 25. Her daughter, Judy, who is a biochemist, is moving to Boston to do research at the Dana Farber Cancer Institute. This means that the entire Swack family will be living in the same city for the first time in sixteen years.

Jonathan Woocher was busy over the summer coordinating the Hornstein Program's Continuing Education Institutes. Four seminars were held on campus during July: the annual Summer Jewish Festival, an institute on Jewish ethics for Hadassah leaders, the new Sherman Seminar for young professional workers, and the Distinguished Leaders Institute for nationally prominent volunteer leaders of the North American Jewish community. Jon also spent a week serving as a faculty member for the Council of Jewish Federation's Continuing Professional Education program. Jon's book, *Sacred Survival: The Civil Religion of American Jews*, is scheduled to be published next year by Indiana University Press. He is currently co-editing a collection of essays on American Judaism with Deborah Lipstadt and Deborah Dash Moore.

Brenda Rosenbaum, who joined the Hornstein family in 1983 and works with Jon Woocher as administrative coordinator for the Program in Continuing Education for Jewish Leadership, has recently written, *How to Avoid the Evil Eye*. A humorous look at 5,000 years of Jewish superstition, the book is a delightful look at the "bubbemeisias" (old wives tales), from the cautionary "kinohora" to everyday rituals that peppered so many Jewish families' lives. "My mother had two favorite sayings," Brenda remembers, "one was only peasants are superstitious," and the other was 'kinohora' (no Evil Eye)." It is with such wit and humor that this catalogue of Jewish folk wisdom covers over eighteen categories of superstitions.

Nahum Sarna, professor in the Department of Near Eastern Judaic Studies, retired this past May and is now professor emeritus. During his forty years of teaching, Professor Sarna touched many minds and lives, and he will continue to lecture and to write.

And also.....

Sam Mendales, formerly of CJP's Social Planning and Program Development Department, now heads the New England Regional Hillel organization, while Rabbi Richard Israel, the previous executive of the Boston BBHF, has accepted the newly created post of director of central services and Judaica for the JCC of Greater Boston.

Irving Kessler, chairman of the Professional Advisory Committee of the Hornstein Program, has been selected as the new chairman of the next International Conference of Jewish Communal Service which will be held in Jerusalem in 1989.

The Hornstein Program has an ongoing series of continuing education institutes for professional and lay leaders of the American Jewish community. This summer an important new institute was inaugurated: the Sherman Seminar for Professional Leaders. Made possible by a grant from Norton Sherman, this institute was geared to professionals who had been in the field 5-15 years who had exhibited "potential for leadership." Candidates had to be nominated by their agency directors. From the over 50 nominees, 25 were selected to receive scholarships to become the first "Sherman professionals." Four of the group were Hornstein alumni: Sue Anne Endelman '75, Elliot Karp '80, Alan Teperow '76 and Fran Ginsburg Wolf '77.

Fran's article gives her view of the Institute.

When asked by our training director if I would like to participate in a continuing education seminar at Brandeis my initial reaction was to remind her that I had gone that route before. Then I tried hard to remember the last time I was intellectually stimulated (not just challenged by my job). That sad reality plus the sweet thought of three days on campus without the kids made my response a resounding "yes." Going back to Brandeis would be fun, a bit like going home. First there was the matter of getting accepted. The letter of congratulations was followed by a thick envelope of reading.

The Sherman Professional Seminar brought together 23 middle management types with diverse job responsibilities, from a broad spectrum of agency settings. Appropriately, the seminar began in the Sherman cafeteria. It was, in a sense, like going home (but the food was much better and the students seemed much younger). To my surprise there were no circle games!

The program flowed from demographics, to political dynamics, a look at the changing role of Jewish community centers, Israel-Diaspora relations, and, finally to our role as leaders and agents of change. Each session maintained an important balance between academic learning and professional practice. Irving Bernstein served as "scholar-in-residence" throughout. Steve Nasatir, executive director of Chicago's Federation, followed Gary Tobin's excellent presentation on "The Changing Profile of American Jewry." Jon Woocher's discussion on "The Political Dynamics of Change" flowed into Art Rotman's case study of change in the center movement. Nahum Sarna's biblical perspective on Israel and Diaspora Jewry felt like a *déjà vu*. Of course recreation time was built in...two hours for anyone with enough guts to challenge Bernie in tennis. Burt Gold highlighted the similarities and tensions between Israel and Diaspora Jewry. From there we looked to the future. Listening to Bernie's presentation on our professional roles and management styles helped me to recognize personal growth over the years. What a good feeling! Irving Bernstein's concluding words elicited a great deal of positive discussion on professional issues.



All in all the seminar was enjoyable, educational, and productive. It was an occasion to interact with Jewish communal professionals operating in other spheres (something that happens rarely in New York). It stimulated thinking on a higher plane and was an opportunity for professional introspection. The time to take a step back, look at who we are, what we do and how we do it is a precious gift. Thank you Mr. Sherman!

Dear Graduating Class of 1985,

Thanks to all of you for the very lovely and meaningful class gift which you presented to the faculty at the May Commencement. We are delighted to have the lovely mazzuzot and the Chanukah menorah.

I guess you all took very seriously our teaching about the importance of creating a Jewish ambience in Jewish organizations.

Future generations of Hornstein students will be the beneficiaries of your thoughtfulness, and for those of us who are regulars, we'll be thinking regularly of the class of '85 whenever we're at our work at Brandeis.

We wish you all well as you embark on your new careers.

Sincerely yours,

Bernard Reisman, Director

## Still Crazy after All These Years

M.J. Rosenberg '72

*MJ inaugurates OPEN LINE. In future issues he and other members of the Hornstein community will present their outlook on a wide range of issues.*

I wonder why it keeps getting harder and harder to come back. I've made four trips to Israel in the last three years and this time — I've been back since August — I keep thinking about and yearning for Jerusalem.

It's a little strange. I became involved in Jewish life for the first time in 1967, at the time of the Six Day War. As for so many of my "Big Chill" contemporaries, at least the Jewish ones, the war changed me and changed me permanently.

In its immediate aftermath I became an Israel junkie, reading and learning everything I could about Zionism and the Jewish state. I picked up an old Hebrew school grammar and taught myself how to read a little. I played my "Songs of the Six Day War" record (which included that real "golden" oldie, "Yerushalayim Shel Zahav," and such other hits as Nasser Waits for Rabin," and Sharm El Sheikh"). I literally wore the album out from constant playing.

My first trip to Israel came a year later. I spent three months in Jerusalem, studying and fooling around. Israel was everything I had imagined it would be — even though, for some inexplicable reason, the Sachnut had arranged for our group to stay in a Palestinian-owned East Jerusalem hotel. It took me a few days before I realized that as exotic as Israel was, it wasn't as exotic as Salah-a-Din Road outside of Herod's gate.

No question about it, I was a crazed Zionist. I would stroll alone or with a friend through the shuk to the Kotel at two in the morning. I walked through Arab areas like Silwan, accepting hospitality from friendly natives lucky enough to have been "liberated" by the IDF. One afternoon, I slept (or tried to sleep) in a bed that was under a large portrait of a man who — upon further inspection — turned out to be the Mufti of Jerusalem, the unfortunately still alive Haj Amin al Husseini.

But I loved it all. And my ardor for Zion was not dimmed on my subsequent visits which — in the days of the \$575 fare — came frequently.

Don't ask why I didn't make aliyah. I still don't know. But I didn't. Instead I got my Lown CJS Masters at Brandeis, worked for Hillel for a year, and then — miracle of miracles — landed a job as a Congressional aide in Washington. I spent seven years on the "Hill" and then returned to the Jewish professional world as editor of *Near East Report*.

Now I deal with Israel every day. Or, at least, I deal with the Israel of the Jewish professionals. It's my job to "sell" Israel and, strangely, that often means writing about how bad it is over there. You know the story. The economy is terrible, the Arabs are falling apart. So become involved, give, and give more.

I believe all that. But, for me, The Israel we sell as Jewish professionals has almost nothing to do with Israel the reality. Israel, for me, is better than ever.

The fact is that I am more crazy on the subject of Israel at 38 than I was at 19. The difference is that, as I approach middle-age, I appreciate even more the little things that only a "grown-up" would notice. In Israel, you don't have to apologize for the existence of your children. Here, the boys (raucous devils that they are) are accepted as human beings but expected to sit still and shut up. Not in Israel. There, our noisy little guys are adored and indulged as living exemplars of the continuity of the Jewish nation. Every Israeli wants to pet your kid. In Washington people only want to know why they aren't in bed yet.

(continued on page 10)



I still love Israel's intensity. Here people come to the house and discuss real estate prices and their new "additions." There, we spend an evening yelling about the meaning of Zionism, why we should or shouldn't be there, and whether or not Facism (or Kahanism) is inevitable. After an evening like that in July, I said to a friend who had made aliyah five years ago: "But, of course, that's not the way it is all the time. Once you live here, I guess you stop having discussions like that." My friend responded, "You *like* all that screaming? Great. You should move here because that is the way it is all the time. On the other hand, I'm ready to go back to the home where people quietly discuss wallpaper." (I think she was kidding.)

Of course, those are just two reasons why — on the subject of Israel — I'm "still crazy after all these years." The politics may be appalling. Kahane is enough to scare anyone to death. The economy is clearly out of control. But, with all that, it's still Israel and it is still worth defending and fighting for. As Jewish professionals, we can't let politics and the misuse of Israel by opportunists here obscure the reality. In the sixties, I had a bumper sticker which I plastered on my notebook (who had a car?). It said "Israel Is Real." That's it. Israel is real, there, and ready to be "inhaled" by those of us who need reminders of why we do what we do. The only question is: what are we doing here?



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# THE WEXNER HERITAGE FOUNDATION

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Herbert A. Friedman  
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Chairman of the Board

October 10, 1985

Mr. Bernard Reisman  
Director  
Hornstein Program in  
Jewish Communal Service  
Brandeis University  
Waltham, MA 02254

Dear Mr. Reisman:

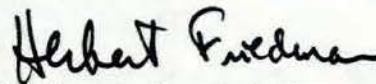
Your letter dated 23 September reached me only two days ago, for whatever mysterious reason.

I would be happy to discuss details with you, and only then could give you an answer as to my participation.

The main problem is preparation time. I simply am not in the position, due to the large number of lectures I must prepare for my basic professional responsibility, to give you a manuscript in advance, or work up a bibliography, or write an outline, or do any of the usual academic work which should go with a serious seminar.

I can give you my experience, opinions, ideas and personality. I would like to take part, but I suggest that you set a date for us to meet or talk by phone, and then we can reach a decision.

Sincerely,



(Rabbi) Herbert A. Friedman



# Brandeis University

Philip W. Lown  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
617-647-2641

Waltham, Massachusetts  
02254

September 23, 1985

Rabbi Herbert A. Friedman  
500 East 77th St.  
New York, NY 10020

Dear Rabbi Friedman,

In a conversation with Irving Bernstein this past week, I asked him to recommend someone who could do a one-day institute on fundraising for the graduate students in the Hornstein Program in Jewish Communal Service. He didn't hesitate a second in recommending you.

I didn't realize that you are now living in New York City, but obviously know of you from your reputation with UJA and in other aspects of Jewish life in Israel and America.

Each semester the Hornstein Program sponsors a one-day Tisch Seminar which deals with particular skills of professional practice. In the coming Spring semester, we would like that seminar to focus on fundraising and we would be very pleased if you would agree to serve as the lecturer and resource for the Tisch Seminar. The specifics and format and date are matters that I would like to discuss with you in person. First, of course, I would want to have you agree that you would be willing to take on this task.

The seminar would bring together the 35 graduate students and the faculty of the Hornstein Program. It will take place on the Brandeis campus. We would cover all expenses involved in your coming to Boston and could provide a modest honorarium of \$100.

I hope that you will give me a favorable indication that this is something that you would be able to do, then I would arrange to visit you in New York to discuss the details.

I look forward to hearing from you.

Best wishes for a good year.

Sincerely yours;

*Bernie Reisman*  
Bernard Reisman, Director  
Hornstein Program in  
Jewish Communal Service

cc: Irving Bernstein

ng



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# THE WEXNER HERITAGE FOUNDATION

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Herbert A. Friedman  
President

Leslie H. Wexner  
Chairman of the Board

February 24, 1986

Ms. Natalie Green,  
Secretary to Bernard Reisman  
Hornstein Program in Jewish Communal Service  
Brandeis University  
Waltham, MA 02254

Dear Ms. Green:

Enclosed is a list of my expenses:

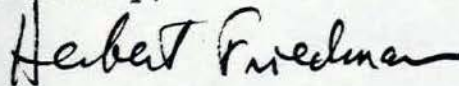
Round-trip air travel - Boston -New York	\$ 130.00
Taxi from airport to Marriott/Newton	30.00
Taxi from Brandeis to Airport	30.00
Taxi from LaGuardia airport to home	15.00
	<hr/>
	\$ 205.00

I asked Dr. Reisman whether it was necessary for me to write a memorandum such as this, and he said no. Therefore, I threw away the receipts. Sorry.

Am also enclosing my photo, which he can display in the rogue's gallery he maintains, if he so desires.

Thank you for all your assistance.

Sincerely,



(Rabbi) Herbert A. Friedman

Att.

HAF:ndg

# The Benjamin S. Hornstein Program in Jewish Communal Service

Brandeis University  
Waltham, Massachusetts

## Professional Leadership for Jewish Communal Life

Today, as perhaps never before, Jewish communities need leaders who combine the highest level of professional skills with broad knowledge of the contemporary Jewish world, and who have a deep commitment to the values of the Judaic heritage. The Benjamin S. Hornstein Program in Jewish Communal Service of Brandeis University prepares Jewish men and women to become such leaders and to assume positions of responsibility in shaping the future of the Jewish community and Jewish people.

Through its program of classes, supervised field work in Jewish communal agencies, and special seminars, colloquia, and modules, the Hornstein Program provides an integrated exposure to the wide range of knowledge, perspectives, and disciplines necessary to serve the Jewish community in a professional capacity. Graduates of the Hornstein Program receive an M.A. degree in Jewish Communal Service and begin their careers in such agencies as Jewish community centers, Jewish federations, Hillel foundations, national and international Jewish organizations, community relations agencies, synagogues, Jewish camps, and Jewish educational institutions.

## Special Programs

Two special programs leading to the MA in Jewish Communal Service degree and one leading to two degrees are available for qualified applicants:

**A One Year Master's Program**  
for students who already have a graduate degree in social work, Jewish studies, or another relevant field.

**A Part-Time Program**  
in which requirements for the master of arts degree may be fulfilled during a period of up to four years, designed for those applicants whose family or other responsibilities do not permit full-time study.

**Joint Master's Degree Program**  
A joint degree program in Jewish communal work and management is available for people who have at least two years of professional work experience. The program, which requires 24 months, offers a master's degree in the Brandeis Heller School Program in Management of Human Services and a master's degree in the Hornstein Program in Jewish Communal Service.

## Co-Curricular Programs

Several unique educational experiences provide an added dimension to the professional and academic training. These include:

**Joseph and Esther Foster Seminar in Israel on Contemporary Jewish Life**  
an in-depth examination of Israel as a central factor in Jewish life.

**Seminar on Contemporary Jewish Issues**  
weekly discussions with guest speakers on current topics of concern.

**Sumner N. Milender Seminar in Jewish Communal Leadership**  
intensive sessions with a nationally prominent professional leader in Jewish communal service.

**Tisch Seminars in Professional Skills**  
special workshops with expert resources on such topics as retreat programming, fund raising, public relations, and use of computers.

**Betty Starr Colloquium on National Jewish Communal Organizations**  
visits to the national offices in New York City of major Jewish communal and educational agencies.

**Management Modules**  
short-term mini-courses dealing with management skills and issues.

## The Program

The Hornstein Program is a two-year program which integrates courses of study and work experience conducted in an atmosphere emphasizing close faculty/student relationships. Students take courses in three areas, plus field work.

**Professional Theory and Practice**  
emphasizing the acquisition of basic skills in such areas as group work, community organization, planning, administration, management, formal and informal education.

**Contemporary Jewish Studies**  
emphasizing in understanding of contemporary Jewish identity and communal organization.

**Classical Judaic Studies**  
emphasizing knowledge of the values and perspectives of the Jewish tradition and of the Jewish historical experience.

## Field Work

During each of the two years of the program, students also have supervised field work in a Jewish organization or agency in the Greater Boston area.

## Resources

The faculty of the Hornstein Program is comprised of teachers and scholars whose expertise covers a broad range of professional and Jewish studies.

In addition to the courses offered by the Hornstein Program itself, students also have access to faculty members and resources of other schools and departments at Brandeis University, including the Department of Near Eastern and Judaic Studies, the Center for Modern Jewish Studies, and the Florence Heller Graduate School for Advanced Studies in Social Welfare. Through the University's consortium arrangement, Hornstein students may also take graduate courses at Tufts University and the Schools of Social Work and Education of Boston University and Boston College, and at the Boston Hebrew College.

The Hornstein Program was made possible by a gift from Benjamin S. Hornstein of Palm Beach, Florida, a Fellow of Brandeis University.

Students in the Hornstein Program may choose one of two concentrations.

## Group Work / Community Organization; or Jewish Education—Formal and Informal

In consultation with a faculty advisor, each student designs a personalized program of required and elective courses in keeping with his or her background, area of concentration, and professional goals.

## Jewish Education Concentration

Recognizing the inter-relatedness between Jewish education and Jewish communal work, Jewish Education concentrators take many of the same courses as the group work/community organization students. They also have access to specialized courses in Jewish education such as: Philosophy of Jewish Education, Curriculum Design, Educational Management, and Communal Aspects of Jewish Education. Field placements are in Jewish educational settings. Graduates are employed as day and supplementary school teachers, curriculum specialists, synagogue and Hebrew College coordinators, teacher center staff members, and Jewish activities specialists in Jewish community centers.

## Admissions and Financial Aid

Inquiries about the program, admission, and financial aid should be addressed to:

The Hornstein Program  
Lown School of Near Eastern and Judaic Studies, Brandeis University  
Waltham, Massachusetts 02254

Brandeis University admits students of any race, color, national or ethnic origin, sex, age or handicap to all its programs and activities.

Applications for admissions may be obtained by writing to:

Graduate School of Arts and Sciences  
Rabb Graduate Center, Room 104  
Brandeis University  
Waltham, Massachusetts 02254

Applications should be completed by March 1, and sent to the Rabb Graduate Center.





# Brandeis University

Philip W. Lown  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
617-647-2641

Waltham, Massachusetts  
02254

December 18, 1985

Rabbi Herbert Friedman  
The Wexner Heritage Foundation  
11 West 42nd St.  
Ninth Floor  
New York, NY 10036

Dear Herb,

It was great to visit with you on Monday. I was quite impressed with the Wexner Project which you have initiated. To the extent I can be helpful in that regard, I would be pleased to do so. I have written to Seymour Epstein who is the new Joint Distribution Committee staff person in Morocco to ask him if he would be able to be helpful to your group in early July when you visit Morocco. I asked him to correspond directly with you.

Also, as we discussed, I would be pleased to take part in whatever way you deem helpful in your Boston week-end -- March 7-9. Among the possibilities I offered to help coordinate include the following: an exchange with your group and three of our graduate students preparing for professional careers in Jewish Communal Service; a discussion with some of our faculty who are doing interesting research with the contemporary Jewish community (included might be Jonathan Woocher and Gary Tobin); and we could help you with logistics for the week-end.

Concerning your lecture with our Hornstein students, we will reserve a room at the Newton Marriott on Thursday night, February 20. I am assuming -- unless you tell me to the contrary -- that you will spend Thursday afternoon and evening visiting with your son. If not, I would be pleased to meet with you and perhaps arrange for you to meet some people in Boston. On Friday morning at 9:00 AM you will conduct your Tisch Seminar until 12 noon. Present will be 25-30 graduate students preparing for careers as Jewish educators or Jewish communal workers, and 3 or 4 of our faculty. The overall theme is on fundraising. We agreed that at least for the first hour I would interview you on your background and your development of this new Wexner Foundation. Then I would hope you can develop some ideas and techniques of fundraising which might be useful to these emerging professionals as they consider themselves doing some fundraising work in their Jewish organizations.

If it is agreeable with you, and if I can make the necessary arrangements, I would like to video tape the session.

I am sure we will be in touch with one another on these several issues over the course of the next few weeks.

I look forward to working with you. Best regards.

Sincerely yours,

*Bernie*  
Bernard Reisman, Director  
Hornstein Program in Jewish Communal  
Service



# Brandeis University

Philip W. Lown  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
Waltham, Massachusetts  
02254-9110

617-736-2990  
FAX: 617-736-2070

November 12, 1991

Rabbi Herbert Friedman  
The Wexner Heritage Foundation  
41 S. High St., Suite 3390  
Columbus, OH 43215

Dear Herb,

Wow! Can a package appropriately be called a tour de force? Many, many thanks for the Boston course looseleaf and books that arrive via UPS just before Shabbat. I can see that I have my winter vacation and intersession reading well outlined for me. Jewish history never looked so appealing! I'm looking forward to digging in.

It was good to speak with you about your session of our Jewish Philanthropy and Fund Raising course on December 5. I will speak with you closer to the date regarding flight times, etc. I'm sure it will be a stimulating session.

I do hope that your wife continues to do well with her treatment. Though the rates of incidence of breast cancer are increasing, so are the rates of cure. We wish you both the very best.

Best regards, and thanks again.

Sincerely,

  
Helen J. Kadish

nb

*Your outline and tapes on leadership  
just arrived! Thankyou!*





# Brandeis University

Philip W. Lowy  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
Waltham, Massachusetts  
02254-9110

617-736-2990  
FAX: 617-736-2070

March 11, 1992

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

Dear Herb,

I've just returned from a three-month sabbatical visit in Israel. It was an excellent trip and I did some good work with colleagues at Hebrew University and the organizations which staff the many educational trips which bring professional and lay leaders from North America to Israel. I am doing some research on that phenomenon and I think I'm generating some useful material.

I'm pleased that you are interested in the possibility of some link between your Wexner Seminar students in Boston and my enterprise at Brandeis. I continue on sabbatical until summer at which time I will return to work at the University. So if you have an interest in exploring ways in which we can collaborate, I would be pleased to do that.

I trust you and your wife are feeling well and I hope that continues. Congratulations on that interesting and bold piece that you wrote for MOMENT in December. I've suggested to Helen Kadish, the director of our Fund Raising Concentration, that it be required reading for our students.

Sincerely,

A handwritten signature in blue ink that reads "Bernie".

Bernard Reisman  
Director, Hornstein Program

cc: Helen Kadish

ng



# Brandeis University

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02254-9110

617-736-2990  
FAX: 617-736-2070

January 14, 1992

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

Dear Rabbi Friedman,

As you know, Dr. Bernard Reisman is in Israel on the first leg of his sabbatical travels. I know he will be pleased to see your letter on his return and to know that you are looking into the possibility of connecting Wexner students and Hornstein students in Boston as both groups pursue their graduate studies.

We all will look forward to your trip here to meet with Helen Kadish's students some time this spring. I hope that your wife's health is fine now and that you both are enjoying (for now, at least) a mild winter.

Sincerely,

A handwritten signature in blue ink that reads "Natalie Greene".

Natalie Greene  
Administrator

cc: Bernard Reisman



January 8, 1992

Mr. Bernard Reisman  
Director, Hornstein Program  
Brandeis University  
Waltham, MA 02254-9110

Dear Bernie:

AMERICAN JEWISH

Your letter of December 16 last was very welcome. I'm sorry that it was necessary to miss my date at Brandeis, and only something as serious as my wife's health would have caused the postponement. Helen and I are looking at a spring date, and I'm sorry to miss you. Hope you have a wonderful world tour covering three continents.

Let me look into the possibilities of connecting the Wexner seminar students in Boston with your faculty and graduate students. I'm not sure exactly how to do it, but if we put our minds to it, we'll devise a good format. One thing is clear - I would like my people to be exposed to you, so we'll wait until you're back. Our program extends for two years. Therefore, in a practical sense we should be thinking of doing something in the 1992-93 academic year.

Best wishes for a great experience in good health.

- Herbert A. Friedman

HAF/jf



# Brandeis University

Philip W. Lown  
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Benjamin S. Hornstein  
Program in Jewish  
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Waltham, Massachusetts  
02254-9110

617-736-2990  
FAX: 617-736-2070

December 16, 1991

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

Dear Herb,

We haven't been in touch for some time. I hope all is well with you. I was sorry that you were unable to come to lecture with our students. It was my hope that when you were here we would have a chance to visit together.

I am now off to Israel as part of my sabbatical leave during the spring semester. I won't be back until summer. In addition to Israel, I will be visiting Jewish communities in Argentina and South Africa.

It occurred to me that since you will be doing your leadership seminar in Boston in the coming year, that you might be interested in finding some connection with the resources available at the Hornstein Program in Jewish Communal Service. If you recall, some years ago you brought a group of your early institute participants from Columbus. I would be pleased to arrange any type of program which you think appropriate which might involve myself or any of our faculty, including the possibility of some interchange with our graduate students -- young men and women preparing for professional careers in Jewish leadership.

If you think any of these ideas are worth exploring, let me hear from you.

Best regards.

Sincerely,

A handwritten signature in blue ink that reads "Bernie".

Bernard Reisman  
Director, Hornstein Program

ng

A handwritten checkmark in the bottom right corner of the page.



## INTRODUCING THE CLASS OF '93

It is with great pride and pleasure that we present the Hornstein class of '93. This class has Jewish students from California to Canada and points in between, and from as far away as England and Turkey. Within this class lie a wide range of interests with students concentrating in Jewish communal service, advocacy, education, and philanthropy. The class of '93 is unprecedented in size: twenty-two students, outnumbering the class of '92 by seven. And it boasts another Hornstein first: the class of '93 has an equal number of men as women studying for the MA degree. And now, let us introduce you to these outstanding men and women:

*Elizabeth Brandwein* is a native of the San Francisco Bay area and a graduate of the University of California, Santa Cruz with a degree in Psychology. Active in public service, Liz was employed as the director of the Student Volunteer Connection. She worked at the Brandeis-Bardin institute in L.A. for the five summers and spent the past two summers in Israel leading youth trips.

*Paul Caplan* graduated from Cornell University, majoring in Philosophy and Near Eastern and Judaic Studies. He has participated in several Israel-related programs, including a summer program at Hebrew University of Jerusalem and the Volunteers for Israel Program, working on an Israeli military base. Paul comes into the program with administrative experience learned at a variety of summer jobs. We wish Paul and his wife, Amy, a mazeltov. They were married in Philadelphia in November, 1991.

*Julian Cohen* hails from Manchester, England, where he worked in the British Jewish Community. He received his Certificate in Youth and Community Work, and has worked for seven years for the Jewish Community in London occupying a variety of senior positions.

Julian is here with his wife, Etty, and lists among his interests traveling, computing, motor mechanics and restoration and art. Upon completing his degree at Hornstein, Julian looks forward to returning to work for the Jewish Community in England.

*Fred Dobb* was raised in Toledo, Ohio, and moved to Detroit, MI with his family just as he began his



undergraduate work at Brandeis. He concentrated his studies in History, Peace Studies, and Judaic Studies. Fred has worked for the Jewish Community Council in Detroit, and has also served on the National B'nai B'rith Hillel Student Secretariat. He is active in a number of causes including environmental issues, Ethiopian Jewry, and is also active within the Reform movement to which he attributes his great concern for wider social issues. Fred participated in the Global Walk for a Livable World, walking and speaking across the United States in 1990. This experience has led him into Jewish Environmental activism, and Fred now sits on the National Advisory Board for Shomrei Adamah, the Jewish environmental organization.

*Didi Gilbert* is married, has three college-age children, and has called Lexington, MA home for the past 15 years. Didi graduated from Tufts University and has spent several years teaching in the Boston area. She is involved with the Jewish Community and is currently a Director of the National Federation of Temple Sisterhoods and a Vice-President on the Board of the New England Federation of Temple Sisterhoods. In addition, Didi is a chairperson of several committees at Temple Isaiah in Lexington. She has also worked for the Union of American Hebrew Congregations as the Resource Consultant. Didi is an ardent Zionist and holds Jerusalem (which she has visited on numerous occasions) as her favorite city. As an advocacy concentrator, Didi hopes to develop programs to help Americans better understand the people and politics of Israel.

*Stephanie Glick* received a degree in History at the California State University at Northridge. She has spent time in Israel at the Hebrew University of Jerusalem and on Kibbutz. Stephanie has traveled extensively through Europe and, upon her return to North America, taught Jewish History in a number of Hebrew Schools and Day Schools. During the past few years, both Israel and America have been her home, and she has traveled numerous times between the two countries. Stephanie aspires to be either the Prime Minister of Israel or a Jewish History Educator.

*Renee Shatz* was born in Cherry Hill, N.J., and received her B.A. in Psychology from Stockton State College where she was president of the Jewish Student Union, Campus Campaign chairperson for UJA for two years, an Admissions Ambassador, a Resident Assistant and a Floor Manager. Renee received scholarships from

Jewish War Veterans and B'nai B'rith. In addition, she is a two-time recipient of the Who's Who Among American Colleges and Universities Students award. Renee has twice been to Israel on leadership training programs. She has also served as an intern at the Jewish Federation of Atlantic County, N.J., and at Jewish Family Services in Atlantic county. Renee enjoys coordinating programs, working with senior adults and assisting case workers in the care of psychiatric patients.

*Daniel Sheer* hails from Riverdale, New York. He majored in English Literature at Yeshiva University and studied in Israel for a year and a half at Sha'aivim, a Hesder Yeshiva. Daniel also led a teen trip to Israel. He has been active at his synagogue (the Riverdale Jewish Center) in the youth department, working as a coordinator for four years. Daniel has worked for the Jewish Joint Distribution Committee, in both the New York and Jerusalem offices, and at UJA-Federation in New York. He is a regular donor of blood platelets. Among his personal interests are the Students Struggle for Soviet Jewry, and Dorot - a volunteer program involved with visiting the elderly. Daniel is strongly committed to the state of Israel, and is a passionate lover of Bible Studies, 'Pilpul' and world literature.

*Jodee Siegel* is a native Bostonian and holds degrees from the University of Massachusetts at Amherst and Bentley College in Waltham, MA. She has also studied at the Hebrew University in Jerusalem and has spent several years living and working in Israel, both as a sales associate in an international division of an electronics company and as a resident on kibbutz. For many years Jodee has worked as an independently contracted paralegal specializing in real estate and litigation, in both the private and non-private sectors. Her involvement in the local Jewish community has been with the young leadership division of CJP, ADL and AJC. She has also been an active volunteer working with seniors at Jewish Family and Childrens' Service. Jodee has traveled extensively, speaks a couple of languages fluently, and hopes to begin study on a third soon.

*Larry Saloman* is a graduate of the University of Maine. A resident of Newton, MA, he has long been active in the Jewish community. During college Larry served as president of the Hillel chapter. He has also served as president of the Brotherhood of his synagogue, and is a past president of the UAHC Kutz Camp Alumni



Association. Larry left a career in sales management to enter the Hornstein Program and finally move into a career path more suited to his personal goals.

*Jacob Epstein-Benedek* was born in Montreal, Canada. He lived in Israel for a year, studying at the Hebrew University of Jerusalem. Jacob received his B.A. in Judaic Studies from Concordia University in Montreal. His Jewish communal activities include serving as a student representative to the Canadian Jewish Congress, President of the Concordia Jewish Students Union/Hillel, as well as being an active member of various Jewish youth movements. Jacob has been dedicated to countering anti-Israel propaganda on the campuses, and speaks English, Hebrew, and French fluently as well as 'a bisseleh' Yiddish. Prior to joining the Hornstein Program, Jacob worked as the manager of a local hardware store while beginning to study for his M.A. in Jewish Studies at night. He is specializing in Advocacy and has strong commitment to Israel and the Jewish People.

*Jed Filler* was born and raised in Allentown, PA. His home congregation, Keneseth Israel, and its youth group played a major role in shaping his career goals in Jewish communal service. He received a B.A. in English and Writing from Ithaca College in 1989.

After graduation, Jed moved home to Allentown to work and teach in the synagogue where he grew and developed his Jewish identity. He is an Education Concentrator and enjoys working with identity development and Jewish literature. Jed also sings, plays the guitar, does his own dishes, and makes his bed almost every day.

*Rachel Lebowitz*, originally from Sharon, MA, now makes her home in Somerville with her husband, Mark. During her undergraduate career at Brandeis, where she was a NEJS major, she was very active in Hillel holding leadership positions during Holocaust Remembrance Week, the Interfaith Committee, and Hashush (a group which visited a nursing home weekly). After her graduation in 1989 Rachel worked in a community residence with mentally retarded women.

*Maura Kohl* studied for two years at Cornell, a semester in Israel, and she graduated from Columbia in 1988 with a degree in World Religions. Since graduation, Maura spent a year in Israel as a participant in Project Oztma and for the past two years has worked as

the Office Manager of the Harvard University Hillel. Presently, Maura is interning at the Jewish Community Housing for the Elderly and she hopes to work with the growing Jewish elderly population.

*Steven Jacobson* hails from Chicago, IL. As a concentrator in advocacy, Steve has stated: "My goal in life, generally, is to positively influence the human condition and to bring compassion, justice, and understanding to the world which suffers injustice, discompassion, hatred and anger." Steve is a devoted fan of the Bulls, the Bears, and the Cubs and his interests include racquetball tournaments, building a library of used and antiquated books by and about Jews, and spending Shabbat with friends and family.

*Zvi Jankelowitz*, born in South Africa, has lived in Israel, New York and Boston. He received his B.A. from Bar-Ilan University in Political Science and Jewish History. For ten years he worked for the World Zionist Organization and from 1985-88 he served as its Director of Student Affairs. Zvi is a co-author of a handbook for the Israel activist on campuses in North America. He and his wife, Esther, are the proud parents of two sons, Ariel and Adam.

*Alisa Berkowitz* is a graduate of UMASS/Amherst where she majored in Judaic Studies and minored in Chinese. She spent seven months of her junior year in Taiwan at Tunghai University, and the other half of the year in Israel at Hebrew University. At school she served as Director of the Hillel House/Jewish Living Community and was very active advocating on behalf of the University's Jewish population. When Alisa's not advocating, she enjoys her hobby of photography.

*Nina Gelman* holds a B.A. in Art History and Judaic Studies from Oberlin College. There she was active in the Hillel and she initiated the publication of the *Oberlin Siddur*. After graduation, she returned to her hometown, Ann Arbor, MI, where she taught religious school for six years and worked for five years running the local Jewish paper. While in Ann Arbor, Nina pushed the JCC to form the Outing Club, a group for "young actives in their 20's and 30's." She also co-founded the Ann Arbor Chavurah. Nina is an avid traveller and contra dancer.

*Sandy Whitecross* holds a B.S. in accounting from Bentley College and an M.B.A. from Babson College. For the past few years she has been working



as a Certified Public Accountant, most recently self-employed. She is currently enrolled as a graduate student of Judaic Studies at Hebrew College. One of her goals as a Jewish professional is the creation and maintenance of an environment where youth can grow Jewishly. Sandy is active within her synagogue in Lexington and in the Regional and National Commission of Reform Jewish Outreach.

*Sabi Kastro* received his Bachelor's degree in chemical engineering from Bosphorus University in his hometown of Istanbul, Turkey. After beginning a graduate program in Engineering Technical Management, he decided to join Hornstein. Sabi was a Jewish youth leader in Turkey for seven years and has been to Israel several times leading tour groups and working in the chemical engineering field. Sabi has also had a little experience with celebrities. For the past two summers he served as the Promoter Representative in Istanbul for several entertainers.

*Noah Duke* is from Atlanta, GA, and is a graduate of Emory University. During his college years, Noah interned at the American Jewish Committee and spent a semester in Israel. He has worked on Kibbutzim in Israel and has also worked for Shalom Achshav. Noah now lives in Wellesley, MA, and he and his fiancée, Gabrielle, are planning on a June 1993 wedding.



Front row: M. Kohl, D. Sheer, J. Epstein-Benedek, S. Kastro; Middle trio: R. Lebowitz, D. Gilbert, E. Brandwein; Third row: S. Whitecross, P. Caplan, J. Finkelstein, R. Shatz, N. Gelman, S. Jacobson, A. Berkowitz, J. Filler, Z. Jankelowitz, J. Cohen, L. Saloman. Missing: D. Budner, F. Dobb, N. Duke, S. Glick, J. Siegel.

*Jeffrey Finkelstein*, from Framingham, MA, is a graduate of the Joint Program between Columbia

University and Jewish Theological Seminary. He received a B.A. in Talmud from JTS and a B.A. in Sociology from Columbia. Last year he taught Hebrew School at a synagogue in New York, and interned in the Endowment Development Department of CJF. Jeff spent his summers as the Boys' Head Counselor at Camp Yavneh and is presently a U.S.Y. advisor. Jeff is concentrating in fund raising.

*Deborah Budner* found that growing up Jewish in Oregon demanded that one assimilate or claim Jewish identity as a challenge and work to do something about it. Deborah obviously chose the latter - first in active involvement with Hashachar/Young Judea Zionist Youth Movement, later in the collective creation of Jewish feminist communities and scholarship at Oberlin College, OH, in Portland (OR) and in Jerusalem. Along the way she has traveled in Asia, studied at a Yeshiva in Jerusalem, and taught Hebrew and Jewish Studies in Boston. She makes her home with Steven Eisenbach in Cambridge. Deborah yearns to return to the West Coast to continue to work in Jewish education. She enjoys hiking and camping and the art of papercutting, as well as making Shabbat with her friends. She also studies massage therapy and other bodywork in her efforts to be a "holistic Jew" living out an integrated, relevant Judaism.

Jacob Epstein-Benedek '93  
Jeffrey Finkelstein '93



Ruth Cohen, Jewish Welfare Society, 466 Punt Rd., S. Yarra 3142, Victoria, AUSTRALIA - Community Resource Officer

Diana D'Angelo, New Orleans Jewish Community Center, 5342 St. Charles Ave., New Orleans, LA 70115 - Senior Programming

Fernando Frydman, JDC, Buenos Aires and Rabbinic Seminary, Buenos Aires, ARGENTINA (home address: Cuba 2194, 7th Fl, Buenos Aires)

Wendy Halpern, Boston University Hillel, 233 Bay State Rd., Boston, MA 02215 - Program Director

Laurie Jaffee Bernhard, UJA Westchester Jewish Federation, 701 Westchester Ave. #203E, White Plains, NY - Campaign Associate

Gershon Levine, Jewish Community Center Indianapolis, 6701 Hoover Rd., Indianapolis, IN 46260 - Cultural Arts Director

Rose Mossberg, Baltimore Jewish Council, 2701 N. Charles St., Suite 510, Baltimore, MD 21218 - Community Relations Associate

Melissa Kohn Rosen, Vanderbilt University, Nashville, TN - Lecturer, Holocaust Lecture Series; Jewish Family Services - Soviet Jewry Acculturation; Synagogue Teacher (home address: 5025 Hillsboro Pike, #18D, Nashville, TN 37215)

Newton, MA 02158 - Resource Center Coordinator; Boston Bureau of Jewish Education, 333 Nahanton St. Newton, MA 02159 - Conference Coordinator

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**UPCOMING FEATURES:** The Spring 1992 issue of IMPACT will feature several more articles on Israel-Diaspora relationships by Michael Appell '79, Edie Gavriely '73, and Jessica Greenberg '86.

In addition, we will include an article by Lynn Hazan '80 about her touching experience at the CAJE conference, another by Vivienne Anstey '91 about her return to a changed South Africa, and a charming piece by Marci Galinkin '89 and Nicky Goldman '92 on family members connecting via Hornstein. This issue will also contain a report by Wendy Wolfe Fine '86 on Jewish life in East Asia as experienced on her recent trip to that area.

## NEWS OF FACULTY AND FRIENDS OF HORNSTEIN

MAURICE M. COHEN, founder of the Maurice and Marilyn Cohen Center for Modern Jewish Studies at Brandeis, was awarded the Philip W. Lown Distinguished Service Medal on October 24, 1991, at a dinner attended by over 300 people from the Greater Boston Jewish community and held at Congregation Mishkan Tefila in Newton, MA. The award was presented to Maurice by the Boston Hebrew College, where Maurice serves as a member of its Board of Trustees.

Maurice has been a very active supporter of Brandeis University, serving for many years on the Board of Trustees and, in addition to founding the Cohen Center, he has for many years been a helpful resource to the Hornstein Program. We are sorry to report that Mr. Cohen had a heart attack in early December, but the good news is that he is recovering nicely in Palm Beach, Florida.

BERNARD REISMAN was given an honorary lifetime membership in the Association of Jewish Communal Professionals of Great Britain. This award resulted from Bernie having spoken to the Association on his visit to England this past summer. The award also



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New York, New York 10022  
212 685-6145  
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Hornstein Center Suite 3710  
200 Madison Street  
Boston, MA 02114  
617 552-1234

November 6, 1991

Ms. Helen Kadish  
Faculty Coordinator  
Hornstein Program in  
Jewish Communal service  
Brandeis University  
Waltham, Mass. 02254-9110

Dear Helen:

Enclosed are two items concerning which we spoke on the telephone:

1. The outline of five seminars, each two hours in length, which I conducted at our Summer Institute in 1990.
2. Tapes of three of them. The other two are missing; the technician apparently was asleep at the switch. The two which are missing are Roman numerals II and III of the outline. Can you beat that! Just the ones we wanted to hear. That's life. So what you have are the function of a leader as politician, manager, and visionary.

I hope the stuff is useful to you in some way or other. If you have any questions please do not hesitate to ask.

We will be in touch as the time draws closer.

Best regards,



Herbert A. Friedman

Enc.

*Boston syllabus also  
sent to her 11/5/91*





# Brandeis University

Philip W. Lown  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Hornstein  
Program in Jewish  
Communal Service  
Waltham, Massachusetts  
02254-9110

617-736-2990  
FAX: 617-736-2070

October 4, 1991

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

Dear Herb,

We eagerly anticipate your teaching the session of the Jewish Philanthropy and Fund Raising course on Thursday, December 5. The class meets from 11:00 A.M. to 1:00 P.M. on campus. You had suggested having an expanded session which we could accomplish by having the class re-convene in the evening at my home.

I am enclosing a copy of the course outline for your review. I have deliberately not listed a topic for your session so that we could discuss how you see yourself relating to the general content and progression of the course. I will call you in a week or so to discuss schedule, travel, topic, additional reading materials, etc.

I understand from some of my friends in your Boston groups that your wife has been quite ill, curtailing some of your travel plans. Please accept my very best wishes for her speedy and complete recovery and for a good New Year.

Sincerely,

Helen J. Kadish  
Faculty Coordinator,  
Jewish Philanthropy and  
Fund Raising

enc.

nb

1. use early young leadership formation as model - going around with notebook
2. scenario of substitution (getting into head of subscriber)  
what is he thinking while you are talking?
3. Snowbird - fund-raising series of 5 lectures
4. Diagram of a model campaign.



BENJAMIN S. HORNSTEIN PROGRAM IN JEWISH COMMUNAL SERVICE  
Brandeis University - Waltham, MA 02254

JCS 239 A - HISTORY & PHILOSOPHY of JEWISH PHILANTHROPY & FUND RAISING

Fall 1991

HELEN KADISH

CENTRAL THEMES

1. American Jewish fund raising and philanthropy represent the modern expression of Biblical and Talmudic imperatives as interpreted through the generations and as adapted to the open society and to complex organizations.
2. Community organization is seen as a Jewish value, as a social work method, and as a goal of fund raising practice. Fund raising is not only a product of, but also an effective tool in community building.
3. The voluntary nature of giving, combined with the pluralistic nature of the community and with changes in the geo-political circumstances confronting Jews, require that professionals be "reflective practitioners" who can bring a variety of perspectives to bear in working with leadership to achieve their goals.

COURSE OUTLINE

SESSION 1 -- AUGUST 29

- A. Purpose, outline and framework of the course
- B. Introduction to Philanthropy
  - Why do organizations raise money?
  - Why do people give?

Readings:

- Donald Feldstein: "The Changing Client System in Jewish Philanthropy"
- Maurice Gurin and Jon Van Til: "Philanthropy in its Historical Context" pp. 3-18

SESSION 2 -- SEPTEMBER 5

The Jewish concept of Tzedekah: A consideration of classical texts.

Readings:

- Jacob Neusner: Tzedakah, pp. 1-68
- Laurence Rubinstein: "Tzedakah: The Highest Mitzvah"
- The Schwartz packet of Classical Texts



SESSION 3 -- SEPTEMBER 12 - Carmi Schwartz will teach this session.

Historical survey of the institutions and practices of Jewish philanthropy.

Readings:

Prawer: "The Jewish Community as a Force in Jewish Continuity: An Historic Perspective"  
 Bernstein: To Dwell in Unity, Part 1 & Part 5, chap. 1 & 2  
Jewish Encyclopedia, "Charity" pp. 340-353  
 "Philanthropy" pp. 377-392

SESSION 4 -- SEPTEMBER 19

The American Scene: An overview of the institutions and settings of philanthropy.

Readings:

O'Connell, Brian: Philanthropy in Action, Part 1

SESSION 5 - OCTOBER 3 - Carmi Schwartz will teach this session.  
 (note: This class does not meet on Sept.26)

A. American social history: the ideological, cultural and religious base of giving and volunteering in the U.S.

B. The role of the U.S. government and tax legislation.

C. The Third Sector

Readings:

Filer: Giving in America: Toward a Stronger Voluntary Sector  
 Cotton Mather: "Bonifacius - Essays to do Good"  
 Alexis DeTocqueville: "Of the Use Which Americans Make of Public Associations in Civil Life"  
 Booker T. Washington: "Raising Money"  
 Andrew Carnegie: The Gospel of Wealth  
 Daniel Boorstein: "From Charity to Philanthropy"

SESSION 6 -- OCTOBER 10 - Carmi Schwartz will teach this session.

Community Organization: Definition, Values, Methods

Readings:

Murray Ross: Community Organization  
 George Brager and Harry Spect: Community Organization



## SESSION 7 -- OCTOBER 17

Community Organization for Fund Raising  
Community Organization through Fund Raising

## Readings:

Hiller and Schwartz: "Fund Raising as a Social Work Process"  
Stein et al: 1958: "Building a Successful Campaign"

## SESSION 8 -- OCTOBER 24

The characteristics, motivations and roles of the donor/leader.

## Readings:

Arnold Gurin: "The View from the Top: Dynamics of Volunteer Leadership" in Understanding American Jewish Philanthropy, Marc Raphael ed., pp. 7-23  
Arnold Gurin: "The Attitudes of Federation Board Members" in Raphael, pp. 145-163  
Marc Raphael: Getting in and Getting on: Reward Systems in Federated Jewish Philanthropy, pp. 25-32

## SESSION 9 -- OCTOBER 31

The role of the professional.

## Readings:

Donald Hurwitz: "Professional Aspects of Fund Raising"  
Gerald Soroker: Fund Raising for Philanthropy, pp. 27-37  
William Bernstein: "Fund Raising - Professional Tasks for Social Workers" pp. 212-218

## SESSION 10 -- NOVEMBER 7

An analysis of a Jewish community campaign.

## Readings:

Tobin: Jewish Population Study of Greater Baltimore:  
Analysis of the Associated's Fund Raising Campaign



## SESSION 11 -- NOVEMBER 14

## Issues and Challenges in Jewish Fund Raising

## Readings:

(Note: this class will not meet on November 21 or on November 28)

## SESSION 12 -- DECEMBER 5

Guest lecturer: Rabbi Herbert Friedman

## Readings:

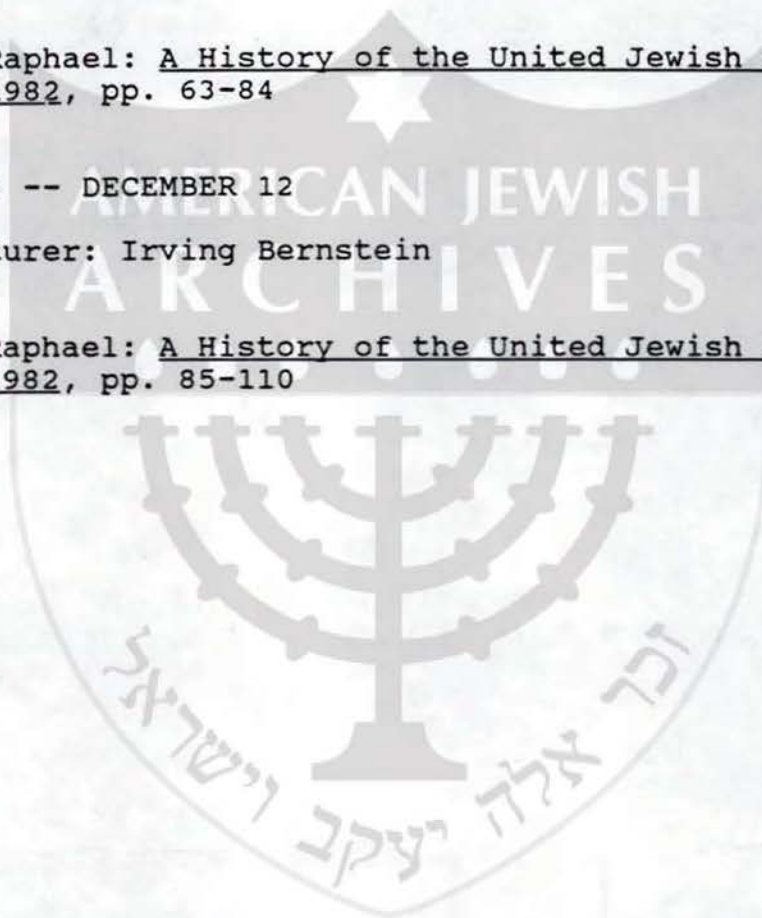
Marc Raphael: A History of the United Jewish Appeal, 1939-1982, pp. 63-84

## SESSION 13 -- DECEMBER 12

Guest lecturer: Irving Bernstein

## Readings:

Marc Raphael: A History of the United Jewish Appeal, 1939-1982, pp. 85-110





LEADERSHIP FUNCTIONS: A PRACTICUM

A Course of Five Seminars

Given at The Summer Institute

July 1-8, 1990 at Snowbird, Utah

by Rabbi Herbert A. Friedman

INTRODUCTION

Five fundamental functions of leadership will be offered, for analysis and discussion, on five successive days. In pursuing these functions, the leader is cast in a variety of roles. The five roles display the leader's abilities as Politician, General, Fund-raiser, Manager and Visionary.

As Politician, leaders must learn how to elevate themselves, through winning followers, into the top positions.

As General, leaders must learn the causes for which they are crusading, and the skills of strategizing large campaigns to achieve those causes.

As Fund-Raiser, leaders must learn how to raise money, which is an art more than a science.

As Manager, leaders must develop an intuitive sense in picking people for key positions, shaping budgets to sustain the enterprise, and taking necessary risks.

As Visionary, leaders must conceptualize new programs, determine priorities, and communicate these to the wider audience.



Most books, lectures and academic courses dealing with leadership are earnestly prepared and well intentioned, with a real desire to inspire and motivate the reader and auditor toward performing successfully as leaders.

However, the instructions are largely filled with exhortations, clever epigrams and cloudy generalizations. No one really tells you in specific terms how to become a leader, or how to act once you have gained the chair. You are not told in clear language exactly how to do what a leader must do.

My course is designed to give you the practical a-b-c's. My ideas and suggestions derive from a lifetime of experience. There are no readings for this course, since you have already read enough generalities, and there are no practical manuals. If you take good notes in this course, you will write your own manual.

## I. POLITICIAN

### A. How to Reach the Chair.

1. Understand the political structure of your Federation and work your way through it.
  - a. Committee work (choose a significant committee).
  - b. Committee chair.
  - c. Board
  - d. Executive Committee
  - e. Chairman's kitchen cabinet (informal, but most powerful).



2. Role of agency or synagogue or local chapter of national organization.
  - a. Become lay head, through gradual promotions.
  - b. This will bring you to the attention of the Federation powerbrokers.
3. Attracting attention to yourself, by:
  - a. Unexpected monetary contributions.
  - b. Any creative piece of work - camping, teenage students to Israel, absorbing Russians, etc.
  - c. Publishing, in local Jewish or general paper.
  - d. Achieve a position in a national organization - Y.L.C. or UJA.
4. Develop close relationships with top professional staff.

B. How to Build an Organization Around Yourself

1. Make friendships and working relationships with other lay people or the leader who seems to have similar ideals and goals to yours. These are ideological allies.
2. Make friendships with those who are at or close to the top of the hierarchy - so that, when you get there, others already there will be familiar faces.
3. Draw people to yourself by the power of your ideas. Win people over, one by one to your long-range "platform".

4. Create small discussion group - meet on social basis in your home - to brain storm new projects and how to implement them. This is displaying vision.

## II. GENERAL

### A. Learning the Cause

1. Extensive reading
2. Extensive travel abroad - Israel, the entire Jewish world, including Holocaust sites.
3. Viewing many tapes by other leaders
4. Hearing many key speakers

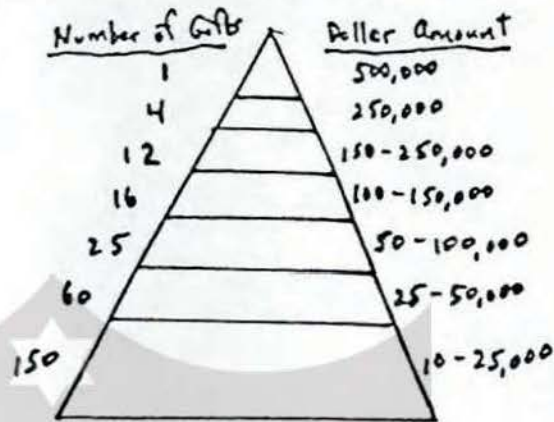
### B. How to Strategize a Whole Campaign

1. Arrive at a goal
2. Segment goal into workable sub-divisions
3. Create a campaign calendar
4. Create an advertising program
5. Select divisional officers, soliciting each one's gift simultaneously with the invitation to serve.
6. Set up a monitoring system, to know weekly where campaign is heading.
7. Create special events.
8. Leader solicits gifts also.
9. Closing a campaign.



c. A Typical Campaign Plan

1. Make a Pyramid of last year's campaign



Whatever this diagram showed, you must upgrade the numbers in each category for next year.

2. Goal of this year's campaign
  - a. Hold one-day retreat of top givers and campaign divisional chairpeople. At least 100-150 people must be present. Do this mid-August or early September at latest.
  - b. Determine goal - and show the breakdown of gifts needed according to pyramid.
  - c. Make major presentation of theme and needs. Bring powerful and impressive speakers - prepare charts, etc.
3. Select divisional leaders only after each person's gift has been established - i.e. send high-powered delegation after each leader, and at same time as you ask him/her to take a particular job, solicit the gift. Or gether yet, solicit the gift first, then offer the job.
4. All major gifts (over \$5000) are to be rated. Every solicitation is made by asking for a rating. The easiest method is to rate the card in writing with the new figures in red felt pen (example of card appended. Give the card to the prospect at the start of the solicitation. He sees physically what is expected, and after that it is only a matter of negotiation.
5. Calendarize major events with chairperson, speaker, location, publicity, etc.

6. Decide on opening and closing dates.  
Compress everything into 60-90 day period.  
Don't drag. Have opening and closing function.
7. Hold opening function only after several small parlor meetings have produced at least half of all major gifts.
8. Hold closing function at pre-set date, even if goal has not been reached - but you are close to it. Announce a three day telephone re-solicitation, in order to reach goal. Give awards at this function.
9. A publicity campaign has to be prepared by calendar, with a major newsworthy story to open every week during the 8-12 week campaign period.
10. Don't waste time on peripheral matters.

## AMERICAN JEWISH ARCHIVES

PLEDGE CARD

JUNE 6, 1990

FEDERATION OF ANY CITY, U.S.A.

1989 GIFT - \$5000

1990 RATING \$6000

SIGNATURE \_\_\_\_\_

RATING FOR OPERATION EXCUS \$15,000  
(PAYABLE OVER  
3 YEARS)

SIGNATURE \_\_\_\_\_



### III. FUND-RAISER

- A. Setting the Community Goal. Take part in that process - this will increase your credibility in later solicitations. You will have full knowledge of how and why the goal was established, and can answer all questions.
- B. Deciding your own gift - i.e. your "fair share" of that goal, and announcing it at the earliest opportunity. Your gift must be the maximum you can manage.
- C. Participate in the rating process, especially for those cards you plan to solicit yourself. This also increases your ability to solicit. Know the traditional experience of rating by "minyan" and soliciting in pairs.
- D. Make an appointment - don't solicit by telephone. simply refuse to do so. Keep repeating that it is too important a transaction to do by phone.
- E. Ask for the rated amount in the first sentence. Then the ball is in the solicitee's court. He must respond, and you have entered the negotiating phase.
- F. Decide at what gift level to close.
- G. Learn the answers to the most common blocking attempts on part of solicitee. (See list next page).

PROSPECT PUT-OFFS AND TURNAROUNDS

1. PO: I SHOULDN'T HAVE TO BUY MY JUDAISM.

TA: The local campaign is not Judaism, but an expression of caring and concern -- oneness with your brothers and sisters. It's part of a project pledged to the world-wide renewal of Jewry through improvement of the lives of individual needy Jews. In joining with us you are displaying tzedakah, a quality which is as old as Jewish tradition itself.

2. PO: ALL THEY WANT IS MY MONEY.

TA: On the contrary, the Federation's local campaigns devote much time and effort to getting people like yourself involved. We need your input. We need your energy. We want you with us.

3. PO: I AM JEWISH BY ACCIDENT OF BIRTH.

TA: You may not feel strongly committed to organized Jewry or religious observance, but whether you wish it or not you're a link in a chain that stretches back 3,500 years, and hopefully, we'll continue for several millennia. Life was something precious and unique for your ancestors because they were Jews. If you will it, and you accept that heritage, it will be something



precious for you and if you have children, your children as well.

4. PO: I'M JUST YOUR AVERAGE ASSIMILATED MIDDLE-CLASS PERSON: WHAT DIFFERENCE COULD MY LITTLE BIT OF MONEY MAKE?

TA: A real difference. Your gift has a ripple effect, a spreading outward of encouragement to give -- in both your business and social worlds. In addition, the concrete fact of your gift is important; it meets human needs.

5. PO: I DON'T BELIEVE IN CHARITY.

TA: The UJA is not a charity, but a fund raising organization structured around the fact that Jews have a historical responsibility for helping other Jews. It's not charity, it's self-taxation.

6. PO: IF I GIVE NOW, YOU'LL ONLY BE BACK NEXT YEAR FOR MORE.

TA: The situation of World Jewry is critical. Russian Jews are migrating to Israel and America by the hundreds of thousands. Human needs are greater than ever before. The time to give is now. We have to go on the bet that next year will be better -- for all of us. The time is now. The time is right now.

7. PO: I JUST HAVE DIFFERENT PRIORITIES THAN YOU. I'D RATHER GIVE MY MONEY TO THE SIERRA CLUB.

TA: Your interest in humanitarian causes is wonderful. I just ask that you look back a bit at the wellspring of that interest. It comes from a Jewish heritage and a Jewish attitude toward life. Let's both join the fight to keep that heritage alive.

8. PO: I NEVER MAKE PLEDGES. WHEN I HAVE THE MONEY, I PAY CASH. I CAN'T LIVE WITH DEBT.

TA: We can understand your reservations, but ask that you overlook them for two reasons: the urgency of the plight of World Jewry, and the fact that your debt, on a day to day basis, is minimal. Think of it as an essential mortgage.

9. PO: IT'S GREAT THE UJA SUPPORTS ISRAEL, BUT THAT'S TOO ABSTRACT TO ME HERE IN MY CITY.

TA: All communities run "joint" campaigns to meet both local and overseas needs. Through your local agencies, the Jewish Community is provided with a wide range of services: day care programs, Community Center activities for the elderly and retarded, counselling and schooling for our youth; concrete programs to help needy Jews in your area.



10. PO: WHAT ISRAELI POLITICIANS ARE DOING OVER THERE IS INSUPPORTABLE.

TA: UJA money goes directly to needy people, not political groups. Your money supports concrete social services, which individuals need, regardless of who runs the country.

11. PO: I WON'T GIVE MONEY TO BUY ARMS OR SUPPORT WAR IN THE MIDDLE EAST.

TA: UJA funds are not spent on arms or any military equipment. The UJA has been granted tax exempt status as a charitable organization devoted to humanitarian needs; e.g. "rescue, relief and rehabilitation." Therefore, in Israel, funds go directly to the Jewish Agency which handles only social welfare needs, such as absorption centers, immigrant housing and the like.

12. PO: JUST SEND ME THE PLEDGE CARD. THERE'S REALLY NO SENSE IN US GETTING TOGETHER.

TA: We hesitate to do that, both because the issues are important and should be discussed in person, and because we'd like to get to know you face to face.

13. PO: I'LL GET BACK TO YOU WITH AN ANSWER.

TA: I can appreciate your desire to think it over.

But the situation is urgent and we can present your pledge to a bank right now as collateral on a needed loan. I'm here, and I'd like to leave having your support.

14. PO: I'VE GOT A CHILD IN COLLEGE -- DO YOU KNOW HOW MUCH THAT COSTS?

TA: A lot perhaps, but not as much as the cost of supporting your family when you're new to a country and don't even speak the language. This is the plight of thousands of immigrant Jews a year.

15. PO: THERE'S NO NEED TO TALK TO ME NOW. I HAVEN'T PAID OFF LAST YEAR'S PLEDGE.

TA: The Jewish Agency hasn't paid off last year's debt and they're already budgeting for next year. They're doing this because they have to -- they have no choice. A renewed pledge from you now would only mean a continuation of your weekly/monthly payments.

16. PO: ALL UJA MONEY GOES FOR ADMINISTRATION -- TOO LITTLE GOES TO ISRAEL.

TA: On the contrary, the UJA is a model of bureaucratic efficiency. Our national overhead is 3%, which ranks among the lowest in the world for



institutions of our kind, and the average local community overhead is between 5-10%; therefore, the total of both averages 8-13%, which is much less than the Red Cross, United Way or other major philanthropies.



#### IV. MANAGER

##### A. How to Pick People for Boards

1. You need some intellectuals, who can conceptualize from an abstract idea, and create new ideas.
2. You need some pragmatists, who can subject ideas to the tests of reality - political, financial, organizational, etc.
3. You need some fund-raisers, who will carry the main load of that burden.
4. You need some compromisers, whose mediating skill will help find solutions to seemingly intractable conflicts.
5. You need some "powerbrokers" whose support will almost automatically put a stamp of approval upon a particular project or decision.

##### B. How to Run an Agency

1. Determine whether your professional executive and staff are good.
  - a. Learn what is good by travelling and observing in action an executive who is accepted as good.
2. Enter the job with your ideas of goals to be accomplished - i.e. which ongoing programs are worth continuing, and new ones to be introduced.
3. Reconcile your ideas with those of your professionals.



C. How to Prepare a Budget and Live Within It

1. This must come from your sense of priorities, what you think is most important to be done at any given time.
2. Appoint committees by area of service, to make allocations, the total of which must fall within the budget's constraints.

V. VISIONARY

A. Definitions of Vision

1. Jonathan Swift said: "Vision is the art of seeing things invisible".
2. Toshiba Corporation says: "The future is composed of insights reflected by what we learn today, with a unique perspective that helps us imagine a better tomorrow".
3. Mr. Bush calls it "the vision thing" and cannot seem to get a grip on it.
4. Mr. Gorbachev does not have a fixed blueprint, but rather a sense of direction, with an evolving sense of the possible.

B. Concentrating on the Seminal

This means thinking of what will really change the future. This means having a sense of priorities, distinguishing between major and minor, realizing that all projects and programs are not equal in importance. Leaders should not work on everything, because this

spreads them too thin. Vision involves the largest dreams, which usually take the longest time to bring into activity. Vision inevitably means taking risks. vision demands persistence, patience, and exquisite articulation.

C. Articulating and Communicating

This means thinking it through first by yourself; writing it down very carefully in short form; testing it on a small group whose brains and experience you value; expanding it into a document and testing it on a larger group; then putting it into the cumbersome "process" which moves it widely through the committees and sub-committees, boards, and agencies, etc., saturating the broadest possible number of decision makers in the community.

It also means developing other forms of communication in addition to a basic document, such as, a speech version (both long and short); possibly a videotape version; a written version for a one-page advertisement in the local Anglo-Jewish paper; a question-and-answer version for quick, easy consumption; a brochure, with pictures, if possible; and any other forms you can think of. Your articulation must sell the vision.



D. A Visionary Idea

1. Objective: Create an over-all communal educational complex, for every person, from pre-school child to mature adult, in every community containing 10,000 Jewish population and/or a \$7 million annual non-emergency campaign.
2. Elements required:
  - nursery schools
  - elementary, K to 8
  - high school, 9 to 12
  - junior college, grades 13 and 14
  - lehrhaus
  - community center classes
  - synagogue classes
  - havurah classes
3. Basic languages: English, Hebrew, Russian (where necessary)
4. Curricular goals: Basic texts to be read in both English and Hebrew:
  - Bible
  - Mishna
  - Talmud
  - Maimonides
  - Spanish period poetry

5. Basic strategies necessary:

a. Land acquisition

b. Refined fund-raising methods

1) lower the profile

2) do it in smaller groups

3) more individual solicitations, based on  
rated cards

4. use communal tax approach for smaller  
givers (100-500)

c. Improvements of "process" system of decision-  
making by eliminating wasteful meetings and  
trying more consensus-building via mail and  
telephone.

