

# PROLOG

Quarterly Publication of the Association of Jewish Community Organization Professionals

Final Edition: Volume XV~ Number 4  
5771 Summer 2011

## AJCOP Merges with JCSA

The Midrash tells us about two ships, both heavily laden with merchandise, both at anchor at the docks. One ship has just arrived after a long journey. The second ship is about to set sail. The crowds gather around the newly arrived ship with cheers and praise.

A life well lived, either by a person or an organization, deserves the cheer and praises. A new life is yet untested but comes with great hopes.

AJCOP, as you can read in Lou's final Executive Director's Corner, has completed its journey. The cargo that AJCOP now deposits on the deck of Jewish life is four decades of making life better for colleagues, of setting best practices standards in our field, and having been a prime mover in elevating Jewish communal service into a professional field. We should all cheer that so many of our colleagues took the opportunity through AJCOP, both members and board members, to serve their fellow professionals. We should be equally proud that AJCOP, having moved our profession forward, has made the mature decision based on a changing environment to add its strength to the JCSA.

The JCSA, now newly invigorated through AJCOP joining forces, has much promise. We all need a strong professional association, a place that is safe for colleagues to interact with each other, to discuss the yings and yangs of daily working for the Jewish people, and for a sense of shared purpose.

*Kol HaKavod* to AJCOP for a life of purpose well lived. We share in the hopes for the continuing work of the JCSA.



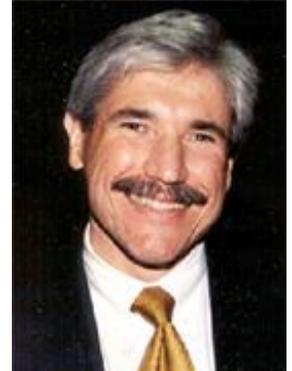
**Daniel Allen**

*Daniel Allen served as President of AJCOP from 2003-05. He is now a member of the JCSA Board and Trustee of the Rodkin Endowment Fund. He is the Executive Director of the Association of Reform Zionists of America (ARZA), the Israel voice of the Reform Movement.*



**Alan Engel,**  
*AJCOP President*

Alan Engel, President of AJCOP and Jacob Solomon, President of the Jewish Communal Service Association of North America (JCSA) announce that the merger of AJCOP and JCSA has been approved by their respective boards. "We believe this organizational change has the potential to make a significant and positive impact on



**Jacob Solomon,**  
*JCSA President*

the level of professionalism within our field," stated Engel and Solomon. Danny Allen, Max Kleinman and Jay Rubin, along with Lou Solomon, were extremely helpful in our negotiations. Beginning July 1st, JCSA began assuming responsibility for the fulfillment of AJCOP programs and services, including awards, the Retiree Luncheon and the inclusion of PROLOG in JCSA's monthly eNewsletter. The Annual Awards Program at the General Assembly will continue and you will continue to receive the *Journal of Jewish Communal Service*, access to JCSA conference calls and webinars, and the opportunity to participate in any of JCSA Benefit Plans.

AJCOP will be well represented on the JCSA Board. In addition to the AJCOP members who are already in leadership positions, Rabbi Danny Allen, Debra Barton Grant, Jay Rubin and Alan Engel have now joined the JCSA Board. We anticipate that this merger will enhance services and the opportunity to advance the shared objectives and values of our two Associations. We welcome your involvement and comments.

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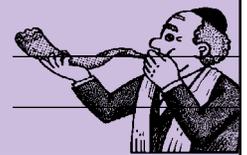
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*L' shana Tova*

*Ti' katevu!*



## Past AJCOP Awardees

### Distinguished Service Award

2010: Louis B. Solomon  
 2009: William S. Bernstein  
 2008: Daniel Allen & Steven Morrison  
 2007: Phyllis Cook & Jeffrey L. Klein  
 2006: Maxyne Finkelstein  
 2005: Jacob Solomon  
 2004: Jay Yoskowitz\*  
 2003: Dr. John Ruskay  
 2002: Dr. Jeffrey R. Solomon  
 2001: Cindy Chazan & Stephen H. Hoffman  
 2000: Max L. Kleinman  
 1999: Peter H. Wells  
 1998: Darrell Friedman & Norbert Fruehauf  
 1997: Howard M. Rieger  
 1996: Ferne Katleman  
 1995: Stephen Solender  
 1994: Michael Schneider  
 1993: Martin Kraar\*  
 1992: Melvyn H. Bloom  
 1991: Dr. Steven B. Nasatir  
 1990: Irving Kessler\*  
 1989: Ben M. Mandelkorn\*  
 1988: Charles Miller & Carmi Schwartz  
 1987: Ted Kanner  
 1986: Irving Bernstein\*

### Retiree of the Year Award

2011: Murray N. Schneier  
 2006: Robert Fitterman\*  
 2005: Ted Comet & Martin Waxman  
 2004: Daniel Mann  
 2003: Merv Lemmerman  
 2002: Hans Mayer  
 2001: Morris Stein  
 2000: Gerald Bubis & Ernest Kahn  
 1999: Herman S. Markowitz  
 1998: Melvin S. Cohen  
 1997: Maurice Bernstein\* & Daniel Thursz\*  
 1996: Melvin S. Zaret  
 1995: Phillip Bernstein\* & Irving Kessler\*  
 1994: Sanford Solender\* & David Zeff\*  
 1993: Donald Feldstein  
 1992: Saul Schwarz\*  
 1991: Henry Zucker\*  
 1990: Charles Zibbel\*  
 1989: Isidore Sobeloff\*

### Norman Edell Fellowship

2010: Anna Schwartz Shabtay  
 2009: Joshua Davidson  
 2008: Mary Brown  
 2007: Emilie Kuperman  
 2006: Tova Grunes  
 2005: Adam Bronstone  
 2004: Bari Elias  
 2002: Jeffrey Rips  
 2001: Ziva Starr Raney

### Bernard Rodkin Israel Experience Fellowship

2011 Lori Dearman  
 Reva Feldman  
 2008: Stuart Botwinick  
 Laura Gottlieb  
 Eve Samson  
 Joseph Selesny  
 2007: Cheryl Carne  
 Bari Elias  
 Leon Weinerman  
 Maureen Wise  
 2005: Sam Sokolove  
 2004: Amy Wagner Simpson  
 2003: Sara Schlossberg  
 Karen Taylor

### Professional of the Year

1990: Andrew Paller  
 1989: Joel Daner\*  
 1986: Harriet Hoffman

### 2010/11 AJCOP Officers and Board of Directors

#### Officers:

**President:** Alan S. Engel  
**Vice Presidents:** Marc Blattner Marcia I. Bronstein  
 Eric M. Levine Adam D. Schwartz  
**Secretary:** Robert Hyfler  
**Treasurer:** Sam Sokolove

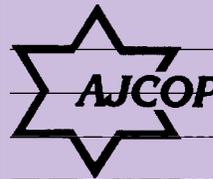
#### Board of Directors:

Debra Barton Grant Mandy Kaiser-Blueth Bari Elias  
 Jeffrey Feld Paul Jeser Steven B. Nasatir  
 Elana Paru Marden Paru Howard Ross  
 Jay Rubin Stanley Stone

#### Past Presidents:

William S. Bernstein Daniel Allen Mitch Orlik  
 Richard Jacobs Allan Gelfond Max L. Kleinman  
 Peter H. Wells Karl Zukerman Alan H. Gill  
 Herman S. Markowitz Darrell Friedman Louis B. Solomon  
 Morris Stein Sol Koenigsberg Morris Lapidos  
 Bernard Dubin\* Robert Fitterman\*  
 Oscar (Art) Mintzer\* Ben Mandelkorn\*

**Executive Director:** Louis B. Solomon  
**Associate Director:** Marlene P. Solomon  
**Directors Emeritus:** Howard R. Berger\* Ben Mandelkorn\*  
 (\* deceased)



## PRO LOG

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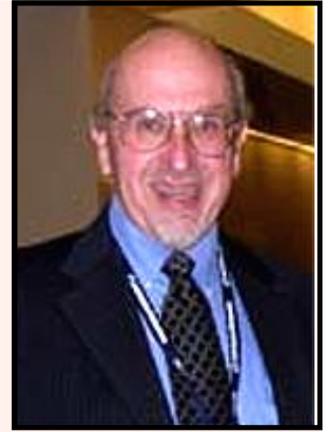
Quarterly Publication of the Association of  
 Jewish Community Organization Professionals

**AJCOP President:** Alan S. Engel  
**AJCOP Exec. Director:** Louis B. Solomon  
**Editor:** Marlene P. Solomon

**AJCOP**  
 14619 Horseshoe Trace  
 Wellington, FL 33414  
 E-mail: marlene@ajcop.org

## Executive Director's Corner

by Lou Solomon



Lou Solomon

When AJCOP was established in 1969, its membership was limited to Federation, CJF and UJA professional staff, retirees from these organizations and students in Schools of Jewish Communal Service and Wurweiler School of Social Work. During my tenure as membership chair in the late 1970's AJCOP grew from 580 to our peak of over 800 members. In 1982, the AJCOP Board of Directors unanimously approved opening membership to national agency professionals and synagogue executives and a new category of Associate members for all retirees and academicians.

AJCOP has always been a unique organization. AJCOP has been viewed as a *safe-haven* in a very stressful professional milieu. *Collegiality* and *networking* are its most important facets. Through its efforts, community organization practitioners have gained a status commensurate with the importance of the profession. Throughout its history AJCOP has facilitated a number of networking and professional growth efforts.

I would like to highlight some AJCOP's significant achievements during its four decades of existence. In the 1970's, AJCOP focused on personnel standards and practices. This included development of sound personnel practices, establishment of responsible retirement programs and enhancement of professional standards and practices. A grievance procedure was adopted to help members deal with individual personnel problems. Other accomplishments included the establishment of a newsletter, a mentoring program, professional development institutes and greater recognition and involvement with the Council of Jewish Federations (*CJF, of blessed memory, the forerunner of UJC and JFNA*) particularly serving on their Personnel Committee.

The 1980's started with a revised Constitution that included broadening our membership to include national agency professionals and academicians in Jewish settings. It became apparent that communities were expecting their community organization professionals to be knowledgeable in Judaica and Judaism. The revised AJCOP constitution reflected this new agenda. In 1982, the newsletter was expanded and renamed the *PROLOG*, which has been published since then. A major focus was to develop a formal structure for Regional professional development programs. AJCOP and the Council of Jewish Federations agreed to partner on a series of training seminars in various parts of the country. Another focus was to reach out to the significant number of members who had retired from community organization positions and provide opportunities to keep them connected.

*The AJCOP Code of Ethics* adopted in 1982 was a major accomplishment. Under Herman Markowitz's leadership, its goal was to help AJCOP members raise the ethical, moral and professional practices of colleagues in their own organizations and in their communities. This document was embraced by CJF and distributed by them to lay leaders of every Federation and national agency that employed AJCOP members. In addition, the Executive Directors of each Federation and national agency received copies to distribute to their staffs, Board members and agency boards. The AJCOP Code of Ethics served as a model in schools of Jewish Communal Service for decades. This document lifted the practice of Jewish community organization from a *practice* to a *calling*.

Until 1982, *women's status* in the community organization profession was not a major agenda item for AJCOP. Brenda Gevertz and Sandi Goldstein co-chaired this new initiative. The committee dealt with inequities in employment, promotions and compensation. It became very apparent to the committee that the status of women, especially at the executive level, was vastly inferior to their male counterparts. This committee was very effective in advancing this agenda issue over the next five years. In 1983, a major GA Resolution on the Issue of Women Communal Professionals was passed. The committee developed a survey with the purpose of getting a statistical analysis of the status of women in the field. The questionnaire was sent to approximately 1000 women. Roughly 20% responded. The conclusion was that gender bias was a reality in Federations in terms of salaries, executive positions and attitudes in the field. Unfortunately, this is still an issue; *The Forward* recently reported that close to 70% of the positions in Jewish Communal Service are occupied by women while only 11 of the 75 largest Jewish organizations are headed by women.

In 1985, during my last term as President, AJCOP adopted its *Personnel Practices Code*, which was widely distributed to lay and professional leadership. The purpose of the code was an official statement by AJCOP of the goals and expectations of the discipline in the critical area of personnel standards and practices. Guidelines were

suggested for salaries, benefits, pensions, moving expenses, etc...where none existed before, for the benefit of the professional negotiating for his/her contract.

AJCOP also received its first permanent Endowment from the family of founding member Sam Hatow, to fund the *Sam Hatow Memorial Lecture* at our Annual Meeting. Ted Kanner delivered the first Hatow lecture in 1985.

In 1986 Marden Paru and I established the *AJCOP Job Bank* which is still in existence as a service to our members. At that time, there were no other Jewish Community Organization job listings, except for CJF, that handled only Federation placements. The national agencies had no central place to list jobs. This preceded by many years the online listings by Jewishjobs.com, Monster.com, etc.

Beginning in 1986, the *Distinguished Service Award* was established. Irving Bernstein was the first recipient. In 1998, upon the death of Ben Mandelkorn, our founding President and later Executive Director, The Columbus Jewish Foundation established an endowment fund in Ben's memory and we renamed it the *Mandelkorn Distinguished Service Award*, as a lasting legacy to Ben's years of leadership and dedication to AJCOP.

During the last two decades, we have focused on building our *Endowment Fund* to create professional development opportunities for our members. The *Bernard Rodkin Israel Experience Endowment* was secured through the tireless efforts of past president Herman Markowitz, who befriended Rodkin, during his tenure at UIA. This significant endowment provides an opportunity for up to four AJCOP members to increase their knowledge, experience and understanding of Israeli society and her social welfare system through participation in an extended Professional Development Experience in Israel pertinent to enhancing their Jewish community organization practice skills. The experience must include site visits to Jewish Agency, JDC and other Israeli NGO projects.

The *Norman Edell Fellowship* was established in loving memory of Norman Edell, in recognition of his many years of dedicated service to the Jewish Communal Service profession in 2000 by his wife, Laura, and sons David and Mark, who were both 2<sup>nd</sup> generation Jewish community organization practitioners. We are now fortunate to have Karen Yoskowitz, Norman's granddaughter, Senior Federal Grants Advisor in the JFNA Washington Office as part of the selection committee. Her father-in-law Jay Yoskowitz, was a close friend and colleague to many of us. The Edell Fellowship sends one AJCOP young professional to experience the General Assembly of the Jewish Federations of North America for the first time, with preference given to those from a small or intermediate Federation. Through this national exposure to Jewish leaders, colleagues and best practices, the Fellowship hopes to give younger professionals a clearer sense of the national system, unique opportunities for learning practice and most importantly, the motivation to continue their careers in Jewish community work.

The *Rosichan Endowment* was established by Florence Hutner Rosichan in memory of her beloved husband Arthur Rosichan a long time Federation executive who passed away in 1987. Florence was an outstanding professional in her own right. She was the first woman executive in a large city Federation. The purpose of this endowment is to enhance programs for Retirees. *The Rosichan Retiree of the Year Award* is also funded by this endowment. We have increased our activities for Retirees during the last decade. Mel Zaret, who recently passed away, was instrumental in establishing very sophisticated pre-retirement seminars at three G.A.'s that attracted both professional and lay participation. During the last six years, we have had well attended *Annual Retiree Reunions* in Boca Raton, chaired by Murray Schneier and Norman Schimelman and hosted by past President Bill Bernstein.

The *Marlene and Lou Solomon Endowment* was established in 1997 in honor/memory of their parents. This donor designated fund is currently unrestricted, but we are considering designating it towards a professional development opportunity in the near future.

*The Prolog*, in its expanded version, including members' articles, regular articles and reports by the President and the Executive Director, the AJCOP Jobbank, reportage and pictures of AJCOP activities and meetings, financial planning articles, women's advancement articles and lifecycle news about our members was relaunched in 1995 with Marlene Solomon as its editor.

AJCOP launched its website, *WWW.AJCOP.ORG*, designed by Technology Committee Chair, Howard Ross, in 1999. Having a website made vital information instantly available to our membership, like regularly updated Jobbank listings. The existence of the website and the fact that most of our membership had access to the internet, allowed AJCOP to go green by publishing the *Prolog* online with enhanced photography.

In 2004, I was instrumental in implementing the *AJCOP Chaver (Mentoring) program*. This successful program has carefully matched over 30 young professionals with a seasoned professional to nurture their growth as community organization practitioners.

I have devoted a significant amount of my time to reaching out and counseling colleagues who have lost their jobs. It is always a traumatic experience, but it has been particularly brutal the last few years with plethora of

cutbacks and layoffs. Colleagues who have experienced this feel isolated and alone. I urge each of you to reach out to colleagues that are going through this and if nothing else, just be a friend. Through the many relationships and contacts I have developed over the years, I have been able to open doors for interviews and a significant number of referrals have been hired.

The Jewish Communal Service field has changed dramatically since I entered in 1964. The only way then to move into senior management positions was to have an MSW degree. In the late 1970s, CJF conducted a study in conjunction with Brandeis University on close to 1,000 individuals who were employed in professional positions in Federations in North America. Here are some of the findings, that I know that you will find interesting.

~One third of the respondents had MSWs.

~Women in the field constituted about ¼ of the total universe and occupied quite different positions than men. They were almost totally absent from top executive and campaign director positions, and most heavily represented in the Women's Division activities and constituted about ½ of the personnel in public relations and community relations. This isn't true today. Today there are 46 women Federation Exec's, including one large city Exec.

~The Schools of Jewish Communal Service started in the late 60's. Only 4% of the respondents graduated from Schools of Jewish Communal Service. I know that the percentage is significantly higher today.

Today, the professional landscape is significantly different.

~There are few professionals with MSW's.

~Fewer are attending the schools of Jewish Communal Service due to the high cost of this education.

~There has been a significant growth of women in all areas, but the salary gap still continues between genders.

~More Federations are recruiting locally instead of nationally due to the high relocation costs.

~Many of the new hires do not necessarily enter the field with career intentions. They use their non-profit experience as a stepping stone to the for-profit sector.

These factors have had a major impact on the Affiliated Professional Associations of J.C.S.A. Over the years, APA's were all *membership organizations* covering the following fields: Jewish Community Centers, Jewish Educators, Jewish Community Relations, Hillel, (all out of existence) Jewish Aging Services, Jewish Vocational Services, Jewish Social Services, Synagogue Executives and Jewish Community Organization. The only two *membership organizations* in existence today are AJCOP and the North American Association of Synagogue Executives. The new economic reality of limited funds for professional development has seen the emergence of fifteen local groups that include participants from all Jewish Communal Service disciplines. Funding for professional development is not a new issue. A major focus of all the APA's professional development efforts used to revolve around the annual Conference of Jewish Communal Service Annual Convention. This was the only national conference exclusively for professionals. Many of us "old-timers" fondly remember these meetings in the Catskill's. Unfortunately the last conference took place in New York in 1994. AJCOP and other APA's and now the local groups have done successful regional and local meetings, but few have had the impact of a national meeting.

I have been blessed with a long and rewarding professional career. My involvement with AJCOP as a volunteer and a professional have allowed me many opportunities to have a positive impact on our profession.

AJCOP has gone through a major transition this year, culminating in our merger with the Jewish Communal Service Association. It is our hope that this union will allow us to more effectively and efficiently enhance our profession. Marlene joins me in thanking you all for your support over the past 16 years. Please know that we remain available to you as friends and colleagues.

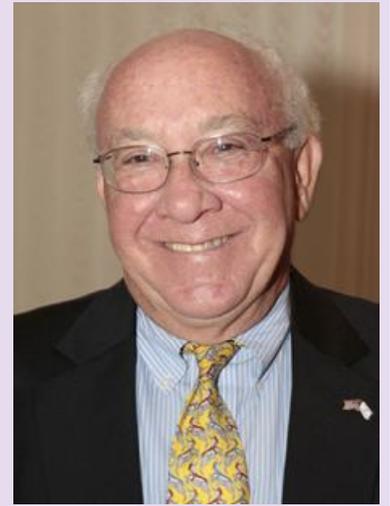
*B'shalom,*  
*Lou*

## President's Perspective

This is my last message as President of AJCOP. It has been a fun, two years even though you may not think so. I have been privileged to follow a long list of past presidents, many of whom have been friends and colleagues for years. AJCOP has played a significant role in my career, as my father was one of the founding members and he taught me why such a professional association was important and what it could do to enhance our role throughout the country. I was not disappointed, but as I mentioned in previous communication, it is now time to close shop and merge with JCSA. I am convinced that we will still come together at GA's and other national or regional meetings, but as one group, we can have a more meaningful impact on the profession and in our communities.

I am concerned about all the vacancies that exist and the way they are being filled. JCSA has a role to play in the personnel area and I am sure it will be a positive one—it has to be. Communities seems to be striking out on their own, making decisions which they believe will improve their fundraising capabilities ~ but I don't think it is working. JCSA has a strong presence in our field and its commitment to education and improving the knowledge of its membership gives me hope that we will play a key role in the community organization field.

I want to thank our board for their support during our merger discussions; they raised good questions and had the welfare of AJCOP in mind during all of the conversations. A special thanks goes to Marlene and Lou Solomon, both of whom have been tireless staff for the past 15 years. They made AJCOP run and I am grateful for their support and friendship. None of us are going away; the programs that we created will be continued by JCSA and, in fact, I think they will be expanded. So, once again, thanks for your time, energy and membership in one of the longest running professional organizations I know of.



*Alan Engel*  
*AJCOP President*

### Past Presidents of AJCOP

William S. Bernstein  
Daniel R. Allen  
Mitchell Orlik  
Richard Jacobs  
Allan Gelfond  
Max L. Kleinman  
Peter H. Wells  
Karl Zukerman  
Alan H. Gill

Herman S. Markowitz  
Darrell D. Friedman  
Louis B. Solomon  
Morris Stein  
Sol Koenigsberg  
Morris Lapidus  
Bernard Dubin\*  
Robert Fitterman\*  
Oscar (Art) Mintzer\*  
Ben M. Mandelkorn\*

*(\*Of blessed memory)*

AJCOP convened the first group that tackled women's issues in the Communal Service field. By making it a *communal issue* and not a *women's issue*, AJCOP has provided a rich legacy for the next generation of communal professionals. AJCOP is where you found mentors that nurtured your personal and professional growth. AJCOP was built to enhance the profession *by placing professional needs of the communal system as the priority of its membership organization*.

A plethora of topics have been addressed over the years by AJCOP's committee on Women. In the beginning however, the issue was discussed *by women* at conferences *after* the sessions for the day had concluded, because the topic could not even make it on to the official program. Long evenings in hotel rooms with others who had visions of gender equity and cracking the glass ceiling led to the realization that *it was a quality of life issue for the field and not solely a women's issue*. Other issues such as shattering the glass ceiling, maternity/paternity leave, organizational culture, identification, recruitment, retention and advancement of women for executive and management positions were also discussed. It is hard to believe that in 1980, getting a woman on the slate of candidates for a Federation executive position was seen by some as insurmountable. Slow and steady progress, by taking small steps and creating alliances with those of similar mind sets, made a sustained and measurable difference.

*Pirke Avot* states that if you find a teacher for yourself you also acquire a colleague and a friend. Through AJCOP, I have acquired both and consider myself grateful for the experience and the friendships. In the early 80's Burt Lazarow sent me (as part of my first job) to represent him at AJCOP meetings. I had no idea that this was actually his way of indoctrinating me into the world of AJCOP... It was not an enrichment piece ~ it was part of the job ~giving back and getting involved! I learned that lesson from Burt and it was one of the most meaningful lessons of my career. Next, I learned how important it was to be respected for your professional expertise and to nurture that in others from Ferne Katelman. Over the years Ferne has served as a mentor to so many and has extended that hand of friendship and support which served as a life line as one navigated the landscape of the field. Anytime I can do that for others, I think of Ferne and her impact; and, for what it is worth, I think of Ferne often! It was also my good fortune to learn on a daily basis from my friend Ernie Kahn who taught a whole generation or two or three about good practice, good ethics and good humor in making the crown of a good name the most important inheritance for any professional. These three mentors/teachers bestowed upon me the gift of friendship which was the crown jewel of being involved in AJCOP.

Women always made up about 75% of all Jewish communal professionals and it was imperative that there be a voice for issues impacting women in the field. AJCOP provided a venue for this and established a standing Women's Issues committee with the goal of finding ways to create a level playing field for women. Studies have shown that the workplace is enhanced when the talents of women professionals are utilized and when women's voices/management styles are harnessed on behalf of the entire Jewish communal system. It was through AJCOP that women were able to talk and envision and begin to create ways to form a more fulfilling and equitable work place that enhanced the quality of life for all.

Fast forward to 2011, thirty one years after the formation of the AJCOP committee on Women and now a new home for those who want to continue to move on issues still left to tackle, pay equity, mid-level salaries and advancement opportunities etc. Now through JCSA, the women's voices will continue to be heard. Want to make a difference? Be involved and have a voice ~ it really makes a difference!!!

PS...My thanks to Lou and Marlene Solomon for helping me to connect nationally and to seek my voice on issues of import to women in the Jewish communal field. I am a better professional for having served with you!



*Marcia Bronstein*

*Marcia Bronstein is an AJCOP Vice President, Director of Development for American Jewish Committee, Philadelphia and a member of Congregation Adath Jeshurun in Elkins Park. She has been married to Eric Salmansohn for 20 years and has two children, Ross and Lia. Marcia writes about the integration and assimilation of our professional and personal lives.*

## AJCOP

## Bernard Rodkin

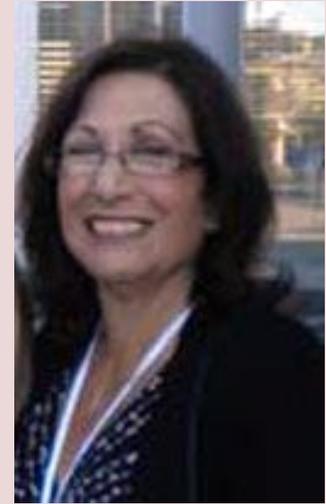
Israel Experience Fellows 2011:  
Lori Dearman & Reva Feldman

Lori Dearman

Lori Dearman, is the second in command of the JCRC of the Greater Miami Jewish Federation. Lori attended graduate school at Cornell University, received a Fellowship in the Political Science Department of Yale University and received her B.A. in Political Science with honors from Johns Hopkins University. Prior to working for the JCRC, Lori explored her vast academic, political and Jewish communal interests through her work with the American Jewish Committee, as a member of the Board of Directors of the Jewish Federation of Southwest Florida, and as President of the Jewish Graduate and Professional Group at Cornell University, where she organized events encouraging Jewish social life on campus. Pursuing her political interests, she served as a Senior Legislative Aide in the Florida Legislature and worked for Senator John McCain on Defense and Foreign Policy and the Senate Committee on Commerce, Science and Technology, and was a fellow at the Center for the Study of the Presidency in Washington, DC. As Jewish Community Relations Council Associate, she developed and implemented a generation-to-generation program, for which she earned recognition for leadership and dedication at the 2011 Ministry to the Elderly Conference. She has completed the Refuat Hanefesh Program, which provided training on the importance and impact of Jewish life, teamwork and spiritual healing. Lori is a volunteer at Miami Jewish Health Systems and a graduate of the Florence Melton Adult Mini-School. Lori and husband, Larry Dearman, who is in the insurance business, live in Hollywood, FL. This was Lori's first trip to Israel.

The Bernard Rodkin Israel Experience Endowment provided an opportunity for two AJCOP members to increase their knowledge, experience and understanding of Israeli society and her social welfare system through participation in an extended Professional Development Experience in Israel pertinent to enhancing their Jewish community organization practice skills. Not a tourist's trip, but a very intense working mission, our third successful group experience was designed and super-packed by Lou Solomon with formal and informal encounters including:

- ~A briefing at JDC Headquarters, with Ralph Goldman;
- ~Turning Point, a JDC project, a visit to Susan's House;
- ~Israel Religious Action Center, with Rachel Canar;
- ~Briefing on Yad Ezra V'Shulamit, with Tefillah Buxbaum;
- ~Dinner with Dr. Zvi Feine, retired Deputy Dir. JDC Israel;
- ~A visit to Yerucham, one of Miami Federation's Partnership 2000 communities, & briefing by Rena Genn;
- ~Dinner in Be'ersheva with Marcelo Kallos, a research scientist with R&D;
- ~Israel Guide Dog Center for the Blind in Beit Oved;
- ~Briefing at Magen David Adom HQ in Tel Hashomer with Jonathan Feldstein;
- ~The Women's Courtyard in Jaffa;
- ~Yad Vashem;
- ~Kabbalat Shabbat at Kehilat Kol Hanesama
- ~Shabbat dinner in Solomon's apartment;
- ~JAFI briefing with Dr. Meryl Weissman;
- ~JFNA Israel briefing with Becky Caspi, Ronit Dotan, & Dani Wassner;
- ~Lunch with Dr. Stephen & Marsha Donshik
- ~JAFI Conference and Field Trips;
- ~Site visit at Yad Sarah, Jerusalem;
- ~Dinner at Anna Ticho House with Mikki Dorn of Green Point Technology;
- ~Site visit to Palm Beach Federation's PACT project in Ramla: Giving Ethiopian Jews a New Life;
- ~Visit to Tzahar Region: Palm Beach Partners in Israel, including dinner with Young Ambassador participants in Rosh Pina, and visits with Trustees Program in Hatzor, and the Kabbalah Center, Livnot U'Lehibanot and Yad Ezra V'Shulamit in Tzfat;
- ~Volunteering in the soup kitchen of Hazon Yeshaya in Jerusalem.



Reva Feldman

Reva Feldman. Director of New Gift Development for the Jewish Federation of Palm Beach County, is a veteran of more than 20 years experience as a non-profit professional. A graduate of Long Island University with a B.S. in Education and Psychology, Reva has proven her management and leadership skills as well as her excellent communication and interpersonal skills as an effective motivator with proven ability to cultivate, develop and recruit lay leadership. Prior to joining the Palm Beach Federation staff three years ago, Reva served as Campaign Director for the Jewish Federation of Greater Harrisburg, where she exceeded the 2006 goal by 6.5%. Reva has also served as Executive Director of Temple Emanuel of South Hills, Executive Director of the Greater Altoona Jewish Federation, March of Dimes Keystone Division Director and Executive Director of the Jewish Memorial Center. As a volunteer, Reva has served as a board member of the Greater Altoona Jewish Federation, Temple Beth El in Harrisburg, and Agudath Achim Synagogue, where she was also Vice President of the shul and Sisterhood President. Reva has served on the Hadassah National Board and President's Council, having previously served as Altoona Chapter and Western Pennsylvania President. Reva lived in Israel for several years in the early 1970's where she married. She has two daughters, Leemor Dotan, who works for AF of Magen David Adom in Chicago and Andrea Rudnet, who is a representative for Alcon Pharmaceuticals. She and husband Gary Feldman, a retired engineer, reside in Boynton Beach.

## Some Experiences We Will Never Forget

**Reva Writes:** As a 2011 AJCOP Rodkin Fellow, I was given the opportunity to return to Israel after many years on a professional journey – a gift to both the businessperson and Jewish woman I am. I was looking forward to meeting with Ralph Goldman, honorary executive vice president of the American Jewish Joint Distribution Committee (JDC) at the organization's headquarters in Jerusalem. He is the father of the JCC movement and founder of the Brookdale Institute and the Israel Center for Social Policy Studies; a legend in Israel. Among the details Ralph shared of his personal life and career:

- He started his career as a social worker in Boston.
- In 1937, he received a \$1,000 from the Zionist organization to spend a year in Palestine, where Gold Meir's husband fed him breakfast every morning as the State of Israel developed.
- He experienced World War II, working to find supplies to feed the survivors in the DP camps.

He has been involved in JDC for over 34 years. After working for over 25 years in the Prime Minister's office on relations with the U.S. Jewish community, Ralph became the professional head of JDC in 1974. It was interesting to hear how the mission of JDC was decided and implemented in Israel, and heartening to hear him stress the importance of Jewish education, creating – and implementing – new programs. At 93, Ralph is at his office at JDC headquarters daily as a volunteer. He speaks of building future generations and is very proud of continued work with the Brookdale Institute. He feels very



*We had the rare privilege of spending an hour and a half with Ralph Goldman, who kept us spellbound with his personal history of the State of Israel and the JDC. (L-R) Lou Solomon, Reva Feldman, Lori Dearman, Stephen Markowitz and Ralph Goldman.*

strongly that Israel exists for the Diaspora of the world. It is the country of the Jewish people, while the JDC is the global Jewish organization that helps Jews.

I am honored to have spent time with Ralph. He still sees himself as a community social worker who cares about the Jewish people. What a difference his vision has made in so many lives!



*Avital Goel, Susan's House Director, shows us around the workshop where students produce beautiful hand-painted glass trays and jewelry while gaining a small salary, self-esteem, and education. (L-R) Avital Goel, Lou Solomon, Stephen Markowitz, Lori Dearman & Reva Feldman.*

business tract model, *at-risk* youth between the ages of 15-18 receive an alternative education and meet with a social worker weekly. There are two shifts of school in which the students participate; at the moment about 28 students are served at this program, 15 of which go to school in the morning. After school, students learn a skill, in this case jewelry making and sales. The salaries are hourly and dependent upon age. The shifts are from 9AM-2PM or 3PM-8PM. At risk youth who have low self-esteem and self-assuredness take away more confidence, education, self-awareness, and a new skill set. Youth who have been otherwise rejected now feel accepted into Israeli society. As youth are the future of Israel, it is heartening to see an emphasis on alternative means of reaching youths that could lead to them become successful and contributing members of society.

**Lori Writes:** We went on a site visit Susan's House, which was a pilot program of the Joint Distribution Committee (JDC) that targets *at-risk* teens. The JDC examines the socioeconomic gaps with the Brookdale Institute to apply funding and institute pilot programs to address gaps in Israel society. The goal for these programs is for them to become self-sustaining, which normally occurs after about three years. JDC shows a commitment to business entrepreneurship, a commitment to educating youth, and creating an empowered workforce. Dr. Stephen Markowitz explained that *youth at-risk* are characterized by lacking basic social skills, living in single parent homes, living with grandparents, having economic problems, homelessness, domestic abuse, etc. About 25% of the youth of Israel are *at risk* and 8,000-10,000 are critically *at risk* (showing signs of extreme physical abuse and drug abuse). As this is a priority in Israel, the schools and social workers are on high alert to report any *at risk* behaviors or *at risk* youth. Also, word of mouth is has been a part of the reporting process. There are five main departments of the Israeli government that address societal needs, one of which is *Youth At Risk*. At Sarah's House, part of the JDC's

# JAFI Conference 2011



*Tzippi Livni address Plenum*

**Reva Writes:** Attending the opening plenary was inspiring. Looking around the ballroom, I saw professionals and lay leaders from all over the world representing the major organizations in the Jewish world.

Natan Shransky energized the assembly with his ever-present passion to serve our people. He proudly stated that 43 percent of the Jewish People live in Israel today! He believes that you cannot save world Jewry without saving Israel.



*Below: Natan Sharansky chats with others on the dais.*



*Bibi Netanyahu addresses Plenum*

*Below: Shimon Peres speaks at JAFI Plenum*



*Lori Dearman, Reva Feldman & Lou Solomon at the JAFI Plenum.*

*Below Left: Dr. Meryl Weissman gives Reva and Lori an overview of the changing structure of the Jewish Agency for Israel (JAFI).*



**Reva Writes:** As the Jewish Agency for Israel (JAFI) assembly began in Jerusalem, we were privy to a personal briefing with Dr. Meryl Weissman, director of financial resource development for JAFI's education department, who shared the new directions and strategic plan implementation for the organization.

The new strategic plan addresses strengthening Jewish identity in the Diaspora and Israel, reaching out to young people between the ages of 18 and 35 through Israel experiences and social action. The anticipated end result will be greater involvement and/or aliyah. She stressed the disconnect of over 800,000 in the FSU, 250,000 in Germany, 600,000 in U.S., and 30,000 in Australia. There is a limited window of opportunity to connect this critical generation with Israel.

Rescue operations continue in Yemen, Tunisia and Venezuela. The key is building and growing the Makom program in Israel and around the world.

**Lori Writes:** Founded in 1987, **Israel Religious Action Center (IRAC)**, is the public advocacy and legal activism arm of the Reform Movement in Israel. Housed in the administrative offices of the Hebrew Union College Jerusalem Campus, IRAC uses litigation, legislation, and public policy to advocate for civic equality. Rachel Canar, Director of Development, gave us an overview of the history of IRAC, philanthropy and religious pluralism issues in Israel.

IRAC is a civil and human rights organization and an organ of social change in Israel. The staff is mostly comprised of lawyers and lobbyists working on civil rights issues. Freedom of religion is an important issue. IRAC provides legal representation and advocacy due to the lack of legal representation for Reform Jews. In Israel, being Jewish is paid for by taxes and comes from the budget, whether it comes from the budget of the ministry of education or of religious affairs. They provide legal aide services through their legal aide center. They assist Olim or anyone who is having an issue with conversion. Additionally, IRAC now represents the Conservative Movement. IRAC is working on a deal with the Knesset to move power of from the Rabbinate to the State. IRAC has worked on the conversion issues from inception.

Reform in Israel is not easy or simple. The conversion plan for example. There is *Jewish in terms of Hallacha* and *Jewish in terms of the State* (patrilineage is not an issue), and the two do not correlate. This is not an issue for citizenship ~ you can be a *citizen without religion*, but there are issues for marriages and conversions. In 1995, a landmark case in Israel ruled that conversions performed abroad from recognized communities must be accepted. In 2002, the Supreme Court ruled that the Ministry of Interior should register in the Population Registry as *Jews* people who converted to Judaism through the Reform and Conservative Movements, in Israel or abroad. In 2005, the Israel Supreme Court ordered the government to recognize “leaping conversions,” non-Orthodox conversions in which the study process was conducted in Israel but was finalized overseas. Such individuals will now be considered Jews according to the Law of Return.



(L-R) Lori Dearman; Rachel Canar, Director of Development, IRAC; Reva Feldman



Lori and Reva peel and cut carrots at Hazon Yeshaya Soup Kitchen.

Another area addressed is *freedom from religious coercion* in areas such as marriage, divorce, and public transportation. In certain regions in Israel, a public company has segregated men and women on buses. Women are being *asked* to board from the rear and ride in the back of buses. Any, religious tenants that are used to support racism or sexism are IRAC.

IRAC attempts to raise the consciousness amongst Israelis on a variety of issues; however, the person who really evaluates the program and organization is the fundraiser; “leading a parade, but no one in the parade~ that will never work.” It is a parade of one. If Israelis cannot get involved in and support the work and causes, then it will not matter and affect change. These causes as a whole have gotten little support by the Israeli community in terms of funding. There are no incentives for philanthropic growth – no tax breaks. Additionally, there is limited awareness about the work of IRAC in Israel and it is very difficult to solicit in Israel, as this is a relatively new concept. Currently, there are few experienced professional fundraisers in Israel; but the field is just starting to take shape and a professional fundraising association has recently been formed in Israel.

**Lori Writes:** We volunteered at the Hazon Yeshaya facility in Jerusalem. Founded in 1997, Hazon Yeshaya provides hot meals 365 days per year, serving 400,000 hot meals monthly at 60 distribution points in Israel. We learned that over 33% of youth in Israel live below the poverty line and 70% of the meals served at Hazon Yeshaya are for school-age children. Hazon Yeshaya operates soup kitchens, vocational training courses, free dental clinics and food distribution centers, helping to combat poverty in Israel with the help of volunteers. We volunteered in a soup kitchen peeling and chopping carrots and potatoes. The room was packed with volunteers, including a group of young Russians visiting Israel as part of a JDC Leadership Exposure Program.

## Miami Project in Yerucham:

Lori Writes: In June 2006, the Greater Miami Jewish Federation established a commitment to Yerucham; a city with a population of 9,400 people located in the Negev. In the long-term, the relationship between Miami-Yerucham will help deepen the sense of Jewish identity of both communities and continue to strengthen our connection to Israel through individual residents of Miami's personal connection to the people of Yerucham. We started our visit at a senior center. The population of Yerucham is quite mixed, although a large percentage is Russian. Rena Genn, representative of the Miami Federation in Israel gave us a tour of the community center and an overview of the innovative programs that Miami has developed in Yerucham. The Cooks of Yerucham program is an impressive program that targets low income women of all ethnicities to cater and host meals as a means of income; a cookbook has been published highlighting some of the women and their recipes, which is available for purchase through the Greater Miami Jewish Federation. The Young adult



Marlene Solomon (kneeling center) speaks Russian with a group of Russian immigrants who came to Yerucham 20 years ago at the Senior Center.

center houses the Tzvi group for young adults under 35 attracting young adults to Yerucham. The Kulanu program involves Jewish teens aged 15 to 18 from Miami, Yerucham and Buenos Aires, Argentina in a two year leadership role at their respective JCC's youth programs, highlighting the diversity of the communities building the Jewish identities to strengthen future leaders while continuing to unite our communities. The Youth Futures program in Yerucham started in 2006. This program is aimed at the at-risk population between the ages of 8 to 18, is about mentoring, relationship building, and building self-esteem. Trustees, who are mostly social workers, meet with their students at least once per week one-on-one and in a group setting. All together the trustees meet with the participants for at least four hours per week. The program is about mentoring, relationship building, and building self-esteem. Throughout the trip the level of poverty and the large wealth gap would be a reoccurring theme. Programs like Youth Futures, which focus on the most vulnerable, seem to address the concerns of Israelis, like poverty, and help ensure a future for the community.



Lori Dearman outside the Community Center in Yerucham.

Below: People come to the Senior Center daily to visit with friends, take part in activities and hot meals. Here, participants are dancing with Lori Dearman (right rear).



## Palm Beach PACT Project: Ramla

*Reva Writes:* I had been looking forward to visiting JDC's Parents and Children Together (PACT) program for hundreds of Ethiopian-Israeli preschoolers in Ramla, solely funded in America by the Jewish Federation of Palm Beach County, where I work. This 15-year-old program has expanded to help other elementary age children and teens by offering tutoring and after-school programs. The program recognizes and works with both the children and their parents, in an effort to minimize and prevent the learning/knowledge gaps while enabling children to fulfill their potential and integrate successfully into Israel's educational system and make assimilation easier for the whole family.

PACT II PLUS extends the program through elementary school. The children are in the program till 4:00 p.m., when parents are working. In Ramla, professionals are working within the neighborhoods to set up councils and grow community involvement. Thanks to these programs, there have been major changes in the community of Ramla, like the closing of a major division of cultures. This is a flagship initiative. We also had the opportunity to visit with a preschool program on their last day of class. Thirty adorable children sat in a circle, welcoming us. Then a group of four children participated in an exercise of recognizing pictures with Hebrew words. We were told this group of children had made great progress throughout this year with their Hebrew vocabulary, despite a number of them not having the ability to communicate in Hebrew at home with their parents. Interacting with the children was definitely a highlight of my morning!

*(Right) Children at Preschool in Ramla hold up their hands for Reva Feldman to show that they had each received a silly band that we had brought as little gifts for them.*



*Left: Lou Solomon, Shoshana Aharon-JDC, and Lori Dearman look on as group of 4 children participated in an exercise of recognizing pictures with Hebrew words to improve their vocabulary.*

*The women at the Ethiopian Heritage Center treated us to an authentic Ethiopian Coffee Ceremony, replete with wonderful coffee made from beans roasted before our eyes. Named in memory of the first Ethiopian immigrant to become an Israeli Army officer, the Center houses programs for people of all ages and a small museum of Ethiopian artifacts, photos and household utensils used in Ethiopia.*



## Israel's Tzabar Region

**Reva Writes:** Comprised of the cities of Tzfat, Rosh Pina and Hatzor Haglilit, Palm Beach Federation's Tzabar Region was the first partnership to be launched in Israel, with primary goals of invigorating economic development and tourism in Israel's rural areas, enhancing educational programs and strengthening relationships between Israelis and teens to develop the Jewish community's next generation of leaders for the future. The Jewish Federation of Palm Beach County has launched a number of innovative programs, developed and approved by a joint steering committee. I have always loved this area; driving through the Galilee on our way to Rosh Pina one sees *and* feels the beauty of the country. This area captures the many faces of Israel society. Through agriculture, high-tech, holy and heritage sites, academic life, spirituality for the body and soul, as well as the endless out door opportunities, the mosaic of this Region Is abundantly evident.



*Lori, Reva and Lou listen as a student at Livnot U'Lihibanot shares what the program has meant to her. Livnot U'Lehibanot, is a program that enables American and Israelis to give back while fostering their love of Israel through rewarding volunteerism, touring the country and participating in fascinating seminars. We visited one of the renovation projects to restore the Old City of Tzfat that they are currently working on. Additionally, they are partnering with the Israel Antiquities Authority, the municipality of Tzfat and several government agencies. It is amazing to see the work that they are doing with their own hands.*



*Lou listens in the Ari's Synagogue, as a young Kabbalah student shares a midrash. The Kabbalah Center in Tzfat is supported by the Palm Beach Federation.*

*Below Left: Children enjoy a "Last Day of School" Party at Yad Ezra V'shulamit in Tzfat. Yad Ezra V'Shulamit restores dignity to Jewish families with a weekly distribution of 2,500 food baskets in cities throughout Israel and has established children's centers like this one in Tzfat where children come after school for a hot meal and help with homework.*



*We visited with the trustees of the Youth Futures project in Hatzor Haglilit. For the last 6 years, the trustees have been working in all the schools in the city, two per school with 16 children each to oversee. The support these young people receive enables them to have the confidence to flourish and grow in their difficult environments.*

## We Thought You'd Like to Know

*This column is designed for your simchas and lifecycle events that you would like to share with your AJCOP colleagues. Please share news of awards or special recognitions, births, marriages, new appointments, promotions and retirements. We would also like to be informed of deaths of colleagues, retirees or family members so that condolences can be sent. All notices will be published quarterly in Pro Log. Please email material to Lou@ajcop.org or info@jcsana.org.*

### Mazel Tov to:

**Bob Hiller** on the publication of his new book, "*Getting Results: Fifty Years of Opportunities and Decisions*".

**Norman Olshansky** on the publication of his new book, "*You and Your NonProfit*".

### Births:

**Bari and Eytan Elias** on the birth of their fourth child, **Yohnatan Dorone**, born on June 10th in Natanya.

**Danny and Marylou Allen** on the birth of their first grandchild, **Doron Meir Chaim**, born June 20, 2011 to **Uri and Sari Allen**, in Jerusalem.

### New Appointments:

**Drew Staffenberg** is the new Executive Director in Calgary, Canada.

**Steve Lowe** is the new Executive Director in Flint, MI.

**Mark Freedman** is the new Executive Director in Nashville, TN.

**Adam Schwartz**, is the new Vice President of the Northeast Region for the Jewish Agency for Israel (JAFI).

**Gary Weinstein** is the new Vice President of Development & Planned Giving for the Birthright Israel Foundation.

**Reva Feldman** has been promoted to Director of New Gift Development for the Jewish Federation of Palm Beach County.

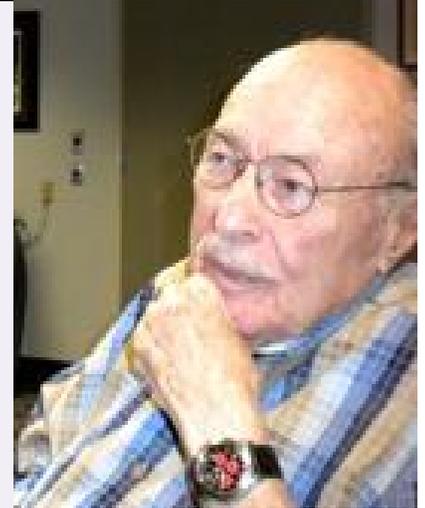
### Deaths:

**Morris Rombro** passed away on July 5, 2011 in West Palm Beach, FL. Rombro was born on January 12, 1924, in Baltimore, MD to Benjamin and Anna Rombro. He was reared and attended public schools in Williamsport, PA. He served in the [Army](#) in the Pacific Theater in [World War II](#). Returning to civilian life, he married Ethel Bernstein, a union that lasted till her death in 1999. They had three daughters, Sarah Rombro Wall of Louisville, KY; Nancy Zeev (Ira), and Sharon Kaniel (Tzvi) of Israel. Morris earned masters degrees in the fields of history, sociology and social work. For the rest of his career he was involved in Jewish charitable organizations. He started with the Baltimore Jewish Big Brother League working as assistant to its founder, Meyer Levin. He then went with the American Jewish Joint Distribution Committee (JDC) where he held positions in Morocco, Iran and Israel. Returning to the United States he worked with the United Federated Charities where he was assigned as director of the charities of Akron, OH, Buffalo, NY and lastly in Chattanooga, TN. He and his late wife retired to Florida where he became involved on a part-time basis with the South Palm Beach County Jewish Federation creating programming for Academy of Jewish Studies. Late in life his second love appeared and in 2010 he married Phyllis Garner of Florida. In addition to his wife and daughters he is survived by his brothers, Dr. Marvin Rombro (Elma) and David M. Rombro (Barbara) of Baltimore, MD and Judge Richard Rombro (Iris) of Lake Worth, FL and numerous grandchildren and great-grandchildren.

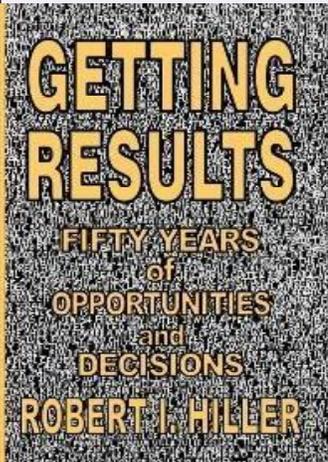
**Arnold Allan Piskin**, 87, died Friday, February 11, 2011. The son of Samuel and Rebecca (Silverman) Piskin, he was born on January 18, 1924 on the Lower East Side of New York City (Grand Street). He graduated from NYU in 1948 earning a Bachelor's Degree in Health and Physical Education, and then completed his MSW at Columbia U. in 1953. In 1942 at the age of 18, Arnold enlisted in the Army Air Corps becoming a commissioned pilot of the B-24J Liberator named Howling Banshee (even before obtaining his driver's license), leading his crew on 37 successful combat missions. He served in the 2nd Air Division, 458th Bomb Group until his honorable discharge in 1945 as a First Lieutenant, receiving the Air Medal with 3 Oakleaf Clusters and the Distinguished Flying Cross for extraordinary achievement as a pilot. Arnold married his college sweetheart Hannah Korenthal in 1950 and embarked on his career as a Jewish Communal Executive, serving numerous Jewish Communities on the east coast. He retired in 1990, spending his free time with his beloved wife, 4 children and 7 grandchildren. Arnold enjoyed golf, tennis, watching sports, spending time with those he loved. He derived much pleasure from reminiscing about the Lower East Side and re-connecting with fellow veterans and visiting B-24 bombers. On the morning of February 11, 2011, Arnold embarked on his 38th and final mission, soaring high above the clouds and remaining even higher in the hearts and minds of those who knew and loved him. Arnold is survived by his wife of more than 60 years, Hannah Piskin; his daughter Brenda Piskin (husband Andrew DiFiore); and sons, Jay Piskin, (wife Lauren and daughters, Rachel and Tori), Craig Piskin (wife Heidi and sons, Adam and Cory), and Scott Piskin (wife Michele and children, Jason, Todd and Julie); sister Charlotte Brier (and brother-in-law/ kindergarten pal Julius); and a large loving family of nephews, nieces, grandnieces, grandnephews, cousins and friends. Arnold is pre-deceased by brothers, Leo Piskin and Jerome Piskin. Information about Arnold's distinguished service: [www.howlingbanshee.com](http://www.howlingbanshee.com). Services were held at Temple Beth Am on Monday, February 14, 2011, in Bayonne, NJ. [Published in The Jersey Journal from February 12 to February 14, 2011]

## New Books

### *Getting Results: Fifty Years of Opportunities and Decisions* by Robert I. Hiller



*Bob Hiller*



In his foreword to the book, Dr. William C. Richardson, past President of The Johns Hopkins University and the WK Kellogg Foundation comments: "When we reach our tenth decade as he has, we may each ask, "What will my legacy be?" We will be fortunate if it is in the neighborhood of Robert Hiller's. And we are fortunate to have his memoir as an inspiration. There are a number of excellent books that chronicle the various facets of philanthropy and its development, but Robert Hiller's "professional memoir" truly stands

out. It is a fascinating inter-twining of vision and professional leadership in Jewish philanthropy, coupled with broad personal engagement in innovating, teaching, and guiding philanthropists across the full spectrum of community well being, gender equity, and international social justice."

To purchase this book, go to: [https://www.paypal.com/cgi-bin/webscr?cmd=\\_s-xclick&hosted\\_button\\_id=P4JNRQV7B3LQS](https://www.paypal.com/cgi-bin/webscr?cmd=_s-xclick&hosted_button_id=P4JNRQV7B3LQS)

### *You and Your Nonprofit:*

This book has been written for those who want to learn more about the nonprofit sector or improve their knowledge and skills related to nonprofit leadership, management and fundraising. Peer-reviewed articles selected for inclusion in this book have been contributed by nationally known experts within the nonprofit sector.

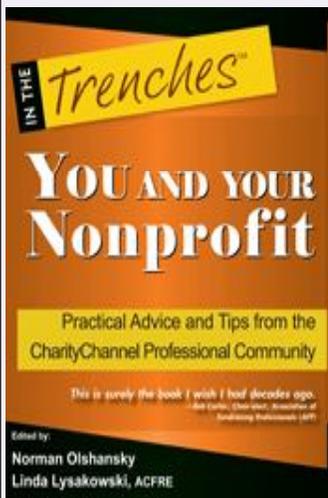
- Explores planning issues that are often a challenge to nonprofit organizations.
- Provides models for improvement of management, governance and leadership.
- Presents best practices related to the science and art of fundraising.
- Addresses many of the day-to-day issues that confront nonprofit leaders and professionals.
- Provides practical and replicable problem-solving suggestions.

Forty-three contributing authors at the top of their game share their hard-won expertise in this easy-to-read, down-to-earth book. In his foreword, Bob Carter, Chair-elect, Association of Fundraising Professionals (AFP), writes, "This is surely the book I wish I had decades ago."

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*Norman Olshansky and  
Linda Lysakowski,  
Editors*