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MS-920: Sy Syms Papers, 1944-2012.

Series A: Newspaper and Magazine Clippings, 1949-2012, undated.

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Syms, Marcy, 1981-1997, undated.

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Retailing executive to receive award

PRESS STAFF REPORT

WEST LONG BRANCH: Retailing executive Marcy Syms will receive the 1997 Distinguished Business Leaders' Award from Monmouth University at a dinner on Tuesday, April 8, at Woodrow Wilson Hall.

Syms is president and chief operating officer of Syms Corp., Secaucus, the off-price apparel chain. The company operates 41 stores in 16 states.

Syms is a founding board member of the Sy Syms School of Business at Yeshiva University, which was established in 1985. She is a featured columnist for Family Business magazine and is author of the book, "Mind Your Own Business: And Keep It In the Family."

The Distinguished Business Leaders' Award has been given annually since 1984 by Monmouth to an individual who has achieved distinction through a career in business and corporate leadership and who has ties to New Jersey. Last year's recipient was Joseph A. Unanue, president and chief executive officer of Goya Foods Inc.



Marcy Syms

Additional information on the black-tie dinner, which is \$250 per person or \$2,500 for a table of 10, may be obtained from the university's Office of Special Events and Programs at 571-3509. The 8 p.m. dinner will be preceded by cocktails at 6:30 p.m.

AND YOU'RE DADDY'S LITTLE CEO

It isn't that easy for daughters in biz

(Second of Two Parts)

By **CLAIRE SERANT**

Daily News Staff Writer

Marcy Syms never regretted leaving a job as a media planner in 1978 for a consultant spot with her father's growing clothing-store chain.

"I asked to join the family business," says Syms. "I was willing to do anything that needed to be done." Her enthusiasm paid off. Marcy still works for her dad, Sy Syms, but today she holds the key to a multi-million-dollar enterprise as president of the Syms Corp.

For women, working for dad can be a rewarding experience, filled with built-in extras such as having an equal-opportunity arena, plus a supportive boss, experienced mentor and teacher all rolled into one, experts say.

But there is a downside to all this. No matter how good the relationship is, says Peter Davis, director of the Division of Family Business at the Wharton School

in Philadelphia, most women who work in a family-owned business are frequently underpaid for their long hours. And furthermore, all that attention from Dad can leave a woman struggling with her own ability to initiate changes and make decisions.

"Fathers can be so protective that it can slow a woman down," Davis says.

But you shouldn't expect to run the company overnight, says Marcy Syms, who was promoted to president in 1983.

She says that women should be realistic about the amount of time it takes to learn a business, and should enter the business with as many skills as possible.

"It took me five years to learn my father's business and how to work with him," says Syms. "Any child who aims for the top right away is bound to get resistance from the father and people in the company. You have to feel you're needed to make a contribution and willing to prove yourself."

But for daughters, proving their worth in a family enterprise is never easy, says Leon Danco, founder of the Center for the Family Business in Cleveland.

It seems that even when women are admitted to the family business, they aren't always seen as peers, since fathers often dole out the more important tasks to their sons. To remedy the situation, Davis says, women should find a part of the business they can run themselves or get involved in similar outside activities so their efforts can shine.

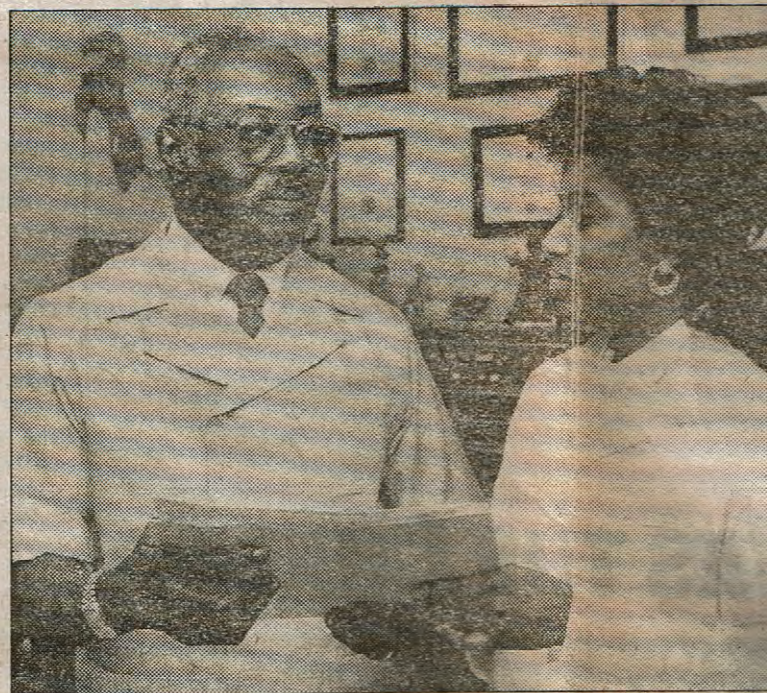
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Jackson says that in the beginning there were situations that if left unresolved could have hurt the father-daughter partnership.

"Let's say I was doing a tooth extraction. Rather than tell me what he wanted, he would do it," she recalls. "My father would walk in the room and it would undermine my confidence because I felt the patient saw me in the daughter role."

Melanie says she voiced her concerns to her dad, then limited the number of patients she shared with him by bringing in

WOMEN OF THE '90s



FAMILY PRACTICE: Dr. William Jackson and daughter Dr. Melanie Jackson both dentists. **DAN CRONIN DAILY NEWS**

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Women in business say that learning to keep the lines of communication open in a family biz takes knowing when to talk shop and when to relax and enjoy the relationship. And when it comes to criticism, daughters have to develop a thick skin and a grin-and-bear-it attitude.

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"I take a deep breath and try to realize that he doesn't mean personally," she says. "He's a great guy to work with, and I've learned a lot."

As Dr. Melanie Jackson sees, her dad is her mentor and teacher, but she says daughters have to apprehend another very important lesson. "You have to let go that you're good, too, and not let your confidence decrease because it's very easy to slip into that role — where you become secondary."

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Technology and business changes have made current secretaries indispensable in managing office information so much that the Bureau of Labor Statistics reports a shortage of qualified people that will only worsen throughout the '90s.

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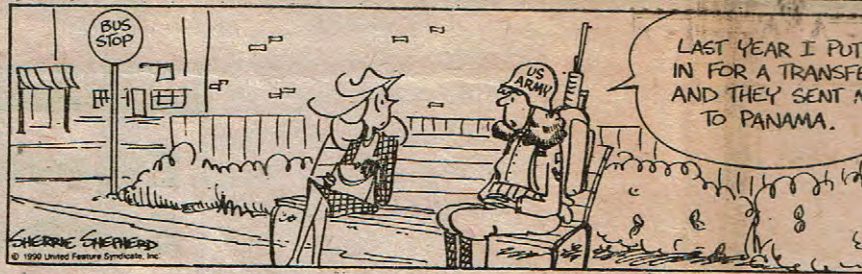
— **Diane Moy**



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Author **CAROL CASSELL**, on how "we have to stop raising girls who wait to be saved and raise them to save themselves."

FRANCIE



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DAN CRONIN DAILY

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Melanie says she voiced her concerns to her dad, then limited the number of patients she shared with him by bringing in new people who weren't necessarily aware of their relationship.

Besides working full-time at her dad's practice, Melanie says she holds another job at a Westchester County clinic. "When I'm there," she says, "it gives me the

WOMEN OF THE '90s



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LAW & DAUGHTER: Legal partners Aaron J. and daughter Debbie Broder.

C.J. ZUMWALT

PASSING ON THE FAMILY BUSINESS

The three commandments for keeping the company alive even after you're not: Plan carefully and early. Groom a successor. Be pragmatic about estate taxes. ■ by Terence P. Paré

A BIG CHUNK of the trillions that the baby-boom generation will inherit is in family-owned businesses that will pass to the kids as soon as mom and dad march off in stately fashion to Valhalla—or Boca Raton. It is startling just how much wealth is tied up in such enterprises. Consider: Sole proprietorships and partnerships earn 17.9% of U.S. business income—a hefty \$580 billion.

Fully 18% of the financial assets held by U.S. households—some \$2.4 trillion—is invested in privately held concerns, mostly family-run outfits. That is at least \$300 billion more than the amount that households have directly invested in public corporations. No fewer than 31,000 family-held businesses have annual sales of more than \$25 million. All in all, 14% of *FORTUNE*'s subscribers own or are partners in private businesses, and family ownership is significant in about a third of the *FORTUNE* 500, including the second-largest company in the world, Ford Motor.

But every transfer of ownership and power in family companies is an opportunity for disaster, and fewer than one-third of them survive squabble-free into the second generation. The list of famous businesses besmirched by family feuds goes on like Homer's catalogue of doomed heroes sailing off to Troy: the Dorrances of Campbell Soup, the Bingham of Louisville's *Courier-Journal*, the Johnsons of Johnson & Johnson.

There are three simple rules for avoiding the fate that an owner-manager finds worse than death—knowing your business will not continue after you are gone. Plan carefully and early. Groom a successor. Be pragmatic about estate taxes. The last commandment is especially important. Planning helps you reduce taxes sensibly and honestly, but the proper function of planning is not so much to avoid taxes but to pass on a viable busi-

ness. Says economist Léon Danco, president of the Center for Family Business, a Cleveland consulting firm: "Taxes are a fact, but businesses collapse because of internal problems."

Like most commandments, these three are easy to remember and hard to heed. A study of 178 family businesses by Baylor

is tough. Says Peter Davis, who runs the family business program at the Wharton School: "The founder feels that anything he gives up to his children is another nail in his coffin."

Certainly you couldn't blame Leonard S. Shoen, 74, for seeing it that way. Shoen, who started U-Haul International, the Phoenix-

JOSE FERNANDEZ



Curt Carlson (right) pledged to look but not touch while his son-in-law Edwin Gage runs the Carlson Cos.

University's Institute for Family Business found that 78% of owner-managers expect to pass the business on to the next generation but only 34% of them have written a succession plan. It's not difficult to figure out why.

A man or woman who builds a business for a living does not think often about dying. It usually takes a near-fatal illness or the death of a close friend to shake the founder into admitting that to everything there is a season. Even so, getting down to particulars

based car and truck rental business, began transferring stock to his children while they were still young. Trouble was, the Shoen kids kept coming, eight sons—one of them adopted—and five daughters, from three different mothers. Never expecting to father a rugby team, Shoen parceled out the shares as the kids arrived and ultimately gave away 95% of the company.

U-Haul grew into Amerco, with revenues of about \$1 billion, and in 1986, two of Shoen's sons, Edward, 41, and Mark, 39,

THE SOCIETY

seized control. The senior Shoen found himself voted out of the business, and soon after, his eldest son, Sam, 46, who had been running the company, quit. The family has since split into two camps. Edward and Mark are running the show, while Leonard and Sam are suing to regain control of the company.

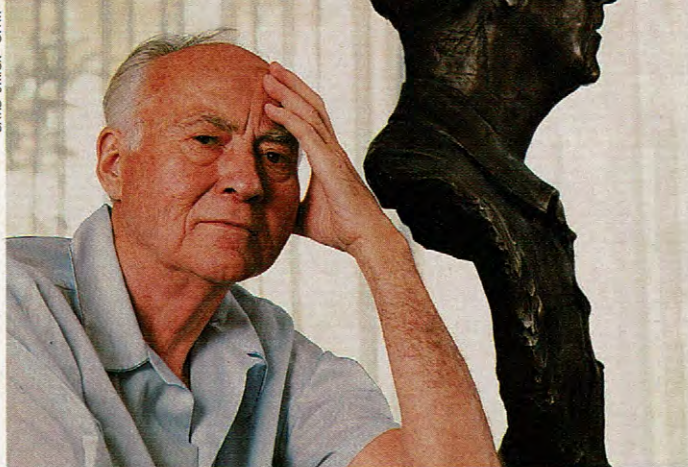
The battle has gotten violent, with stockholders' meetings degenerating into slugfests. In the most outlandish incident so far, Michael Shoen, 43, was reportedly beaten up by Edward and Mark. Michael's photograph, complete with bruises, was splashed across the business section of the *Arizona Republic* newspaper. Says the aggrieved dad: "I created a monster."

BY CONTRAST, the case of the Newhouse family company, Advance Publications, is a paradigm of careful planning. Among other assets, Advance owns Random House publishers, 26 newspapers, and more than a dozen magazines (including *Glamour*, *Vogue*, the *New Yorker*, and *Vanity Fair*). Over the course of many years before he died in 1979, Samuel I. Newhouse gradually ceded majority ownership of Advance Publications—but not operating control—to his brothers, Nor-

man and Ted, his wife, Mitzi, and his two sons, S. I. Jr. and Donald. They received a total of 3,500 shares of preferred stock, but Sam held on to 1,000 shares of common. Operating control was vested entirely in the common.

By passing on ownership of most of the business well before his death, Newhouse reduced his estate tax to a paltry \$49 million on a business then valued at \$1.5 billion. The IRS disputed the Newhouse calculations, claiming the estate owed the Treasury \$610 million more, but after a ten-year wrangle, the U.S. Tax Court last winter ultimately sided with the Newhouses. Today, Advance is worth \$10 billion, making Si Newhouse, 62, and Donald, 60, the second-richest Americans after the Mars clan.

Sam Newhouse received constant reminders that he had to plan carefully for his succession. Virtually every newspaper that



Shoen gave stock to his kids and, he now says, "created a monster."

the Newhouses acquired was on the block because of family problems. Intent on avoiding the same fate for his own business, Sam brought his sons in as young men and had them work their way from the ground up. By the time he became too ill to work, shortly before he died, both sons were ready to take over. They divided Sam's management responsibilities, with Si running the books and magazines and Donald the newspapers.

Grooming a successor was relatively easy for Newhouse because he sired only two children. Other owner-managers, contending with a brood, have a tougher choice. The rule of primogeniture can work, as the smooth, long-planned transfer of power at *Forbes* magazine demonstrates. When Malcolm Forbes died in February, 51% control of the family business passed to his eldest son, Malcolm Jr., who had been president and deputy editor-in-chief of *Forbes*. But all five Forbes children have an equal financial share of their father's estate. While no one knows as yet how inheritance taxes will affect the Forbes family, the estate is said to be worth at least \$500 million.

Those left out of the lucky sperm club can justifiably complain, but one advantage of primogeniture is that all members of the family know very early in their lives on whose shoulders the mantle will fall. As the kids grow up, the parents' choice becomes more a *fait accompli* and less a show of favoritism.

MERIT is a better criterion than birth order, says Danco. But merit has a price—the Smothers Brothers syndrome, as in "Mom always liked you best." Six years ago, Sy Syms, 63, founder of the eponymous \$300-million-a-year New Jersey discount clothing chain, named his daughter, Marcy,

When Marcy Syms proved she was as tough as her old man, he named her his successor at Syms.



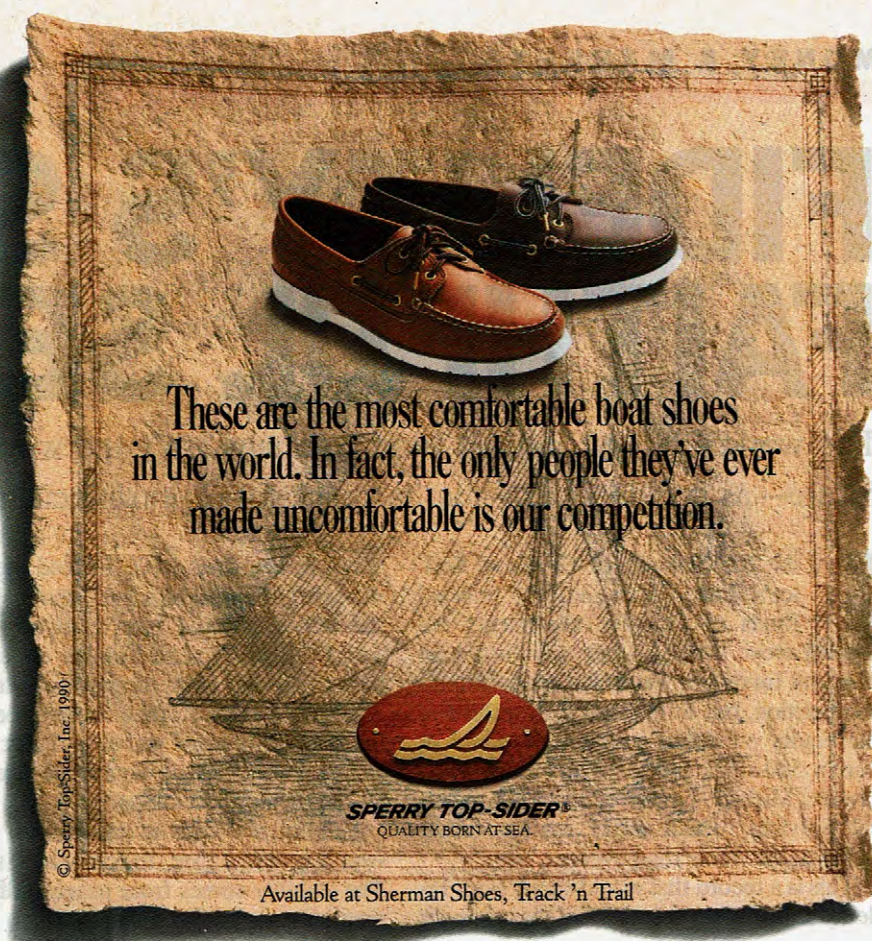
president and chief operating officer of Syms. The acid test of merit had come when Sy asked Marcy what she would say to a group of Syms professional managers who demanded equity stakes in the business. Her answer was an unequivocal but unprintable negative. Sy's response: "You're it." Since Marcy's appointment two of her three brothers left the company. One has returned, however, as a merchandise manager. Says Marcy about her brothers: "We've been through a lot."

Curt Carlson, 75, founder of Carlson Cos., the \$6.2-billion-a-year service conglomerate including Ask Mr. Foster Travel, Radisson Hotels, and T.G.I. Friday's restaurants, regards mapping out the transfer of the business as the founder's most important

Newhouse was constantly reminded to plan for succession. Most of the newspapers he acquired were on the block because of family problems.

final job. His task was eased, however, by the fact that the younger of his two daughters married a businessman, Edwin Gage, who joined the company 22 years ago. When Carlson started thinking about a successor, Gage was a likelier candidate than the daughters, who had never been employees of the company. Last fall Gage, 49, took over as CEO, and Carlson had a complete estate plan in place, including a mandatory arbitration procedure should family feuds break out after he is gone.

The changing of the guard was formalized with an elaborate black-tie dinner for family and friends and an open house for 5,000 Carlson employees and their families. That transfer ritual will make meddling by the old CEO more difficult. Carlson now serves as chairman of newly formed Carlson Holdings, which owns Carlson Cos. As chairman, he will have more time to devote to the holding company's two other, smaller real estate and investment subsidiaries as well as to write a long-planned book on entrepreneurship. At Carlson Cos. he will watch but not touch: "I'll have to stick to my new management formula—nose in, fingers out." ■



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WOMEN EXECUTIVES IN THE CORPORATE WORLD

GOLDMAN SISTERS

by Beth Bacharach

On Wednesday, March 21, SSSB was fortunate enough to get some advice about the business world from experienced women executives. The Goldman sisters, Arlene, Karen, and Dianne came to Stern to share some of their business experiences. The Goldman sisters gave us insight on what it takes for women to be successful in the corporate world.

The sisters began the lecture by describing how they launched their careers, and worked their way up the corporate ladder. Despite a large family business, each one entered the business world on her own. The Goldmans explained that the family business wasn't open to women, because "women were expected to get married and have children."

The Goldman sisters emphasized the importance of being vibrant on an interview and when working on a job. The best way to get ahead, according to the Goldmans is to "always seek to learn and to absorb."

One student asked if they felt that they had to make compromises regarding family life in order to achieve their success. The Goldman sisters, all single and without children, replied that "a woman may find it possible, but very difficult, to have the best of both worlds." The Goldmans explained that each individual must decide what they want in life and what they feel is important. The sisters have no regrets with their decisions.

Women today are capable of achieving any goal that they desire. However, it is important for them to be aware that they will often be forced to set their priorities in order and make some sacrifices in order to climb to the top. Thanks to the Goldman sisters those decisions should be a little easier to make. ♦

MARCY SYMS

by Michelle Chrein

As we go through life, we encounter different role models who become the necessary guiding forces in influencing our pursuits in life. Recently, the students of Stern College were privileged to meet with one such role model, Marcy Syms, Chief Executive Officer of Syms Inc. Marcy Syms addressed the students of the Sy Syms School of Business regarding the role of women occupying leadership positions in business organizations.

When the Syms Corporation was a single store, Ms. Syms began working in advertising and eventually worked her way to the top. Syms Inc. is currently one of the better known retail establishments.

Ms. Syms related her experiences as CEO of Syms and stressed that women have a harder time than men in attaining positions of top leadership. She attributes her success to dedication and hard work, and assured the students that they too can attain top positions. However, Ms. Syms added that often sacrifices had to be made pertaining to marriage and family.

The lecture was a valuable experience that served to demonstrate the competence of women in the working world. Ms. Syms' lecture was interesting and thought provoking, and she is sure to have had an impact on all who attended. ♦

6/17/90

DAILY NEWS

DOING BUSINESS WITH



They will be
Green, a plaintiff.

THE ASSOC

DAD

KINSHIP: In five years, Marcy Syms went from a job as her father Sy's secretary to president of his off-price retail clothing chain. **ED MOLINARI** DAILY NEWS

How the family survives — and prospers

By **RICKI FULMAN**

Daily News Business Writer

FOR PETER LEWIS, it was hardly the time to make a commitment.

Though he recently had graduated from the University of Denver, class of '73, he was in no hurry to begin a career. Instead, he indulged his passion for skiing, working at odd jobs to pay the rent.

Meanwhile, his dad, Dick Lewis, co-chairman of electronics retailer Newmark & Lewis, was pleading with him to return to New York and

join the rapidly expanding business. "I needed young, articulate salesmen who wanted to build careers with us — people who looked and sounded like Peter. So naturally, I wanted him to come home," recalls the senior Lewis.

Peter Lewis did come back, but not until he was ready — two years later. He worked his way up from salesman to the position he currently holds, senior vice president.

Like many other sons and daughters of successful business people, he weighed his

See **DADS** Page 4

**Market Outlook:
Battle Over
Interest Rates**

Page 11

**N.Y. LIFE
TRAVEL
SECTIONS**

DADS & CHILDREN: HOW



ENTERPRISING: Earl Graves Sr. (seated), publisher of Black Enterprise Magazine, and Earl Jr., the vice president of advertising and marketing.

CARMINE DONOFRIO DAILY NEWS

FROM PAGE ONE

options carefully before deciding to team up with his father. As easy as it may seem to enter a business that's up and running — carrying a birth certificate as a job guarantee — there are obstacles to overcome, ranging from the resentment of jealous employees to the antagonism that can surface when the younger generation wants to share in the decision making.

"This was a good opportunity, and I didn't have to look for a job or start at the bottom," says Peter, now 38. His sales experience was gained "mostly through on-the-job training, working under the store manager at a store that wasn't as hectic as my father's."

"It's great to be part of a growing business and to know you won't get fired."

'With prejudiced eyes'

"However, children of owners also feel a certain pressure to be better than people who aren't relatives. Other employees are going to look at you with prejudiced eyes, and you have to be prepared for that," he emphasizes.

Marcy Syms, who since 1983 has been president of the off-price clothing retailer that bears her family name, says that when she joined the business five years before, it was an adjustment for the other employees.

To gain their respect, and to learn the business as thoroughly as possible, she started at the bottom, as her father Sy's secretary.

She also took night business

courses. By the time she was promoted, she felt she had earned her place.

"My dad wisely told me that if anyone had a problem with my being his daughter, that was their problem, not mine," she says.

While some fathers raise their kids with the notion that someday they'll run the business, others leave it open.

Sy Syms, the company's chairman, says he encouraged each of his six children to get a good education and to make their own career decisions.

As each went to work at Syms, he advised: "You have to prove to me that you're happy here." Four have stayed. But at one point, he says, there was a lot of rivalry between the siblings.

"We went through hairy times with one brother, Richard, who was not a team player and has gone his own way," says Sy. "He resented his sister being second in command. She is older, so it was logical."

Richard's disagreements with his father have yet to be resolved and, in fact, have boiled over into a public forum. The younger Syms recently sued his dad, charging he was defrauded when Syms went public in 1983.

Some parents running large companies are disappointed if their kids decide not to participate.

Domenick Celentano Sr., CEO and president of Celentano, the Verona, N.J.-based frozen-food manufacturer, admits he tried to convince one son, Anthony, that he would make much more money working for Celentano rather than pursue a career in music.

TO SUCCEED IN BUSINESS

"But he told me that man doesn't live by bread alone," says Domenick Sr.

On the other hand, Domenick Jr., now a vice president, knew from the age of 12 — when he began helping his dad after school — that his future was with Celentano.

Father knows best

His father is his best adviser, he says, and they meet regularly to discuss every aspect of the business. "Sometimes, I'm not sure which way to go, so we talk about it."

Some businessmen, like Herbert Grossman, whose Herbert Grossman Enterprises manufactures expensive women's suits, encourage their children to take a different course. "I wanted my son Andy to be a lawyer or doctor," says the senior Grossman. Andy, 31, now executive vice president and second in command at Jones New York Apparel Group, says he drifted after college. "I asked my father for a job, but he said no."

A year later, after Andy joined a small Seventh Ave. firm, his dad advised him to switch to one of the leading firms, where he could learn the business. After landing ever-better sales positions at major firms including Ralph Lauren, he worked with his dad for two years. But he missed big business, and big volume, and moved on to Jones, where, according to his proud father, "he's earning 10 times what I could pay him."

When kids do go into the family business, invariably it's an adjustment for parent as well as the child,

Before your kids join the business ...

If a child is destined for the family enterprise, it's a good idea for him or her to pick up some business experience elsewhere first, says Michael Costello, who advises family-run businesses for the accounting firm of Laventhol & Horwath.

"It gives the person a broader perspective and exposure to management styles other than their parents'," he says.

Fred Bass, 61, president of Strand Book Store Inc., the nation's largest used-book store, has a similar philosophy.

"There's a point where children have learned all they can from their parents, and then they must learn on the outside," he says.

After his daughter Nancy, 29, now a vice president at Strand, returned from a two-year stint consulting for Exxon in Louisiana, she developed lots of fresh ideas, says Bass. "She was able to implement many, which have improved business."

Costello recommends the head of a family business hold regularly scheduled meetings with other relatives, to do some strategic planning.

"It's an opportunity for everyone involved to express themselves about where the business is going," he says. "Hiring an outside director is a good idea too. He can help separate the emotional issues from the business and provide some balance."

The key, says Costello, is good communication. "You have to talk about the problems as they come up. If a child or parent doesn't like what's going on, they should air it and not let it build up and get worse."

— Ricki Fulman

says Earl Graves Sr., 55, founder and publisher of Black Enterprise Magazine. Earl Jr., 28, is vice president of advertising and marketing.

"When you're an entrepreneur and your son is suddenly in business with you — giving you some of his input — you have to swallow hard and listen. That's tough, when you remember changing his diapers, and now he's controlling your company's millions. But you have to let go."

Earl Jr. says he and his dad are good friends, which is important for a family business to function smoothly.

"When I wanted to automate the company," recalls Earl Jr., "and was ordering a \$1 million computer system, my dad questioned whether it would pay off. Now he even sends electronic messages, which is saying a lot."

The senior Graves also resisted his son's suggestion that they shell out

\$7,000 for tickets to the New York Knicks basketball games, so they could entertain important clients. "He came around, though, and now asks me which dates are available," Earl Jr. says.

What can be particularly frustrating for children reporting to their parents is that usually the first generation's decision prevails. Richard LeFrak, 44, president of the LeFrak Organization, and his dad, Sam LeFrak, 72, have devised their own system to deal with difficult disagreements.

"If either of us has a vociferous objection, then we veto an idea," says Richard, who has been in charge of day-to-day operations for the last 10 years. "We generally agree, though."

His rather flamboyant father is still the front man, taking care of most of the marketing and promotion for the \$3 billion development company.

"He's an outspoken man, very high profile. But we don't compete," stresses Richard, who says he prefers the background.

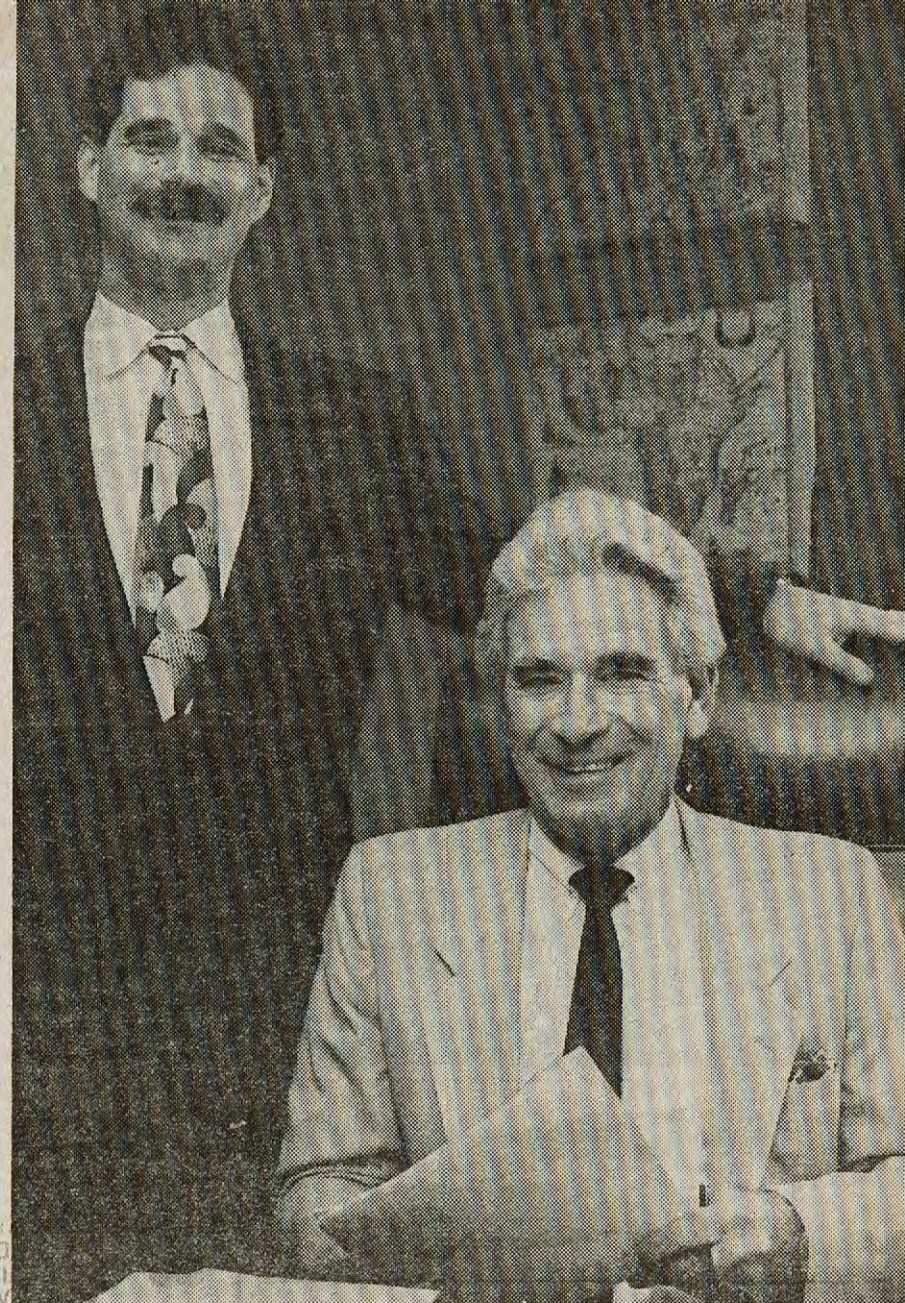
"The biggest problem you have when you run a family business is that you have to take off your hats as parents and children and switch to a professional relationship," he says. "If your father is screaming at you because you screwed up, you have to realize it's because you screwed up, not because you were a bad son."

"If you don't separate the professional and the personal, you won't have a successful business relationship, and will get very confused."



PASTA PURVEYORS Domenick Celentano Sr. (r.) and Jr. work hand in hand at their Verona, N.J.-based frozen-food manufacturing concern.

JOHN PEDIN DAILY NEWS



THEY'RE WATCHING: Newmark & Lewis' Dick Lewis (seated) with son Peter, senior vice president of the retail electronics firm.

PAUL DeMARIA DAILY NEWS

June 13, 1990



SOCIAL CALENDAR

By Jean Herschaft

Yeshiva U. is more than a prestigious high-ranking academic treasure. It is the only university that can be related to as a "family" operation, in the dedication it fosters among its students, faculty and auxiliary arms. Two very recent events illustrate this: The Sy Syms School of Business Dinner at the Hilton and the Women's Division Luncheon at the Plaza.

When the Sy Syms School of Business and Accounting Societies decided to host a dinner it was by its students and they decided to salute the "daddy" of their "schools" — Sy Syms who founded the Y.U. Business School. The participants included Syms students from both Stern and Yeshiva College, YU business school alumni and recruiters from many of the top business firms in the Metropolitan area.

1 Marcy Syms, daughter of Sy Syms, and president of the Sy Syms Corporation — Some 300 clothing stores — welcomed the guests. But more than that... more as a family friend who wanted the student guests to really profit from the affair, and, perhaps, link-up with a future job opportunity, color coordinated name tags were distributed to every business recruiter, according to his or her area of work, so that the students interested in specific fields would know whom to approach. Moreover, preference sheets were distributed to the students before the dinner to enable them to choose the firm with which they desired to be seated. In total, there were representatives from over 30 accounting firms, and over 20 businesses, including many from the "Big Eight."

Dean Schiff, one of the chiefs at Syms School, brought in the Jewish dimension in his talk to the guests, many his charges. Addressing the rigor and intensity of the SSSB curriculum, at YU he noted: "The course work must be demanding, since Jews have certain restrictions due to religious beliefs, such as leaving the office early or taking off from work for Jewish holidays. Therefore it is essential that they be the best in their field. Our curriculum must be superior in order to prepare students to achieve that level of excellence required of the religious Jew." He closed by assuring them that "You can achieve and still be a mensch." Burton Resnick, a YU Board member, was keynote speaker.

Said the president of the SSSB at Stern College, Dina

Friedman, "For sophomores and especially juniors the dinner served as a golden opportunity for them to find out about different firms that are out there and to meet the different recruiters in a very relaxed setting. Some undergraduates were offered summer internships after talks with the recruiters."

Certainly, it was a "job shidach" all parents would approve of!

About a week before, in that same month of May, YU Women's Organization, headed by its lovely blond dynamo Dinah Pinczower, National Chairman of the Board, presented a deluxe gala luncheon and fashion show at the Plaza Hotel. Honored were Rose Alfert and Sondra Ina Harris, plus a warm and moving tribute award to the Brooklyn Division for its dedication and commitment through the years. The ladies honored were Jean Braun, President, Boro Park-Bensonhurst; Sylvia Glick and Rose Hirsh, Crown Heights-Flatbush Chapters; Sylvia Tau, Past President; Honey Rothman, National Hon. V.P.; Frieda Tager, National Board and Goldie Rudoff, Past President and honoree of the Lincoln Center Opera and Supper last November.

Present too were YU's Future Builders leaders. They are the select group of young people that Dina Pinczower nurtured to join and augment the Women's Organization in entertaining programs that bring all together socially. "This assures matchmaking that comes naturally," Dinah told me, "while it gives the beginning role to future leaders of YU." Many of the Future Builders are children and grandchildren of YU benefactors. "We have the fifth generation of them signed up." One of this group is 11-week-old Suzanna Maxim Grobman, who was present with her mom at the Plaza affair. Mom is Michelle Rosenblatt Grobman, granddaughter of the Hartz Mountain Food Sterns. (Mrs. Gitty Stern)

Other Future Builders executives present: Steven A. Eisenberg; Edythe Nussbaum; Jacqueline Varda

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Continued from page 12

Wallach; Terri Kirshner-Herestein; Ira Lifshutz and Simeon Weber.

Thus while the Syms School of Business makes the "career shidachs," the YU Women's Organization makes for "couple shidachs" that assures that the YU Family will continue to thrive into the future, as Mindy Lamm, noted at The Plaza, speaking independently of her husband, YU head Dr. Norman Lamm, who greeted the luncheon crowd.

National Presidium: Judy Kirshenbaum, Inge Renert and Alice Turobiner. Pamela Rechtschaffen, Adele Kanarek, Frances Schub, Ruth Shapiro and Alice Usdan were luncheon hosts.

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Schedule of upcoming fund-raising events

UJA-Federation has set a number of fund-raising programs in the upcoming weeks.

The men's neckwear, tie fabrics and allied trades division will hold its annual luncheon on Tuesday, Dec. 4, at 11:45 a.m., at the Grand Hyatt Hotel in Manhattan. The event will launch the division's 1991 campaign and its Operation Exodus drive to raise funds for resettling Soviet emigres in Israel.

Guests of honor will be Allan Lerner, president of Ack-Ti-Lining; John Sadlier, senior vice president for men's and young men's wear for Federated Allied; and Chuck McCormack, divisional merchandise manager for NBO. Barbara Blank of J. S. Blank & Co. and Norman Alexander of Norman Alexander, Ltd., are division chairman and co-chairman. Daniel Schechter of Ack-Ti-Lining is event chairman.

Couvert is \$80. For information, call Jean Silver at (212) 836-1307.

■ Marcy Syms, chief operating officer of the Syms stores, will speak on women's leadership in business and communal work, at a breakfast meeting sponsored by the business and professional women's campaign on Wednesday, Dec. 5, at 7:45 a.m., at the Regency Hotel in Manhattan.

Hosts will be Irene Cohen of Irene Cohen Personnel Services, author Rona Jaffe and Marcella Rosen, executive vice-president of N. W. Ayer

advertising agency. Sylvia Dresner, president of the Dresner Group, is event chairman. Evelyn Kenvin, a vice president of Citicorp, is co-chairman.

Couvert is \$36. For reservations and information, call Roberta Zuckerman at (212) 836-1117.

■ The Wall Street division will hold its annual dinner on Wednesday, Dec. 5, at 5 p.m., at the New York Hilton Hotel. Guest of honor will be Roy Zuckenberg of Goldman Sachs & Co., who recently completed a two-year term as division chairman.

Zuckerberg headed the division for the 1989 and 1990 campaigns and remains a member of the Wall Street steering committee. He is a trustee and vice chairman of the board of the Long Island Jewish Medical Center and a director of the Greater Five Towns Y.

Gedale Horowitz of Salomon Brothers is event chairman. Couvert is \$100. For reservations and information, call Mindy Rubin at (212) 836-1829.

■ The lawyers division will open the 1991 campaign with its annual Proskauer Award dinner, Wednesday, Dec. 12, at 5:30 p.m., at the Sheraton Centre in Manhattan. Michael Sovern, president of Columbia University, will be guest speaker.

Ira Millstein, a senior partner in

the law firm of Weil, Gotshal and Manges, will receive the 31st Proskauer Award, presented each year to the judge, lawyer or legal scholar "whose conduct and services exemplify the highest ideals of the law." Past recipients include Lawrence Bittenwieser, Louis Lefkowitz, Jacob Javits, Charles Ballon and Simon Rifkind.

Arthur Liman of Paul, Weiss, Rifkind, Wharton and Garrison, and Martin Lipton of Wachtell, Lipton, Rosen and Katz, both former winners of the Proskauer Award, are event chairmen. Couvert is \$120. For reservations and information, call Iris Wasserstein at (212) 836-1419.

■ The leadership development division's modern Orthodox young leadership group will sponsor a



Roy Zuckenberg

cruise on the Glatt Yacht for ages 20 to 40 on Sunday, Dec. 16. Proceeds are earmarked for Operation Exodus, the special drive to rescue Soviet Jews and resettle them in Israel. Boarding will be at 11:30 a.m. at Pier 62 on West 23rd Street.

The event will include a kosher buffet, dancing and a disc jockey.



Michael Sovern

Event chairmen are David Berman, Bill Benjamin and Debbie Schiller.

Couvert is \$75 for those who make reservations before Dec. 3 and \$85 afterward. A minimum gift of \$180 is required. For reservations and information, call Julie Friedman at (212) 836-1611.

Manhattan SPOTLIGHT ON

MARCY SYMS

by Celia Rothberg

The young woman who walks into the Syms advertising offices just off Fifth Avenue is smartly dressed in a green and navy linen pantsuit, a coordinating navy straw hat perched atop neatly tied-back hair. She is the president and COO of one of the largest discount retailing chains in the country, one that bears her well-known last name. Poised and straightforward, Marcy Syms smiles.

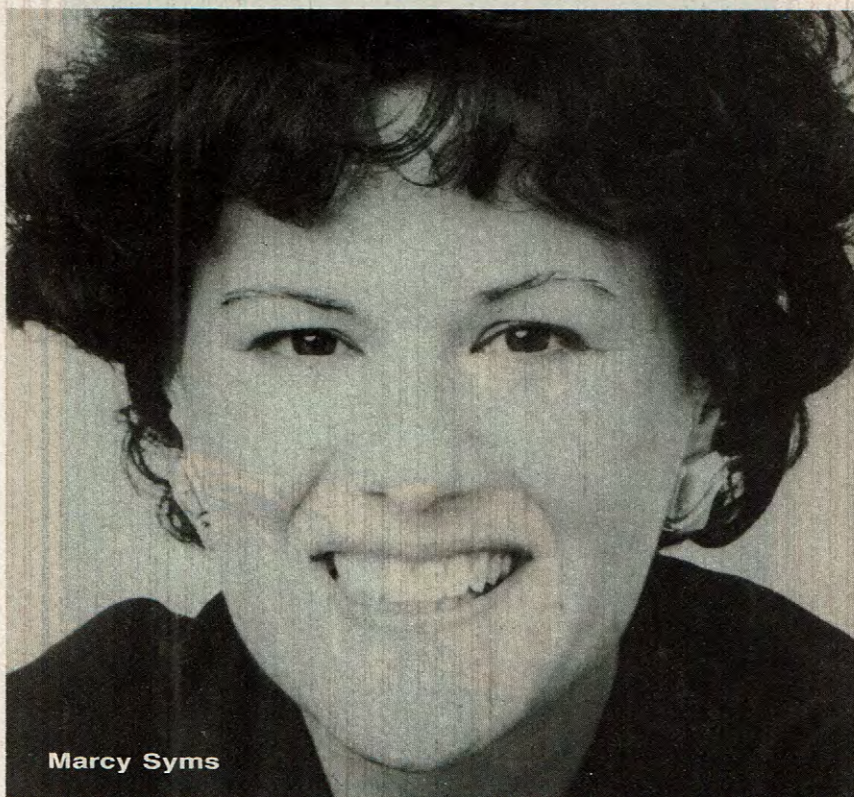
"No, I don't love clothes," she says. "What I do love is the challenge of managing people and running a business." The business she runs, founded by her father, Sy Syms, in 1960, is publicly traded on the New York Stock Exchange, employs 2,200 people, has twenty-seven outlets in fourteen states and revenues in excess of \$300 million a year.

Marcy Syms joined Syms Corp. in 1978, and, working in various departments, helped orchestrate its growth from five outlets and approximately \$50 million in sales to its current position in the booming discount apparel industry. She became president in 1983, the year the company went public. "Taking the company public was a wonderful experience," she says. "For one thing, it put a value on the company. For another, going public is like telling everyone that you're on a diet—you really have to stick to your goals once you announce them."

In addition to running Syms, Marcy Syms is an avid supporter of the arts ("backing new plays financially is my Las Vegas"), co-chairperson of the New York Commerce and Industry Division of Israel Bonds, a Woodrow Wilson Fellow and lecturer on liberal arts education, and a member of the Regional Planning Association, a nonprofit advisory board to the State on land use and transportation.

Ms. Syms admits that she doesn't have the time to enjoy shopping, but she knows that people expect her to be a fashion plate and she doesn't disappoint. "I usually go down to our Secaucus distribution center to pick out my clothes, because when I go into any of our stores the staff makes a big fuss over me, and I'd rather they be making a fuss over the customers. *Everything I wear*," she is quick to point out, sweeping her hand over her Harve Bernard trousers and Anne Klein II blazer, "is available at Syms."

Speaking of her management style,



Marcy Syms declares: "At Syms, we have always respected the intelligence of the consumer, and have always been extremely customer-oriented. This idea permeates the company, and clearly impacts the way we treat people in our organization. If a person dealing with the customer is disgruntled or has a grudge against the company, it will affect his service to the client. That's why it's important that there be a feeling of participation and pride among our employees."

The eldest of six children, four of whom work at Syms, Marcy Syms is fascinated by the dynamics of successful family businesses and quickly reels off statistics regarding their impact on the United States economy. "More than fifty percent of the gross national product in this country is produced by closely held companies. They, not big corporations, are the major source of employment growth and productivity," she exclaims.

"When I joined Syms, I became aware of problems specific to running a family business, as opposed to a big corporation," Ms. Syms continues. In 1988, a growing interest in family business dynamics, including the impact on non-family employees, led to her decision to write a book on her own experiences, as well as those of forty-three other families she interviewed. To be published in the fall of 1991 by Little, Brown & Co., *Coming Home to the Family Business: How Two Generations Work Successfully Towards the Bottom Line*

is an anecdotal account of successful family businesses ranging in size from \$5 million upwards.

Ms. Syms defines her criterion of success. "These are people who lead gratifying lives, and don't feel they are compromising by working in a family business. Also, the businesses themselves are thriving."

"Successful family businesses have much in common," she observes. "One of the most important elements of success, I found, is a well-developed system of communication, and the effort that these people invest in keeping the lines of communication open." In family businesses, it is the inter-family *relationships*, not just personalities, which set the tone for the culture, values and customer experiences at the firm, according to Ms. Syms. And, she adds, "Every family has childhood memories and childhood secrets that play themselves out in adulthood. The challenge is not to let them interfere."

Ms. Syms believes her book will have broad appeal, for family and non-family members involved in closely held businesses, and for all those interested in learning the inside scoop on such clans and companies as the Hefners (Playboy, Inc.), the Reddenbachers (Orville Reddenbacher Co.), the Kohlers (Kohler & Co.), and the Castros (Castro Convertibles). As this vocal proponent of off-price shopping and chronicler of America's family-run businesses hopes to prove once again, an educated consumer is her best customer. □

a team of "A" students, a team of "B" students, and a team of "C" students — who demonstrate their knowledge of economics, fine arts, language and literature, mathematics, science, and social science. These teams compete in 10 events, including delivery of a speech, the writing of an essay, comprehensive written examinations, and the final Super Quiz, in which contestants have 20 seconds to respond to a wide range of topical questions — this year focusing on space exploration. Points are registered on a scoreboard as the quiz progresses.

Dr. Burchell, who is co-chairing the decathlon with Bruce DeYoung, assistant superintendent of schools in Ramsey, is asking members of the faculty and staff to volunteer as proctors, judges, scorers, and aides in the competition. Call her at ext. 7475.

Marcy Syms Is Ramapo Visiting Fellow

Marcy Syms, president and chief operating officer of the Syms Corporation of New York City, will be a New Jersey Visiting Fellow at the college during the week of February 24.

Ms. Syms, who has been in her present position since 1984, also holds the presidencies of Syms Advertising and A. Sulka & Co. Ltd., both subsidiaries of the Syms Corporation, which operates 27 off-price retail stores in 14 states. Sulka is a prestigious retailer of fine men's clothing, and Syms Advertising creates and places advertising for the parent company as well as other clients.

The New Jersey Visiting Fellows program is a part of The Business/Humanities Project, launched by the New Jersey Department of Higher Education. It is administered by the Woodrow Wilson National Fellowship Foundation and funded by the DHE to demonstrate the values of the humanities and the liberal arts as preparation for careers in business and other professions.

During her week on campus, Ms. Syms will visit classes, meet with student groups and faculty, and participate in informal, one-to-one conversations on such issues as the impact of technology on the environment, corporate social responsibility, the ability of the American economic system to handle society's problems, the realities of global interdependence, and the importance of communication skills.

The Woodrow Wilson National Fellowship Foundation has conducted a National Visiting Fellows

program since 1973, arranging more than 1,000 visits to more than 180 colleges throughout the country to help students relate their education to the world of work.

Finance professor James Essig is coordinating Ms. Syms' visit.

Vanessa Sampson Wins Study Abroad Scholarship

Vanessa Sampson, a sophomore majoring in political science with a minor in Spanish, has received a full scholarship from the International Studies Association in Fair Lawn to participate in the Summer Study Abroad Program at Madrid University in Spain. Vanessa, who earned a score of 710 points in a nationwide competition, will be one of the group leaders in the program, where her responsibilities will include leading 15 to 20 students in program activities. At Ramapo, she is currently vice president of the Organization for Latin Unity.

Vanessa credits the preparation she received from Professor Galo Vaca-Acevedo, her Spanish instructor, for making her achievement possible.

Ramapo Graduate Back In Pakistan

Suneel Ahmed, who graduated from Ramapo in January, is back home in Karachi, Pakistan, where he delivered a long-awaited present to his parents — his Ramapo College diploma — to fulfill their wish that he get his education in America.

While at the college, he divided his time between two uncles — one in Ramsey, one in Emerson — and earned a degree in business administration, maintaining a 3.12 grade point average. Recently named to "Who's Who Among Students in American Colleges and Universities," Suneel was the first Pakistani to be elected president of the International Students Organization, won a leadership award for outstanding achievement, became a math tutor, and worked in the college graphics department. An avid tennis player, he captured both the singles and doubles titles in 1988 while playing for the township of Ramsey.

Suneel who plans to return to the United States and work with his brother in Austin, Texas, says that since he achieved so many goals at Ramapo, he now knows that what he can see he can set his mind to do.



Commerce and Industry Mobilizes \$1.8 Million

The Greater New York Commerce and Industry Division of State of Israel Bonds held a cocktail reception recently at U.S. Trust in New York City which produced \$1.8 million in Bond proceeds for the economic development of Israel. Co-chairmen of the event were Jeffrey Maurer of U.S. Trust, Marcy Syms of the Syms Corporation and Michael Stoler of the Princeton Commercial Corporation. Sy Syms, chairman of the board of State of Israel Bonds, and Ambassador Uriel Savir, consul general of Israel in New York, shown above with Marcy Syms, were the guest speakers.

State of Israel Bonds, 730

MARCH
1991



NEWS/VIEWS



MARCH 14, WASHINGTON BRIEFING TO HIGHLIGHT THE WAR, U.S. ECONOMY, AND GLOBAL CONTACTS; VISIT TO STATE DEPARTMENT AND HUNGARIAN EMBASSY

by Angela Segal, Kirkland & Ellis

"Opportunity or Illusion: A Realistic Perspective on the War, the U.S. Economy And Related Issues," is the theme for this year's Washington Briefing, to be held at The Watergate Hotel, in Washington D.C. on Thursday, March 14. (See page 6 for a schedule of the day's events and the speakers.)

The full day of meetings with high-level government officials and business leaders will be co-sponsored by The International Alliance, of which the FWA is the largest member organization.

Highlights of the day include an all-star press panel, a discussion of Washington's response to the recession, women from Europe and the U.S. discussing business risks in changing markets, opportunities for making global contacts, and cultural and

Continued on page 6

HOW AND WHEN TO USE BLUFFING, PERSUASION, INFLUENCE TO IMPROVE NEGOTIATING SKILLS MARCH 21

Issue Highlights

HOW ARE WE DOIN'?
MINA KNOLL REPORTS
SIX-MONTH FINANCIALS

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WHAT DO COMPANIES
LOOK FOR IN CHOOSING
BOARD MEMBERS?

See page 4

RULE 144a AND ITS IMPACT
ON THE PRIVATE
PLACEMENT MARKET –
A PERSPECTIVE FROM
FOUR EXPERTS

See page 5



Maryann G. Hedaa

by Rick Anderson, G.S. Schwartz & Co., Inc.

Professor Maryann G. Hedaa will demonstrate the importance of negotiating skills as a tool for developing managerial leadership at the FWA/Columbia Business School Visiting Professor Series on Thursday, March 21.

Professor Hedaa will focus on how effective managers build coalitions among their people by managing conflict through the skills of persuasion. Participants will be able to test their own negotiating skills through an exercise in coalition building which will explore the dynamics of competition and cooperation, and at the same time the exercise of persuasion and influence.

Continued on page 8

PRESIDENT OF SYMS RETAIL CHAIN TO BE ONE OF THREE HONORED AT MARCH 26 ENTREPRENEURS DINNER

by Evelyn Ehlich, E.C. Communications

Marcy Syms, President and Chief Operating Officer of the Syms Corporation, will be one of three entrepreneurs who will speak on the challenges and satisfactions of building and running a business, on Tuesday, March 26. Well-known as a television spokesperson for her family's chain of 27 off-price apparel stores, Marcy Syms has been a key player in the chain's expansion and continued growth.

Joining Ms. Syms at the annual Entrepreneur's Committee dinner will be Dianne Sullivan-Morris, President of Bay Linens, a bed & bath manufacturing company and China Seas, Inc., a distributor of textiles and wallcoverings. The dinner's third honoree is Julie Connelly, a Senior Editor of *Fortune* magazine, who also will moderate the evening.

The event is designed to be stimulating and thought-provoking, for both business owners and would-be entrepreneurs. It will be held in the Sculpture Court of the National Arts Club, 15 Gramercy Park South. Cocktails are at 5:45; dinner at 6:30. The cost is \$50 for FWA members and \$65 for non-members. To sign up, please use the reservation form on page 8. ■



Marcy Syms

CURRENT AND FORMER FWA INTERNATIONAL DELEGATES AND FRIENDS TO REUNITE AT GALA

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THE CONSULTANT/CLIENT RELATIONSHIP – FIND OUT WHAT MAKES IT WORK

See page 4

DO A BETTER JOB GETTING A BETTER JOB

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MARKETING FINANCIAL SERVICES IN TOUGHER ENVIRONMENT

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INVESTMENT FUNDS FOR EASTERN EUROPE: HOW ARE THEY FARING NOW

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CALENDAR OF EVENTS

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L'Chaim

The Weekly Publication
for every Jewish Person

lyar 19, 5751

161

May 3, 1991

Dedicated to the memory of Rebbetzin Chaya Mushka Schneerson נ"ע

נסד תוך ימי השלושים

LIVING WITH THE Times

The Torah portion of *Emor* is always read during the seven weeks between Passover and Shavuot when we count each day leading up to the Giving of the Torah (*Sefirat Haomer*). This commandment of "counting the omer" appears in this week's Torah portion: "And you shall count unto yourselves...seven complete weeks shall they be." The Torah continues, "You shall count fifty days." But, seven weeks total only 49 days; why then are we told to count 50?

The first counting of the omer which ever took place, the one the Children of Israel counted upon their departure from Egypt, was done simply because of their anticipation and longing for the giving of the Torah. They therefore counted each day until Shavuot, waiting for this event.

The Midrash relates a far greater significance in the counting. The Jews' enslavement in Egypt caused them to become involved with many of the practices and impurities of the Egyptian people. These were known as the "49 gates of impurity." When the Jews left Egypt on Passover, they were spiritually unworthy of receiving the Torah immediately. They had to count 49 days, each day purifying one negative character trait (called a gate of impurity), slowly elevating themselves until attaining the 49 gates of holiness. Only then, after a period of seven weeks, after cleansing themselves of the 49 levels of impurity, could they receive the Torah.

This cleansing process was not for that first year only; it is repeated by us every year at this time. The days between Passover and Shavuot are days in which we are to ascend the 49 steps up the ladder of holiness. The Hebrew word "*sefira*" comes from the same root as "*evan sapir*," a sapphire stone—implying light, brightness, and clarity. Each day of the *sefira* we purify and enlighten one of our character traits, as G-d opens up for us an additional gate of light and holiness through which we may enter.

Each day that we count stands for a particular gate of holiness. On the first day we have reached one gate, on the second day, two, on the third day, three gates. When we count the omer we are specifying how many gates of holiness we have attained.

However, there are certain limitations to the spiritual level man can reach by his own initiative. No matter how hard he tries, man can only attain the 49th gate, the 50th remaining beyond the reach of his intellect. G-d enables us to attain the 50th gate of holiness as a gift from Above, after we have done the preliminary work of self-purification of the first 49 levels.

Therefore, although we have counted only 49 days, it is considered as if we have counted 50, because we attain this level through the grace of G-d. This revelation of G-dliness was alluded to when we were enjoined to "count 50 days." Adapted from the works of the Lubavitcher Rebbe.

OUR BEST CUSTOMER

Syms, a clothing chain with stores from the East Coast to the Mid-west, has an interesting motto: "An educated consumer is our best customer." Newspaper and radio ads proudly proclaim the store's motto, as do the name tags of cashiers and salespeople—known as "educators."

When you're shopping in Syms, or any store for that matter, if you're knowledgeable—you know brand names, what comprises good quality, what is a "good price"—you're more likely to be able to make an excellent choice than if you come in without any prior information.

For some, shopping—whether it includes an obsession with finding "bargains" or just a delight in filling one's closets and home with beautiful possessions—is almost a full-time pursuit. For others, it is a hobby, while for still others it is pure drudgery—only to be done when absolutely necessary.

And yet, no matter in which category you place yourself, an educated consumer is still the best customer.

All of the above can be said about Judaism. Though, of course, we are not advocating here "shopping around," yet, in order to be a truly educated consumer of Judaism, one must be properly educated.

When is the proper time to become a full-fledged "Educated Jewish Consumer?" In typical Jewish fashion, let's answer a question with a question. "When do you start shopping for a child?" Certainly not when the child is already five or ten; after all, what would the child wear for its first years? Most parents start preparing for the imminent arrival of their children even before the child is born—looking at cribs, considering strollers, moseying into the children's

department—sometimes even as soon as they find out they'll be adding a bundle of joy to the family.

And that's when a child's Jewish education should start. Even before it's born, with the parents concerning themselves with the environment and atmosphere in which he or she will be raised, playmates the child will have, opportunities for Jewish education, Jewish experiences, Jewish celebrations.

What about those of us who are children in matters of Jewish education? When and how do we start becoming an educated



consumer? Maybe it's best to consider a Jewish shopping spree. First, go through all your closets, all those nooks and crannies of preconceived notions and narrowness and throw out stuff that's "unfashionable" in the Jewish sense. Then, you're ready to shop around, first for an "educator"—a friend or mentor who will be open, honest and patient with you as you will be with him/her. Let the educator lead the way in your shopping spree, understanding full well that he/she has more expertise in these matters. Lastly, be willing to make just as much of an investment in your new Jewish wardrobe and decor as you did previously in other aspects of your life.

Let your friends know when you come upon any great bargains. They'll appreciate it and so will you. ■

RABBI OF THE PATRIOTS



Chaplain Goldstein receiving a blessing from the Rebbe before leaving for the war
by Rachel Ginsberg

When the Lubavitcher Rebbe proclaimed a worldwide *tefillin* campaign after the Six Day War, Yaakov Goldstein, then a yeshiva student from Crown Heights, Brooklyn, spent much of his free time with friends visiting American military installations around the New York area donning tefillin with Jewish soldiers. One day a base chaplain—a priest—suggested that, “You guys join us, you’ll be more effective, and you’ll even get paid for it. All it means is swapping your civilian clothes for a green suit.”

Twenty-four years later, Chaplain Major Yaakov Goldstein found himself dressed in his U.S. Military green suit, serving as the chief chaplain of the U.S. Patriot Task Force stationed in Israel.

Upon the crew’s arrival during the Gulf War, Rabbi Goldstein became somewhat of a national celebrity in Israel. He is the only soldier in the U.S. Army who wears a beard (although a U.S. Army grooming regulation would have nipped his career in the bud had he not petitioned Pentagon officials for a waiver). A Lubavitcher chasid and an ordained rabbi, he was responsible for the spiritual well-being of an ethnically-mixed, predominantly non-Jewish team sent to defend the Holy Land.

Goldstein, a peace-time executive with the

New York State Housing Commission and a reserve officer for the last 16 years with the Army National Guard, never thought he would see overseas combat.

“I was in Grenada in 1983,” Rabbi Goldstein, 44, says, “but that was like a weekend in New York City compared to this. Those Scuds were 40 feet tall and weigh 14 tons. To see them coming right at you and to have to try to blow them out of the sky is a harrowing experience.”

But as the earth shook and the Scuds fell, the American soldiers were witness to a kind of surreal warfare that seemed to shield Israelis from certain death.

“To stand there in the midst of the devastation and see that no one was killed is mind-boggling. On one Shabbat when Israel was bombed three times in a matter of hours, even the most hardened non-Jewish officers returned to our base totally overwhelmed. They said there was no other explanation except for a Divine Hand. This is a holy Land, they said, and therefore G-d watches over it and its inhabitants. Some soldiers said it was worth while to come to Israel, just to witness the miracles G-d has performed here.”

In fact, Goldstein, who left a wife and five children behind in Brooklyn, feels privileged—and surprised—to have been in Israel through it all. He’d been scheduled to join the U.S. forces in Saudi Arabia, but four hours before flight time a call came from the Pentagon. He was being re-routed to Israel.

A combination of factors caused the military

command to reconsider Goldstein’s assignment, including that it would be beneficial to have a chaplain who could communicate in Hebrew accompanying the Patriot Task Force in Israel.

By day, Goldstein shuttled from one Patriot battery sight to another around the country, offering moral and spiritual support to soldiers who were frightened, or just homesick.

By night, during the war alert, the chaplain would sit in his tent poring over a Talmud, as his tent-mates, some Black, some Hispanic, would wait for the next missile alert siren to go off. Then, out of the depths of the night, the sudden, half-expected, half-shocking siren’s wail would wake up the entire country.

“That siren was like a shofar blasting to return, to repent,” says Goldstein. “Pray for us, Rabbi,” the soldiers would shout as they darted for their positions.”

Between the handful of American Jewish troops and the Israeli Army personnel on the grounds, Goldstein put together a *minyan*. He also says that everyone, Jew and Gentile, thirsted for spiritual guidance after witnessing the open miracles of the war.

His most recent assignment was different in one other way, says Goldstein. “It was a great privilege to be involved in the defence of Jews and of Israel, even within the U.S. Army. It’s irrelevant whether the soldiers are Jews or not—they were involved in a great mitzva and they’ll take a lot of points with them.”

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WHAT'S NEWS

JEWISH WOMEN LEAD THE WAY

The Lubavitch Women’s Organization will be holding their 36th international convention in Crown Heights from Thursday, May 9 through Monday, May 13. The convention’s theme, “Jewish Women Lead the Way” will be interwoven into the presentations by speakers from Israel, Russia, England, Buffalo, New Orleans and St. Paul. For more information or reservations call (718) 493-1773 or (718) 604-9406.

NEW CENTER IN TULSA



Parading through the streets of Tulsa with a Torah to the new Chabad House

Right in the heart of Tulsa, Chabad has purchased a building on 3/4 acres of land for their numerous activities. The new Chabad

House contains offices, classrooms, guest facilities, a library and is currently expanding its kitchen facilities. “It was really a grass roots movement that helped make this happen,” says Rabbi Yehuda Wegman, together with his wife, Etel, direct the activities of Chabad of Oklahoma.

CHABAD CENTER IN CORDOBA

Rabbi Yosef and Chana Eta Turk were recently welcomed by the Jewish community of Cordoba, Argentina. In the short time since their arrival, the Turks have already established a weekly *minyan*, daily classes for both adults and children, a kindergarten or 20 children, holiday programs and many other activities.

לזכרון
חיה
מנחם

**L'ZICHRON
CHAYA**

מושקה

MUSHKA

The name of our publication has special meaning. It stands for the name of Rebbetzin Chaya Mushka Schneerson (*obm*), wife of the Rebbe, *shlita*.

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INSIGHTS

THE BOND OF RASHBI

by Rabbi Berel Bell

Among the reasons for the great joy of Lag B'Omer celebrated this past week is that it marks the passing of the great sage Rabbi Shimon bar Yochai (known as the Rashbi). Most *yartzeits* are not associated with such joy--this is but one of many unique aspects of the Rashbi.

The Rashbi is described as having been "tied in a single bond to G-d all of his days"--his entire life was permeated with a profound feeling of unity with G-d.

All the lessons of the Torah are meant to guide us in our lives, not merely to provide insights into great personalities. Since we cannot match the Rashbi's spiritual greatness, why do we need to know that he was "tied in a single bond to G-d?"

Obviously, we must be able to approximate this type of attitude in some way.

Me and Them

People are created without a natural urge for Torah and mitzvot. This is part of the G-dly plan--that this desire should come about through an educational process, and should be the product of free choice rather than instinct.

For this reason, even when a person does choose to learn Torah and do a mitzva, he is often not fully "united" with them. He does not feel that the holy things he is involved in are part of him. Rather, there is Torah and mitzvot and, there is *he*--and they are two separate things.

For the Rashbi, Torah and mitzvot were part of his very existence. Furthermore, he made it possible for subsequent generations to reach such a unity.

The G-dly Force

It is easiest to attain this feeling through Torah study. When learning Torah--especially Rashbi's Torah, the mystical dimension of Torah--one can almost feel the holiness. One senses G-d's wisdom and presence permeating the text.

When studied in this way, the Torah is not an alien text and G-d is not just the One who

revealed it at some distant point in the past. The Torah is experienced as a living vehicle for constant G-dly revelation.

This sensitizes the person to the G-dly power that keeps him in existence and the presence of his soul which is renewed on a daily basis. In this way, one becomes united with the Torah, and united with G-d.

A similar feeling can be attained through the observance of mitzvot. The mitzva is not just an action to be performed--it is a way of uniting oneself with the One who gave the mitzva--with G-d. And here too, the person feels that the mitzva is part of him, since both he and the mitzva share a G-dly source.

At this point, we see how this unity can be attained through Torah and mitzvot. But it is possible to attain this unity throughout the day--even when one is not directly engaged in explicitly holy activities.

The Holy Mundane

Even when a person is involved in everyday activities such as working and eating, a mitzva is indirectly involved. This mitzva is the Torah's command to do everything for a holy purpose.

For example, a person's work could make it possible to pay for his children's Torah education. He or she may eat with the intention of being healthy and thus better serving G-d.

But, however laudatory such intentions might be, they do not reach the level of unity described above. The person is still separate from Torah and mitzvot, because *he* is doing something independent: working or eating. His action will later lead to Torah and mitzvot, but that later effect is secondary, a mere outcome of his action. The person is not yet fully united with G-d.

This high level of unity is attainable through detecting G-d's presence even in mundane actions. When eating, for example, one can reflect upon the teaching of the Ari zal--that one's sustenance comes not from the food itself, but from the spark of G-dliness which is in the food. In this way, eating becomes an activity almost as holy as Torah and mitzvot.

One becomes "tied in a single bond to G-d," similar to that way the Rashbi was. And when one realizes that G-dliness is also part of one's own existence, one's actions throughout the day are not just "added on" to his existence, but a unified expression of one's being.

According to the Torah, when should one punish one's child?

If a parent sees his child doing something wrong for which he deserves to be punished, he should not threaten the child with future punishment. Rather, he should give the appropriate punishment immediately and afterward show the child affection.

CUSTOMS CORNER

A WORD from the Director

The month in which we find ourselves, Iyar, is unique amongst all the months of the year. For each and every single day in Iyar brings with it the opportunity to perform a mitzva--the commandment to count the omer.

We begin counting the omer on the second day of Passover and continue until the eve of Shavuot. The counting is a preparation for Receiving the Torah on the holiday of Shavuot. And, indeed, it imparts to us a remarkable lesson--one which is connected not only with the Jewish people's receiving the Torah as a united nation, but with each and every single day in the life of every Jew as well.

Counting the omer teaches us that every day counts. It reminds us that each hour, each minute should be filled with words, thoughts and deeds of which we can be proud. And too, that we are held "accountable" for every precious second of life with which our Creator has blessed us.

"But, hold on a minute!" one might silently shout. "I'm just finding out about this now. I've already missed out on about the past 20 days (or 20 years) count. What can I do to rectify the situation?"

The answer to this heartfelt cry lies in the uniqueness of the month of Iyar and the mitzva with which it is intertwined. Each day holds a separate mitzva, a unique opportunity, a particular mission. True, you might have passed up prior chances, but today's and tomorrow's minutes and hours are still available for you to fill with meaningful moments. And by making our days count from now on, we can, in truth, rectify that which we were missing in the past.

Shmuel Belman



TODAY IS...

Once when Reb Elyeh Abeler met with Reb Shmuel of Lubavitch, Reb Shmuel said: "Elyeh, I envy you. You travel to various fairs, you meet many people. Sometimes, in the middle of a business transaction, you get into a warm discussion about a Jewish saying, and you arouse the other fellow's interest in studying Torah. This causes joy On High, and the Alm-ghty rewards such 'trade' with blessings of children, health and sustenance." ■

It Happened ONCE



Reb Leib Sarah's was born with the blessing of the Baal Shem Tov (Besht). Early on, he became famous as a miracle-worker, and he was sent on many missions by the Besht to aid Jews.

One day, as he stood in the marketplace of Berdichev, a Jew approached him and exclaimed, "Thank G-d, I've found you!" The Jew, named Reb Binyomin, was the head of the community of Kobrin, and he had a serious problem.

The small town of Kobrin belonged to the Count Upinsky. While the old count had been friendly to the Jews, inviting them to settle on his lands rent-free, his son and successor was a bitter anti-Semite. The young count was now threatening to expel the Jews and seize all their property unless they paid him both rent and interest for all the years they had lived on his estate.

Reb Leib listened attentively to this terrible story, and then promised to try to intercede with the count. The very next day Leib Sarah's travelled to Kobrin and stood before the nobleman, ready to plead the Jew's case. The count was momentarily startled by the sudden, unexpected appearance of the stately old Jew, but he recovered quickly and demanded immediate payment of the "debt."

Reb Leib replied in measured tones: "Sir, your father never expected or demanded rent from the Jews, and I ask you in all fairness to cancel their debt, for payment had never been intended. In return they will pray for your success and well-being all the days of your life."

"I do not need their prayers, but their money I cannot do without!" was his angry reply.

Leib Sarah's shot the count a burning, penetrating look that had the effect of calming his anger. The count soon regained his composure and continued: "Listen, I am going to make you an offer in the strictest confidence; take care no Jew betrays me. Our Polish people are tired of the Russian czar's oppression. We are organizing a rebellion and we want Jews to join our side. If you agree, the debt will be cancelled."

"No, sir, this we cannot do. Our religion commands us to support the government under which we live. We may not join you."

His reply enraged the count. "Get out," he screamed. "You will pay dearly for this!"

Reb Leib returned to Binyomin with news of his failed mission. "Now, I will send you to someone who can indeed help. But you must keep this strictly secret."

Deep in the forest was a small hut where a poor broom-maker lived with his wife. It was here Binyomin was to go with all his provisions for Shabbat. Arriving at the hut, Binyomin saw an old woman sitting in a poorly furnished room. Just then her husband arrived, his face showing no surprise at the unexpected guest.

Binyomin prayed under the fragrant fir trees, and then entered the hut to find the old man reading the Grace After Meals slowly like a small child. After quickly eating, Binyomin lay down on a bench outside and fell asleep.

In the middle of the night he was awakened by the sound of a voice singing Shabbat melodies. The voice came from the hut, but a heavenly voice seemed to echo back. The hut shone with a burning light; Binyomin quickly shut his eyes, and when he opened them again, it was morning.

The night's vision convinced Binyomin that the broom-maker was no ordinary man. He could hardly wait for the end of the Shabbat to reveal his mission.

But before he could relay his request, the broom-maker came to him and said: "The Guardian of Israel has heard the prayers of the Holy congregation of Kobrin. The count's decree is null and void. Go in peace, but never tell anyone about this Shabbat."

The next morning Binyomin returned home to hear what had occurred. On Shabbat morning a regiment of Russian cossacks stormed the count's castle, arresting him for treason. The governor, it seems, had suspected Upinsky of traitorous activities. One day a letter was intercepted which said that the count had been unsuccessful in enlisting the support of the Jews for the rebellion. With this evidence the castle was seized and the rebellion quashed.

In appreciation of their loyalty, the czar awarded the Kobrin Jews the land of the Upinskys as a perpetual free hold, rent and tax-free.

Adapted from *Talks and Tales* ■

THOUGHTS THAT COUNT

And you shall count from the day after the day of rest. (Lev. 23:15)

Each day, after we count the *omer*, we say, "May the Merciful One restore our worship to its place in the Holy Temple, speedily in our days." The commandment to count the *omer* only applied when the Temple existed, when the *omer* offering was actually brought to Jerusalem. In our times, the commandment to count the days between Passover and Shavuot is only a decree of our rabbis, in commemoration of the Temple. Therefore we pray that the Holy Temple be restored, so that once again the commandment can be properly fulfilled. (*Yalkut Yitzchak*)

And you shall not profane... (Lev. 22:32)

The Hebrew word for profane, "*techallu*," comes from the root "*chalal*," meaning void and empty. The Torah says: "You shall not profane"--you shall not cause there to be a void or division between yourselves and your Father in Heaven, by committing sins and transgressions."

Another explanation: You shall not cause there to be a place empty of G-d's Holy Presence because of your haughtiness, as excessive pride causes the Divine Presence to depart. (*Likutei Torah*)

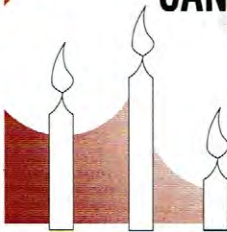
Leavened shall they be baked (Lev. 23:17)

On Passover, leaven is absolutely forbidden. However, on Shavuot, two loaves of leavened bread are brought as an offering. What is the difference between leavened and unleavened? Leavening causes flour to swell and grow, symbolic of pride--swelling with one's own importance. But after all the self-purification during the weeks between Passover and Shavuot, there is no chance of haughtiness and an inflated sense of self worth. That is why on Shavuot the offering is specifically leavened bread.

On Passover, when the 49-day purification process has just begun, one must accept the yoke of Heaven and bow the head in submission, symbolized by eating the unleavened matza. On Shavuot we eat leavened bread with joy, secure in the knowledge that our bad character traits have been nullified, and we are worthy of receiving the Torah. (Lubavitcher Rebbe *shlita*) ■

CANDLE LIGHTING

NY Metro Area 7:34 p.m.
Torah portion: *Emor*
Ethics of the Fathers: Ch. 4
Shabbat ends 8:40 p.m.



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JAMES J. CONNOLLY/Asbury Park Press

Marcy Syms, president of Syms clothing stores, spoke to the New Jersey Association of Women Business Owners' 13th annual conference, held Friday in Long Branch.

Women in business gain ground on men

By **CARLOS SADOVI**
PRESS BUSINESS WRITER

LONG BRANCH — More businesses were started by women than by men in the 1980s, according to the president and chief executive officer of Syms Corp.

Citing Internal Revenue Service figures, Marcy Syms said five times more female-owned, non-agricultural businesses were started nationally in the 1980s.

Ms. Syms spoke Friday at the New Jersey Association of Women Business Owners' 13th annual conference and expo, held at the Ocean Place Hilton.

Ms. Syms, who runs the off-price apparel chain that employs 2,000 people, attributed the increase to a growing belief among women that owning their own businesses will offer them more flexibility, responsibility and money than they could receive from busi-

nesses owned by men.

"It's a clear indication that the role is not a trend but a transformation," said Ms. Syms. "They want to feel they followed a dream and made it happen."

Ms. Syms said that women business owners have become a strong economic force. She said that 4.1 million female-owned businesses nationwide employed more than 3 million people, had a payroll of \$11.2 billion and had sales and receipts of \$280 million.

According to Ms. Syms, profits from female-owned businesses are growing five times faster than profits from businesses owned by men. She said that although more women have gone into all sectors of business, women are more likely to be involved in service-related industries.

Please see **Women**, page **C13**

Tues., May 21, 1991

Asbury Park Press

c8

BUSINESS & CONSUMER

LUNCH

Keynote: Marcy Syms

Friday, May 17, 1991

Noon-2:00 pm

Lunch

May 17, 1991

Noon-2:00 pm

Women

From page **C8**

She said the economic muscle women have gained over the years is staggering because just 40 years ago, most women did not work outside of the home. In 1960, less than 20 percent of all women worked outside of the home. Now, 60 percent of women

work outside of the home, she said.

But even when they went out to earn money, Ms. Syms said, women often were treated with less respect than men and had to put up with sexual innuendos in the workplace.

"Women were often treated as dust rags and the boardrooms were run more like penthouses," said Ms. Syms.

"The inner circle is still comprised of men," said Ms. Syms. "Women are still paid only 85 cents for every male dollar."

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FREE

THE WOMAN'S REPORTER

VOLUME 7, No. 10

A MONTHLY NEWSPAPER FOR WOMEN

June, 1991

Achieving daughters laud dads

By EILEEN MOON

When Stephanie DeSesa began her career in the import/export division of a major pharmaceutical firm, she discovered that she had an advantage over many of her female co-workers in the male-dominated field: she had been raised by a father who encouraged her to express her opinions and who took her opinions seriously.

Not every woman is as fortunate. "I noticed the difference between my friends and me," said DeSesa, who is now manager of her company's import/export division. "They don't value their opinions so they have trouble expressing them. They weren't encouraged to express them."

Such hesitancy can be a handicap in a field that involves frequent inter-



What MDs don't know hurting us

By DORIS KULMAN

What doctors don't know about women's health could kill you.

With the incidence decreasing among men and increasing among women, heart disease "is becoming a woman's problem," says Nancy Redeker, a professor at Rutgers University's College of Nursing, Newark.

Yet, although they suffer almost as many fatal heart attacks as men, women have been excluded from all major research studies and clinical trials on heart disease. Which may be why they are less likely than men to get early treatment, less likely to get bypass surgery or to be far sicker than men when they do, and twice as likely to die in the first few weeks after a heart attack.

AIDS is the leading cause of death for

more than 90 percent male.

She was fortunate to have a father who never gave her the feeling that there was anything she couldn't do.

"The best gift that a father can give a daughter is time and encouragement," she declared.
(continued on page 2)



PHOTO BY DON LORDI

FAMILY TIES — Laura Di Tommaso and her father, Leo La Banca, share the camera's eye.

Attending to business profits women

Women know how to tend to business.

Consider:

- 3.7 million of the 13 million sole proprietorships in this country today are owned by women, double the number just 10 years ago.

- 4.1 million women-owned businesses nationwide employ more than 3 million people, have a total payroll of \$11.2 billion, and ring up \$280 billion in sales and receipts.

- During the past 10 years, women started businesses at 5 times the rate of men — and the profits of women-owned businesses are growing 5 times faster than the profits from businesses owned by men.

Clearly, women business owners "may be evolving, but we're not monkeying around," Marcy Syms said.

Syms, president and chief operating officer of Syms Corp., cited those federally-gathered statistics when she keynoted the recent conference of the New Jersey Association of Women Business Owners (NJAWBO).

Her Secaucus-based chain operates 27 off-price apparel stores in 14 states and employs 2,000 people.

Women entrepreneurs have become a strong economic force at a time when a changing economy needs women's management style, Syms told the 225 women business owners attending the three-day conference.

"Finally, the gender difference is poised to work for us," she declared.

Women "are less susceptible to the trap of managing by stereotype" than men, less rigid and more flexible in adapting to change, and more likely than men to absorb all the details and to seek different points of view before making a decision, she said.

Women also "tend to work well with others, to encourage them," and "are more apt to hire women, minorities and

"Women bruised their heads once too often against the glass ceiling..."

the young," she said.

Those are distinct advantages at a time when management by consensus is the trend and the labor pool of white men is shrinking, she said.

While women entrepreneurs have entered all sectors of the economy, they are more likely to be involved in service-related businesses, and that's where the greatest growth is predicted in the '90s, Syms said.

Women's presence in industries such as manufacturing and transportation is bound to swell as government set-asides target more contracts for businesses owned by women and minorities, she

declared.

The sexism of the male-dominated business world is a major factor in the surge of women's entrepreneurship, Syms asserted.

"Women bruised their heads once too often against 'the glass ceiling,' heard once too often, 'We'll promote you next year, dear.'"

That ceiling is real, but it isn't glass; "It's a thick, impenetrable layer of men," she said, noting that of 12,000 directorships, only 5 percent are held by women, and that women are paid "only 85 cents for every male dollar."

Men perceive the situation differently than women, she said. She cited a study in which 74 percent of the men, but only 31 percent of the women, surveyed believed the future holds equal opportunities for women. Some 56 percent of the men, but only 23 percent of the women, believed a woman could become a CEO. And 50 percent of the male managers, but only one-third of the women, believed men accept women as peers.

Asked whether she presides over the family business "as president or as a woman president," Syms replied, "As I see it, my first responsibility is to our employees and to assure quality products for our customers, but I see it through the eyes of a woman. You can't separate that."

Before "coming home to the family business" in 1978, the oldest of Sy Syms

(continued on page 8)

EVENTS

Every Tuesday

50's Plus Singles, dance, buffet, Elks Club, Washington Street and Clifton Avenue, Toms River. Admission, \$6. For information, call (908) 449-6110.

Singles Again, dance, 8:30 p.m., Christie's Route 35, Wanamassa. For information, see Every Sunday.

Every Wednesday

Quest for Singles, non-profit organization, 7:45 p.m., First Unitarian Church, 1475 West Front St., Lincroft. Group discussions, dancing, special programs, refreshments, door prizes. Fee, \$5. For information, call (908) 747-0707.

Intermix for Singles, 8 p.m., Unitarian Church, 176 Tices Lane, East Brunswick. Discussions, music, munchies. Donation, \$4. For information, call (908) 360-9253.

Parents Without Partners, Ocean County Chapter 25, Leisure Lounge, Route 70,

Lakewood. Orientation, 8 p.m.; dance, 9 p.m. Members, \$3. For information, see Every Sunday.

Every Friday

Focus for Singles, 7:30 p.m., Presbyterian Church, 352 Sycamore Ave., Shrewsbury. DJ, dance lessons, discussion, refreshments. Fee, \$6. June 21 last meeting until September. For information, call (908) 747-3557.

Shore Singles, hikes on Spring Lake and Sea Girt boardwalks, 7:30 p.m. Meet at northern bathing pavilion, Spring Lake. Fee, \$2. For information, call (908) 291-2763.

Every Saturday

Shore Singles, hikes, Mount Mohonk, New York; June 15, Greewood Lake; June 22, Poconos weekend; June 29, tubing on Wading River. Members, \$3; non-members, \$4. For information, see Every Friday.

Thursday, June 6, 20

Central Jersey Jewish Singles, coffee and conversation, 8 p.m., Jewish Community Center, Grant Avenue, Deal. For information, call Phil, (908) 363-8118.

BUSINESS

**MARCY SYMS**

(continued from page 1)

six children earned an undergraduate degree at Finch College and a master's degree in public relations from Boston University, and worked in various fields, including a stint as assistant to the president of Straus Broadcasting. It's a path she recommends.

"Work someplace else for three to five years," she advised those contemplating taking the reins of a family business. "It is absolutely essential to know what a boss is before your father or mother becomes one."

Her father, she said, "did not automatically assume the first born son" would be his heir apparent. She said he had grown up with six older sisters "and was used to listening to the wisdom of women."

Syms, who is writing a book on family businesses, said their fathers' respect for women and women's abilities was the common thread she found in the stories of the five women she interviewed for it.

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KDALE

T CHOICE

Marcy Syms advised B&P women to network

BY JO ANN ABRAHAM

Marcy Syms came to dinner at Claire Boren's home on June 4. While there, she spoke to the Business and Professional Women's Division of the Jewish Federation of Greater Monmouth County about the special assets a woman brings to the working world.

"I know we have been told that the boys learn how to compete on the football field," she said. "But what I learned, as their sister, was how to reconcile differences of opinion. These days it's called conflict resolution."

In her calm and deliberate address, Marcy spoke about running a family business, and how networking and intuition have made a difference in her career. She also spoke about how much she and her family have gotten from the charitable dollars they have given.

Flori Roberts introduced her good friend to the forty five women assembled. Flori and Marcy participate in the National UJA Women of Distinction functions, at which nationally recognized Jewish busi-

nesswomen work together for the benefit of Israel and the Jewish people. Flori also explained her personal commitment to Operation Exodus, the fund raising campaign to help Israel pay for the wondrous resettlement of Soviet and Ethiopian Jewry. Flori said what she has learned through her involvement has had a great impact on her own life. Marcy was called away just after dinner by an unexpected emergency, but the rest of the women then viewed a tape of the remarkable airlift of Ethiopian Jewry to Israel, which had happened only a few days earlier.

Many in the room reacted emotionally to scenes of reunions among families that had been separated when some members had been able to escape to Israel in 1985.

Business and Professional Women's Division Chair Vicki Feldman encouraged all present to donate to UJA's Operation Exodus.

For information about upcoming B and P meetings, or to make a donation, call the Federation at 531-6200 or 780-1440.



From left: Flori Roberts, Special Guest Marcy Syms, B & P Chair Vicki Feldman, Claire Boren, Federation Associate Director Gerrie Bamira.

FLORI ROBERTS

August 12.

P.O. BOX 3010, LAKEWOOD, N.J. 07701

Dear Marcy,

Just in case you missed this article. —
Was delightful to see you and I know
that everyone enjoyed sharing your
thoughts and personal insights.

Until the next time, hopefully at
Stanford. Warmest Regards
Flori

WITH COMPLIMENTS

TONY KORNHEISER

With Geraldo, It's a Cad, Cad, Cad, Cad World

Oh, all right, I guess if I'm going to talk about Geraldo Rivera, we may as well start on a level field. Since the thrust, as it were, of Geraldo's cheesy book is a cataloging of the women he has bedded, I hereby confess I have slept with the following famous women:

Leona Helmsley.

Princess Anne.

Marci Syme.

The Tinkerbell in the tutu who does promos for Nick at Nite.

Cher, though it's possible she doesn't remember, because she was sedated at the time.

Mrs. Geraldo Rivera.

Oprah Winfrey's au pair.

And, of course, Eleanor Roosevelt.

You think that's sleazy—naming women you've slept with?

You think it's low?

Exactly how low? Lower than Ike Turner's voice on "Proud Mary"? Lower than a snake in Death Valley? Lower than whale poop at the bottom of the sea? Lower than Sally Jessy Raphael?

Ladies and gentlemen, I give you Geraldo Rivera.

"We went out for a romantic dinner in Ft. Lauderdale. It was clear to each of us that the meal would only be the appetizer." (Page 448, Chris Evert)

"We were in the bathroom preparing for the interview, and at some point I put my hands on her breasts. She loved it and we fell into a passionate embrace. . . . Bette had an enormous sexual appetite in those days." (Page 218, Bette Midler)

"We rented a boat, and I rowed us to a

See TONY KORNHEISER, F7, Col. 1

TONY KORNHEISER

Captain of the High Sleaze

TONY KORNHEISER, From F1

remote corner of the reservoir. . . . It was like she had never been made love to before." (Page 333, Margaret Trudeau)

"Marian and I moved into her mirrored bathroom. . . . It was one of the most thrilling sexual experiences I've ever had." (Page 178, Mrs. Jacob Javits)

Did you notice how regularly Geraldo does it in the bathroom? What does he tell women, he's come to re-tilt?

Okay, we all want to know who's boinking whom. That's gossip of the first magnitude. But this is loathsome. This is the kind of book that ought to come with an aerosol can of Lysol. The title is "Exposing Myself." Now, honestly, what kind of need does that speak to? Pee-wee Herman was *arrested* for what Geraldo is doing in print.

Granted, famous people often write their memoirs. And some give a partial accounting of whom they played the Dixie Doo-Dah with. (Shelley Winters required two volumes.) But most are discreet about revealing names. And if they do, as in the case of Mickey Rooney nausatingly bragging about his conquests, they're usually so old it doesn't matter. Rooney's almost 80. Most of the women he wing-wanged are dead, and the others probably can't remember. But Geraldo is ratting out young women, moms, moms-to-be. How *dare* he do that? What did they do to deserve to be defamed by this self-infatuated gashag?

My smart friend Martha told me she remembered a magazine survey that asked: What would you most like to rid the world of? The threat of nuclear war finished first. Geraldo was second. This book ought to put him over the top.

What true value does he have to society? Most of this guy's work is on stuff like "Scrawny Men With Bad Teeth Who Love Big, Fat Women," and "Nazis Married to Aardvarks." Now he has a new show, "Now It Can Be Told." This is going to make Bill Moyers nervous?

The other day Geraldo was the guest on "Donahue"—how's that for an incestuous pairing?—and a woman from the audience asked about Chris Evert. Geraldo said, "She's in her third trimester now. The last thing I want to do is talk about Chrissie."

What a guy! Like this gets him even? Everyone in

favor of impaling him on a meat hook, raise your hand.

Phil was reading aloud from the book, a part where *Of Begin-the-Begins* Geraldo was cheating on his third wife with the woman who would later become his fourth wife. Upon hearing the passage, Geraldo sighed mightily, fluttered his eyelids a few times, and gave the impression he was about to cry. It was every bit as sincere as Milli Vanilli's studio work.

"I've asked myself, 'Why did I write it, and why did I write it this way?'" Geraldo said at one point. "I've been second-guessing that decision in a way you couldn't imagine. I'm sorry if I hurt any of those women, if I hurt their feelings."

Well, I for one forgive him. How could he possibly have anticipated that writing about kabooming the 60-year-old wife of a United States senator on the floor of her mirrored bathroom might actually *embarrass* her?

What's his excuse for this? Does he think it's great literature? The book contains writing like this: "In 1979, Lebanon was one of the most dangerous, unstable places on earth. It was only natural that I go there." You read a sentence like that, you expect to turn the page and see a drawing of Snoopy at the typewriter. Geraldo is out flacking his book because he's an egomaniac. He makes John Sununu look like Gandhi.

These women Geraldo claims to have bedded—his total kill count is higher than Clint Eastwood's in "Hang 'em High"—well, Donahue should have rented a 747 and flown them all in and asked them how he was in the sack. Sort of like "Love Connection." Unfortunately, that assumes Geraldo can be embarrassed, and anyone who watched that moronic show where he opened Al Capone's secret vault knows Geraldo is way beyond embarrassment.

The best line on "Donahue" came when Phil brought out Geraldo's current wife (I write this on a Thursday, so events may overtake me). After admitting approximately 16,528 episodes of cheating, Geraldo bragged about having been totally faithful for the *last four years!* This drew a huge round of applause, like he'd written the Magna Carta.

Then Geraldo vowed, "I will die before I cheat on my wife."

Wow.

Here's \$20 for the pool. I'll take Sept. 26, 6:22 p.m. In somebody's bathroom.

April 5, 1981

Atlanta Weekly

**SYMS
PRESENTS**

THE SAFARI COLLECTION by YVES SAINT LAURENT



The Safari Garment Bag has inside pockets galore to carry all your accessories



Garment Bag

Weekender

Safari Bag

Caprice Bag

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The only moving parts on your luggage are the zippers, so we made them of strong, self-mending nylon that won't snag. They're color-coordinated to blend unobtrusively into the lines of the luggage.

Designed elegance . . .
at special SYMS prices!

And you're invited to experience them both for 15

Rich, Rugged and Romantic . . .

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SYMS
P.O. Box 48238, Niles, IL 60648

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Account # _____

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ATLANTA

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Furniture: A Focus On Quality
(page 116)



**SYMS
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Weekender

Garment Bag

Safari Bag

Caprice Bag

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The Caprice Bag keeps you organized: a perfect blend of fashion and function. Elegance of design is carried through the choice of materials and fabrication of each piece, resulting in high-fashion practicality assures a superbly classical possession you'll value years to come.

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Signature _____

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ATLANTA

March 1981 \$1.50

Runway '81:

A
Preview Of
Our Second
Annual Fashion
Extravaganza
(page 113)



**SYMS
PRESENTS**

THE SAFARI COLLECTION by YVES SAINT LAUREN



The Safari Garment Bag has inside pockets galore to carry all your accessories



Garment Bag

Safari Bag

Caprice Bag

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ATL 3/8

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ATL 2/81

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NAME:

Mary Jane

FIRM:

LOCATION/DEPT:

TELECOPY ::

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212-546-7607

TELEPHONE ::

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its economic success and subsequent championing of women's suffrage, Kitch argues, the Commonwealth qualifies as a feminist organization. Photos not seen by PW. (Feb.)

MIND YOUR OWN BUSINESS:

And Keep It in the Family

Marcy Syms. MasterMedia, \$19.95 ISBN 0-942361-46-6

"The family that makes money together, stays together," declares Syms, the oldest of six children and the heir and president and COO of a family-run chain of 29 off-price retail apparel stores founded by her father, Sy Syms, and bearing his surname. Citing her own and other family enterprises, she discusses in practical detail how they function as long-term working entities. Syms also reveals with candor how such businesses may require "conflict management" techniques, including family councils, to cope with sibling rivalries, succession and smooth transition of control from one generation to another. Along with management policy dos and don'ts, she recommends outside work experience as a prerequisite for family members who want to join a family-run firm. Most of the estimated 1.5 million family-controlled businesses in the U.S.,

she claims, tend to offer both family and non-family employees security, creative opportunities and humanitarian policies favorable to women—although, she acknowledges, the top jobs still usually go to men. (Feb.)

MAFIA DYNASTY: The Rise and Fall of the Gambino Crime Family

John H. Davis. HarperCollins, \$23 (464p) ISBN 0-06-016357-7

During the 1920s the Gambinos, members of the New York Cosa Nostra "Five Families," which also included the Colombo, Bonanno, Lucchese and Genovese families, controlled many businesses in Gotham. Among their strongholds were private carting, garment industry trucking and construction. The mob also had a powerful pull in the meat and supermarket businesses, along with the customary enterprises of loansharking, extortion and pornography. Additionally, the dons, having forbidden trafficking in drugs to subordinates, could not resist the vast profits and became involved themselves. Mafia founding fathers Vincent and Philip Mangano were succeeded by Albert Anastasia, who was murdered in 1957. The most effective leader, shows Davis, was Carlo Gambino, who emerged supreme in 1970, reigned for

19 years and was succeeded by his cousin Paul Castellano until he was killed at the behest of John Gotti, who was sentenced to life in prison in 1992. Davis (*Mafia Kingfish*) explores the history of the Cosa Nostra from its roots in Italy and brilliantly depicts the violent, vicious, vulgar brotherhood. Photos not seen by PW. (Feb.)

DON'T BUNCH UP:

One Marine's Story,

and some notable exceptions

William Van Zanten. Archon, \$25 (208p) ISBN 0-208-02347-X

Inspired by *Battle Cry*, Leon Uris's novel about WW II Marines, Van Zanten joined the Corps in 1957, made it through San Diego boot camp and the even tougher officers' school at Quantico, then saw action in 1965-1966 as an executive officer and company commander in Vietnam. His sojourn there was for the most part a positive and rewarding one, though he had some frustrating experiences, such as getting lost on patrol and dealing with an officer whose quest for medals threatened to endanger his men. Van Zanten's upboat memoir mostly reflects how impressed he was by the decency, courage and unselfishness displayed by his fellow Marines. Readers will find no brutality here, no bitterness, no drugs, no fraggings or racial confrontations. The memoir is a modest, well-written account of the author's coming-to-man-hood during the earlier phase of the Vietnam era (i.e., pre-Tet) when life was simple. Marines will enjoy the book; others may find it naive and sentimental. (Feb.)

A REASONABLE LIFE:

Toward a Simpler, Secure, More Humane Existence

Ferenc Maté. Norton/Albatross, \$17.95 (272p) ISBN 0-920256-25-2

In this scattershot jeremiad, Maté takes on virtually all of modernity, concluding with a romantic paean to country life. A one-time city dweller who now lives in Tuscany, the author criticizes houses ("huge, unused barns"), "the myth of the steady job," corporate ownership, agricultural practices, cities and individualism—all in a shrill and hyperbolic prose style. He does have some worthy recommendations: why we should convert our lawns to gardens; how children should be taught defenses against advertising. But other ideas, like junking the television set ("Open an upstairs window . . . and throw the heinous sonovabitch as far as your arms let you!"), make him sound like a cranky Luddite. "Most of you might dismiss this as the raving of some idealist," acknowledges the author; indeed, he courts that assessment. (Feb.)

The words Malcolm X spoke nearly 30 years ago are as true now as they were then. "Words From The Frontlines: Excerpts From The Great Speeches of Malcolm X" is the soundtrack to the ideas and philosophies of one of the most influential figures in American history. Authorized by his widow, Dr. Betty Shabazz, it features messages from his most important speeches, digitally enhanced for optimum clarity. Malcolm X advocated truth "no matter who tells it." This collection is a testament to the fact that few can speak it as clearly and poetically as Malcolm himself.

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A WALL STREET SUCCESSION

JIM LEBENTHAL comes from a long line of American entrepreneurs who risk making horse's asses of themselves. Of recent vintage, there is Fred the Furrier, Frank Perdue, Sy Syms, and Tom Carvel. Jim Lebenthal is the lone hawker on Wall Street. For more than twenty years, he has been advertising tax-free municipal bonds in television ads that have all the retro panache of late-night crowings for hairpieces ("Hard to be-



*Jim Lebenthal and his daughter
Alex Lebenthal*

lieve? I am wearing a toupee!") and aboveground pools. Wake up early enough and there's Jim, with his hair standing on end at an electric-generating station, telling you in his paint-peeling voice about the wisdom of investing in the city's infrastructure. "My wife thinks I'm an egoist and out of control, and I indulge beyond imagining in my pursuit of the bitch goddess of fame," he was saying at his Wall Street office the other day. "Me, I think I'm out to build affection for municipal bonds."

If Lebenthal is a little unorthodox in his methods—Wall Street does not usually go in for personality-based advertising—it is perhaps for good reason. Rare is the tycoon who had to go to the next office and get his ninety-year-old mother's approval. Until she died in 1994, at the age of ninety-five, Sayra Lebenthal was *boking* her son's *chainik* and ruling the firm that she and her hus-

band, Louis, started in 1925. (He died in 1951.)

Although Lebenthal & Company is a pipsqueak in the land of the Merrills and the Kidders, it is publicity-savvy and is possessed of the most complicated Freudian dimensions since the Flying Wallendas. On Independence Day, Lebenthal's daughter Alexandra became president of the firm, leaving her father to serve as C.E.O., chairman, and chief flakmeister. Traditionally, Wall Street firms announce such changes with a tombstone ad, the ultimate symbol of old-line mordant Protestant restraint; the Lebenthals did it in the *Times* on June 28th with a full-page ad featuring a Mary Ellen Mark photograph of Alexandra (she looks a little like the latest incarnation of Lois Lane) and a first-person testimonial on "Me and Bonds," "Bonds and the Next Millennium," "My Father and Bonds," "You and Bonds," "Women and Bonds," "Youth and Bonds," and "Bonds and Beyond." (The Lebenthals are heavily into bondage.)

Alexandra is thirty-one, and is friendly with other youngish women, like Marcy Syms, who have inherited the mantle from their fathers. "You see it happening more in marketing but not on Wall Street," she says. "Wall Street is not a father-daughter kind of place. Generally speaking."

AT lunch at the City Midday Club, a fiftieth-floor aerie with wrap-around views of the harbor and the city, father and daughter make a striking pair. Jim Lebenthal is slim and wears a cream-and-green seersucker suit. He talks a very great deal. His daughter is more conservative in both dress and manner. She gets a word in when she can. They both went to Princeton, and they both have the easy carriage of very lucky people. And they agree that one of the reasons the transition was relatively painless was that they both learned the business from the same formidable woman, the late Sayra.

After nearly two years at Kidder Peabody, Alexandra came to the firm to run through an inheritor's apprenticeship. One of her first jobs was to hole up in an office with her irrepressible grandmother and gradually take over her accounts. Nana, as Alexandra called her, was ninety-one, and although she still came in to the office every day, she was beginning to acquire the paranoia of

Marcy

Good point about
glass ceilings!

Happy New Year —

Robin

NEW YORK POST, TUESDAY, DECEMBER 19, 1995

YORKWOMAN

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37

TUESDAY:

Life in
the City

Daddies' girls

Daughters going into their fathers' businesses are finding their way through the glass ceiling

HEIDI MAE BRATT

ARMED with skills, savvy and know-how, more daughters are growing up to become heiress apparent of their family businesses.

From the world of finance to retail to the service industry, these high-ranking women are inheriting the mantle from their fathers—a privilege of lineage once bestowed on sons or other male relatives—and vowing to make their mark as daughters of a new generation.

Witness Alexandra Lebenthal.

At 31, she's the new president of New York's Lebenthal & Co., one of Wall Street's highly recognized bond retailers, which handles sales of up to \$1 billion a year. Her dad, Jim Lebenthal, a familiar visage from his television ads, remains the firm's chairman



Marcy Syms, 45, the president and chief operating officer of Syms Corp. founded by her father 37 years ago, personally knows the benefits of keeping it all in the family. "With a family business they [women] can become one of the people who makes deci-

start out with dreams of corporate greatness. She wanted to become an actress, but gravitated to Wall Street after graduating from Princeton. She realized she didn't want to take the stage so much as "be famous."

Now that she's in the driver's seat at Lebenthal, she has big plans. She wants to help the firm diversify, reach out to the younger investors through the information superhighway and attract women investors under 40 years old.

Admittedly, Lebenthal says, getting into the driver's seat as a daughter made the ride smoother.

"I think it's easier for a woman to move forward in a family business because you don't have to play the corporate game," she says. "Your talents can be recognized."

For many women, going into the family business offers clear advantages and a



James Lebenthal prepared his daughter, Alexandra, to take over as president of his bond

his television ads, reins the firm's chairman and chief executive officer. "I guess I was the one who listened at the dinner table," says Lebenthal, who, in 1988 joined the firm founded 70 years ago by her grandparents, the formidable Sayra and her

can become one of the people who makes decisions," she says.

husband, Louis Lebenthal, after a two-year stint in the municipal-bond department at Kidder, Peabody & Co. Lebenthal says she didn't

For many women, going into the family business offers clear advantages and a chance for advancement they aren't afforded in the predominantly male-corporate world.

"The glass ceiling is thinner," says Marcy Syms, president and chief operat-

James Lebenthal prepared his daughter, Alexandra, to take over as president of his bond firm, Lebenthal and Co. New York Post: Andy Uzzle

ing officer of Syms Corp., a Secaucus, N.J.-based chain of the off-price apparel store that was founded some 37 years ago by her

father, Sy Syms.

"Most women have a problem being visible to the executives in the corporate world. They don't get a chance to be viewed by the CEOs," says Syms, 45, who in 1983, became one of the youngest female presidents of a New York Stock Exchange company. "With a family business they have access," she says.

But, Syms who authored the book *Mind Your Own Business: and Keep It in the Family* stresses, "You don't just get anointed. It's something that is deserved if a daughter works hard."

For Rhonda Eisner president of H&E Offset Col, a printing business in New York, there was no entitlement, no birth right and certainly no invitation to join the family business.

"I had to fight to come here," says Eisner, 36, who despite her Wall Street accomplishments and MBA faced a hurdle placed by her own father. She was told by her dad that the business was no place for a woman.

"It was assumed that only my brother would take over the business," Eisner says. (Her brother is vice president.) "He would run it and I would get married and have children."

She wasn't about to give up.

"I pushed and pushed and pushed until they didn't look at me that way anymore," she says. Now she's a prime force behind the growing business.

"The most important thing to do, for a man or woman in a family business is to show the parent that he or she is a business professional before son or daughter."

The emergence of daughters taking over family businesses dovetails with women's prominence in the business world, says Howard Musan, editor and publisher of *Family Business*, a quarterly magazine based in Philadelphia.

"There's no study that tells us how many daughters are heads of businesses, but certainly we know there are a large number of them," Musan says.

It's no surprise to Adrienne Glasgow, the chief financial officer for the American Red Cross who spent nine years as the chief financial officer and administrative officer for D. Glasgow & Sons, Inc., her family's children's wear manufacturing business.

"Simply put, 50 years ago, daughters would not have been considered or looked at for the possibility of taking over the business," she says. "We now possess the skills."

Family companies offer family values

HEIDI MAE BRATT

FAMILY businesses are appealing to daughters because they can be places of greater flexibility when it comes to work and family issues. In all, grandpa may be more generous when it comes to maternity leave than his daughter and grand-

father. Halpert & Co., a brokerage firm based in Millburn, N.J., president Alan Halpert jokes that he'll set up a crib in the conference room for his daughter, Liz Halpert Cohen, should she decide to resume work as vice president of the firm soon after she has her baby.

Liz could really run this company," says Alan Halpert, who started the business more than two decades ago. "She's good with people, perceptive and very

Besides, working in your family offers you wonderful comfort." (Her father and husband work as sales managers at the

Like other daughters, Halpert Cohen, 29, cut her teeth outside the family business. Before joining the firm five years ago, she worked at New York's Titus & Donnelley, a municipal bond brokerage house. Her father encouraged her to join the family business and she did, after proving herself on the outside.

But once inside, she had to prove herself again to non-family colleagues.

"In the beginning people said I'm here because of my dad, but that changed as people got to know me," she says. "I happen to be lucky. My dad gives me a lot of leeway. He's not always questioning me and he trusts me."

Of course one of the pitfalls is that every family outing can become a board meeting. "Every family lunch, every family dinner, every family everything, the conversation always turns to business," notes Halpert Cohen. "It's good and bad."



Liz Halpert Cohen and her father Alan Halpert man the helm together at Halpert and Company in Millburn, N.J.

Kevin Coughlin

Bergen Women Set an \$800,000 Record for Israel Bonds



Principals in Bergen County Mother-Daughter Luncheon of State of Israel Bonds Women's division, from left are: Marcy Syms and her mother, Ruth Merns, honorees, holding their Twelve Tribes awards; Evangelin Gouletas-Carey, special guest, who received Golda Meir Award; Doris Mattus Hurley and Uni Berri, luncheon co-chairmen; Rose Mattus, chairman of President's Club; Nancy Brown, who presented award to Mrs. Gouletas-Carey; Miriam Josephs, Bergen County Women's Division Chairman and Susan E. Weikers, Women's Division National Chairman and guest speaker. Gerry Levine, not shown, was fashion show chairman.

The annual Mother-Daughter Luncheon of the Bergen County Women's Division, State of Israel Bonds — which Bergen County pioneered in the Israel Bond Organization — recorded the most successful campaign totals ever achieved.

Results from the luncheon brought the season's total to \$800,000.

The luncheon, which closed the 1987 Women's Division campaign, was held in conjunction with an Israeli Trunk Show of couture leathers and other designer wearables, arranged through the Manhattan boutique of Or Lee Or.

The 180 women who attended listened to addresses by Evangelin Gouletas-Carey, former First Lady of the State of New York, and Susan E. Weikers, National Women's Division chairman.

In observance of the mother-daughter tradition, the Bergen County organization honored Ruth Merns, chairman of the Women's Division Prime Minister's Club, and her daughter, Marcy Syms, president of Syms, Inc., New York clothing store.

They received the Twelve Tribes Award of Israel Bonds. The Golda Meir Award was conferred on Mrs. Gouletas-Carey.

Syms family tailored to retail

By BOB WEINSTEIN

If Sy Syms has any regrets about taking four of his six kids into his successful retail clothing business, he's not letting on.

But like heads of family-owned businesses across the country, he'll confess there have been problems. Some small, others big — and some too confidential to share with outsiders.

When Sy, chairman of the board and chief executive officer of Syms Corp., promoted his daughter Marcy to president and chief operating officer in 1983, it created dissension in the sibling ranks.

"Two of her brothers generated a great deal of hostility towards her," he says. "I didn't think I was capable of correcting the situation. I spoke to the brothers, and I spoke to Marcy separately. I hoped that they could be compatible."

Because Marcy, now 35, was the oldest child, it helped the situation somewhat. Nonetheless, her age was not the deciding factor for making her second highest on the family executive tree. Most im-

"Her brothers didn't have the same exposure to the company that she did," he says. "She had consistency, tenacity, plus she demonstrated constant growth and effort."



Sy Syms

Marcy's three brothers flank her, playing supporting roles in the family business. Their titles: Stephen, 33, vice president and secretary; Robert, 31, vice president specializing in buying merchandise; and Richard, 30, vice president of real estate and new markets.

Sy admits blood and money don't always mix. On one occasion, he learned that Richard

hostility towards her," he says. "I didn't think I was capable of correcting the situation. I spoke to the brothers, and I spoke to Marcy separately. I hoped that they could be compatible."

THE FAMILY BUSINESS



FATHER-DAUGHTER TEAM in front of new Secaucus warehouse.

BILL CLARE/DAILY NEWS

Marcy describes her president's role as "an informed nag."

"If you have the right people working for you, you'll move forward," she says. "My job is not to be better than the people who work with us, but to coordinate, set goals and then follow through."

Father and daughter work well together. Sy brings retail savvy — learned only after decades in the business — to the office, while Marcy is a new-breed manager — efficient, cool and objective.

Sy is more the "people person," and Marcy is more the technocrat. It was her idea to hire consultants to design a computerized inventory system to cut costs, save money and streamline operations.

Their ideas may be different (Sy believes in cash-only business and Marcy pushes for customer credit), but they agree on essential issues.

"It's a respect for the consumer," says Sy. "I grew up with merchants who knew how to rip the consumer off. My goal is to take care of that customer for tomorrow."

Bob Weinstein frequently writes about business for The News.

CAREER OPPORTUNITIES

DIRECTOR OF COMPUTER SYSTEMS AND SERVICES

Special Services for Children, an agency of the New York City Human Resources Administration, is recruiting a Director for its Bureau of Computer and Systems Services. Under the general direction of the Assistant Deputy Administrator for Management Services with extremely wide latitude for the exercise of initiative, the Director formulates overall policy for computer services at Special Services for Children.

Responsibilities will include organizing, planning, directing, coordinating and evaluating all subordinate managers and computer systems programs and services for SSC through four major divisions. He/she will also provide state-of-the-art expertise in all areas of computer and systems technology including hardware, software and systems design; will coordinate the activities of the Bureau with other major SSC organizations.

Qualifications: 1. A baccalaureate degree from an accredited college and four (4) years of satisfactory, responsible full-time paid data processing experience, at least two years of which shall have been in an administrative or capacity involving the management of computer operations.

ELECTRONIC SAVINGS GUIDE

wanted to take over as CEO. And in another instance, another of the boys was fired on a Friday and then rehired the following Monday after a frank father-son chat over the weekend produced a truce and business as usual.

It's not easy firing anyone — especially a son. But Sy never intended to offer anyone a free ride, even a close family member.

"Just because they're my children doesn't mean I won't fire them," he says. "If I'm stretched far enough, I'll do it."

A smart move from a business and family vantage point was going public in 1983. Each child was given a 5% interest in what has become a substantial business.

"Because the kids were economically independent, I felt a lot of problems would fall by the wayside," says Sy. "Now they weren't compelled to work for the company to make a good living."

Started in 1959, Syms Corp. now has 17 stores in seven states, selling "off-price" merchandise of brand and designer names at low prices for men, women and children.

The company employs about 1,400 people, and 1985 sales topped \$215 million. The senior Syms will say only that 1986 income figures are "even better."

Looking back over the company's 28-year history, it was inevitable most of the children would wind up in the business. As kids, they helped out by doing the tedious jobs no employee wanted to do.

Marcy remembers working at Syms' flagship lower Manhattan store when she was 12, spending entire days sorting hangers. "The store would accumulate 2,000 to 3,000 hangers," she remembers. "The hangers were tossed into a corrugated box, and my brothers and I had to separate them into piles — wishbone, wire and straight."

But the children weren't pressured to join the business.

"There were never any deep conversations about any of the kids coming into the business," Sy says. "But if the topic came up, I put a qualifier on it: 'If you try it and you're really happy, you can stay; if you're not, I'm not sure we can make it together.'"



Marcy Syms



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