

NARRATIVE STATEMENT

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EXECUTIVE SUMMARY

The Jewish Theological Seminary is requesting a \$1,000,000 challenge grant from the Kresge Foundation for reconstruction of the JTS Tower. The Tower stands ten stories tall at the entrance to the campus and is the institution's most distinctive architectural feature. Until 1966, the Tower housed the library stacks. During that year, there was a devastating fire. Fire fighters were able to save all the rare books and most of the general library collection, but the Tower has been unusable and closed since 1966. It is an empty shell requiring complete gutting and reconstruction. The Jewish Theological Seminary of America (JTS) is the premier center for the academic study of Judaism in North America. Now in its second century, JTS has experienced a rebirth, with enrollments at an all-time high. This dramatic enrollment growth necessitates rebuilding the Tower to reclaim space needed for expansion, including student activities and faculty office space.

During 1998, a feasibility study indicated robust capacity, and the Seminary has launched a comprehensive capital campaign with a goal of \$250 million over five years. A central component is to increase the endowment. An equally significant part of the campaign calls for renovation of the Tower.

JTS enjoys a broad base of support from the Jewish community. Its board has an extraordinary giving record. The institutional advancement department includes ten regional offices in the United States and Canada in addition to its staff in New York City. The regional offices conduct fund raising events, educational programs with JTS faculty and maintain contact with donors and prospective donors. In the past five years the department has inaugurated its first planned giving program, hired its first full-time grants officer and developed a prospect research function.

The new planned giving program helped determine the capacity for the campaign. The feasibility study was spurred by the success of the planned giving program. An exceptional lead gift designated for the Tower by an alumnus began the fund raising for the campaign. Several board members have made equally generous lead gifts. The public phase will begin in September 2000.

The campaign will support the JTS mission. It has generated exceptional excitement among JTS constituencies and promises to extend the institution's considerable influence in the academic study of Judaism during its second century.

ORGANIZATIONAL INFORMATION

Brief History of The Jewish Theological Seminary

Founded in 1886, The Jewish Theological Seminary of America (JTS) is the premier center for the academic study of Judaism in North America. Its New York City campus houses Albert A. List College of Jewish Studies; the Graduate School; the Rabbinical School; The William Davidson Graduate School of Jewish Education; and the H.L. Miller Cantorial School and College of Jewish Music. The Seminary has a student body exceeding 600 and a faculty of 125 full-time and part-time scholars.

In 1886 a group of influential rabbis, scholars, and laymen incorporated the Jewish Theological Seminary Association for the preservation in America of the knowledge and practice of historical Judaism, and thereby released the Jewish community in the United States from dependence on European centers of Jewish learning for intellectual and spiritual leadership. In January 1887, ten students began preparatory classes in the vestry rooms of Shearith Israel at 5 West 19th Street in New York City, the nation's oldest congregation. That congregation's rabbi, Dr. H. Pereira Mendes, was one of the earliest sponsors of the Seminary and later served four years as its acting president. The Seminary moved to Cooper Union for a period of four years, followed by a move to a brownstone residential building at 736 Lexington Avenue, where it remained for ten years.

In 1901 a group of prominent Jewish philanthropists, led by Jacob H. Schiff, Leonard Lewisohn, and Daniel Guggenheim, endowed a new corporation, The Jewish Theological Seminary of America, into which the original Association merged. In 1902, the charter was revised to address the Seminary's broadening concerns and interests including the perpetuation of the tenets of the Jewish religion, the cultivation of Hebrew literature, the pursuit of biblical and archaeological research, the advancement of Jewish scholarship, the establishment of a library, and the education and training of Jewish rabbis and teachers.

The reorganized Seminary moved into a new building at 531 West 123rd Street donated by Mr. Schiff. The Board of Directors called upon Dr. Solomon Schechter of Cambridge University, the world's foremost scholar of Judaica, to be the new president of the Seminary. Dr. Schechter envisioned the Seminary as a center of a Jewish scholarship that was simultaneously traditional

and scientific. During his term as president (1902-1915), he gathered a faculty of scholars who were leaders in their disciplines and instituted a program of advanced Judaic studies.

Dr. Cyrus Adler (1915-1940) succeeded Dr. Schechter as president and maintained the Seminary's position of scholarly preeminence. With the founding of the Seminary College of Jewish Studies, known today as List College, the Seminary expanded to include undergraduates. Its library became an unsurpassed resource for Jewish study and research. Upon Dr. Adler's death, Dr. Louis Finkelstein, a Seminary alumnus, was inaugurated as the institution's fourth president and in 1951 was named its first chancellor.

Under Dr. Finkelstein's aegis, The University of Judaism was founded in Los Angeles in 1947 as a branch of JTS. In 1951 the Herbert H. Lehman Institute was launched to prepare professors of Judaica for American colleges and universities. The Cantors Institute and the Seminary College of Jewish Music were established in 1952 to prepare young men for careers as cantors, and to train music teachers, composers, choral directors, and ethnomusicologists. By initiating a number of ecumenical programs, Dr. Finkelstein became a pioneer in interfaith relations. In 1969, the Seminary was instrumental in the founding of the Institute for Advanced Studies in the Humanities, a nonsectarian graduate school, now known simply as The Graduate School.

Dr. Gerson D. Cohen succeeded the retiring Dr. Finkelstein in July of 1972. Dr. Cohen reorganized the Seminary schools and restructured their curricula. Dr. Cohen led the faculty in deliberations which concluded that there were no grounds in Jewish law for barring women from the rabbinate, resulting in the admission of women as candidates for ordination beginning September 1984.

Dr. Ismar Schorsch, Professor of Jewish History and a member of the faculty since 1964, became the current head of the Seminary in July 1986. A proven administrator, Dr. Schorsch served as the first dean of the Graduate School from 1975 to 1979 and as provost from 1980 to 1984.

In 1994, the Seminary received a gift of \$15 million from William Davidson, a Detroit philanthropist and long-time supporter. The gift enabled the creation of The William Davidson Graduate School of Jewish Education, the largest and most comprehensive program of its kind. The school, located on the main campus, opened its doors in September 1996.

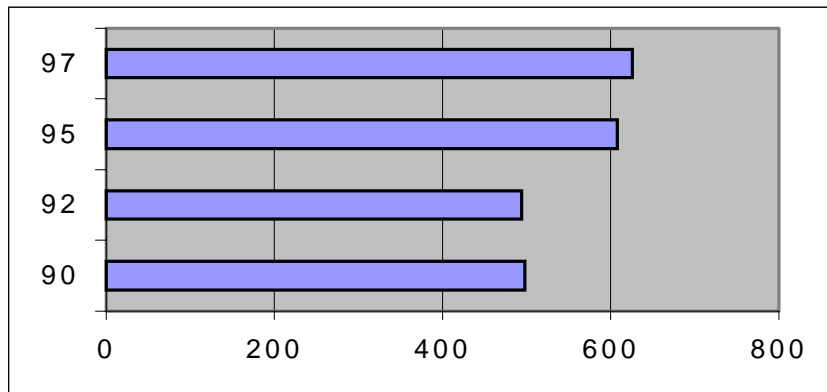
Similarly, in 1997 the Cantorial School was renamed the H.L. Miller Cantorial School and College of Jewish Music in honor of a \$5,000,000 gift from Harvey Miller. Mr. Miller was a principal in Quill & Company, an office supply distributor. The gift was motivated in part by his deep interest in sacred music.

Scope of Activities

Academic Programs

Now in its second century, the Seminary is equivalent to a small university. It has experienced steady, planned enrollment growth over the past five years, as indicated on the following chart.

Chart 1 Total Enrollment



The five Seminary schools are:

- List College — the undergraduate division
- The Graduate School
- The William Davidson Graduate School of Jewish Education
- The Rabbinical School
- H.L. Miller Cantorial School and College of Jewish Music

The Graduate School

The Graduate School, with more than 250 full-time students, is the largest of its kind outside the State of Israel. It is the primary professional school for educating Jewish studies faculties in the United States. More than 300 graduates currently are engaged in full-time teaching and scholarship at the university level in the United States and throughout the world. A recent JTS Ph.D., for example, was the successful candidate, among hundreds from around the globe, for a position at Oxford University. The Graduate School is ranked among the top ten research-doctorate pro-

grams in religion, as reported in the recently published study of the National Research Council, *Research-Doctorate Programs in the United States: Continuity and Change*.¹

The Graduate School also conducts a program with the Columbia University School of Social Work to train professionals for Jewish communal service. Students complete their Judaica courses at JTS and their social work courses at Columbia. The Seminary and the School of Social Work collaborate on placements for fieldwork in Jewish communal agencies.

List College — The Undergraduate Division

The undergraduate program includes a solid core curriculum of required courses which build a basic foundation of Judaica knowledge. Students study Hebrew language, Bible and Talmud text, and Jewish literature, history, and philosophy through a series of interdisciplinary and complementary courses. Students then major in one of these fields, enabling them to explore it in greater depth. Students may also choose an interdisciplinary major.

List College students must complete 60 credit hours of a liberal arts distribution at another institution and transfer those courses into their JTS program. Most enroll in dual degree programs with Columbia University or Barnard College. At JTS they complete their concentration in ancient or modern Jewish studies. Upon graduation they receive a bachelors degree from each institution.

The William Davidson Graduate School of Jewish Education

Davidson, the newest JTS school, is similar in structure to other professional schools. The Dean, who reports to the Provost, oversees all aspects of Jewish education that relate to training and research. Given the emphasis on practice and theory, a close working relationship exists between the School and various professional development school settings in the New York area. The distinctive character of the School of Education, with its emphasis on practice, theory and religious education serves as a resource to the Seminary community and its other constituent schools.

With an emphasis on Jewish, religious and general education, the Davidson school engages in collaborative teaching and research arrangements with Teachers College, Columbia and Union Theological Seminary. These neighboring institutions hold promise for helping to realize the Da-

¹ Marvin L. Goldberger, Brendan A. Maher and Pamel Ebert Flattau (eds.), *Research-Doctorate Programs in the United States: Continuity and Change*; National Academy Press, Washington D.C. 1995.

Davidson School goal of becoming a center for the study of religious education and its interface with general education.

The Rabbinical School

The Rabbinical School is the oldest Seminary School, and it continues to reflect the tradition of scholarship and adherence to the tenets of Judaism on which it was founded. To enter the Rabbinical School, a student must hold a bachelor's degree from an accredited college or university, and must have sufficient background in Jewish studies and traditional Jewish life to satisfy the admissions committee that he or she is ready for both advanced work in Talmud, Bible and other subjects, and for professional and religious training for the rabbinate.

The course of study in the Rabbinical School requires five years. Many students also do a year of preparatory work before the first year. The core academic program leads to the degree of Master of Arts and to ordination. Students spend one year in Jerusalem studying at the Schechter Institute, the Seminary affiliate in Israel. The rabbinical student is guided into progressively more advanced work in Talmud, Bible, Jewish history, philosophy and Hebrew literature. An additional core of the program is the Rabbinical School Seminar, which integrates academic study of Jewish thought with professional skills and religious formation. A fieldwork program during the final two years provides crucial practical training.

The Miller Cantorial School and College of Jewish Music

The Miller Cantorial School and Seminary College of Jewish Music are the two divisions of the Seminary devoted to Jewish musical studies. The Cantors School trains men and women as cantors; The Seminary College of Jewish Music grants the degrees of bachelor, master and doctor of sacred music.

The traditional role of the cantor is that of representative of the congregation. The cantor attempts to inspire congregants through example and the use of liturgical music. He or she performs a variety of functions in the community, not the least of which is teaching adults and children.

The cantor often takes on the role of music director. He or she chooses the music to be sung in the synagogue, trains and directs the choir, prepares and performs music programs, both religious and secular, for congregational and communal needs.

The program of the Cantorial School includes general music and Judaica text study together with intensive training in the cantorial arts. In addition to five years of study at the Seminary, the cantorial student is required to have completed an undergraduate degree at an accredited college or university, and to have acquired basic music theory and Hebrew language skills. Students must pass comprehensive examinations and present a masters thesis on a Jewish musicological subject. Students participate in the Seminary choir and study choral conducting, as well. Upon completion of the program, students are granted the Diploma of Cantor by the Miller School, as well as a Master of Sacred Music degree by the Seminary College of Jewish Music.

The Schechter Institute in Israel

The Schechter Institute of Judaic Studies, the JTS affiliate in Israel, is a graduate school of Jewish studies that offers a wide range of masters and doctoral programs in Jewish Studies, and Rabbinic and Jewish Education Leadership programs.

Students at the Schechter Institute form a diverse community, coming from observant, traditional, and secular backgrounds. Schechter Institute graduates - from school teachers and principals to Conservative rabbis and community center directors - form a unique cadre of Jewish educators. Steeped in traditional Jewish sources yet attuned to modern interpretations and a pluralistic worldview, they are out "in the field," affecting the social fabric of Israeli life.

Established in 1984, The Schechter Institute is also responsible for the TALI Education Fund, which provides enriched Jewish studies to Israel's public schools; Jewish education outreach programs in Eastern Europe and the former Soviet Union; and Jewish education to new immigrants in Israel as well as the Israeli public at large. More than 400 students are enrolled at the Jerusalem campus.

Other JTS Programs

Ramah Camps

Ramah is a camping experience that provides each camper with a balanced program of Jewish experience and general recreational activity. The camps operate under the supervision and guidance of JTS. Ramah makes it possible for campers to take part in a variety of experiences: sports, nature, music, study, drama and deep friendships. There are seven overnight camps and four-day camps from New England to California and a program in Israel. More than 5,000 youngsters participate each summer in the Ramah camps. The National Ramah Commission is

located on the JTS campus, providing a home base for the camping experience.

The Louis Finkelstein Institute for Religious and Social Studies

Since 1938, the Louis Finkelstein Institute for Religious and Social Studies has maintained an innovative interfaith and intergroup relations program that has pioneered many new and important approaches to dialogue across religious lines. Its ability to join voices from different academic and social communities has resulted in unique conferences and interfaith cooperation. It has brought the relevance of Judaism and other religions to prominence in scholarly and practical fellowship on theological, ethical, and scientific issues.

Today, the Finkelstein Institute maintains this objective with a focus on the emerging challenge of bioethics — cloning, physician-assisted suicide, surrogate motherhood, genetic engineering. These are all issues eliciting debate throughout the world, both in academic circles and in the public forum. New bioethical concerns, yet undefined, remain poised to offer even more perplexing and complex challenges in the future. The explosive nature of medical technology, the resultant new concepts of healing, and the dramatic change in health delivery have resulted in ethical, economic, and social strains that have made bioethics an area of major study in a remarkably short period of time.

The Finkelstein Institute plans to enter into an in depth and organized examination of Judaic insights on issues of bioethics. Through conferences, publications and contact with other academic and clinical health institutions, the Institute intends to create a network of concern that will articulate for the academic community and the public in general, a Jewish response to issues in bioethics. Because Judaism has had a long tradition of concern with the ethics of health care, its insights are particularly important in the attempt to meet the new ethical and clinical questions. JTS recently appointed Rabbi Gerald Wolpe as director of the Finkelstein Institute. Best-known within religious and academic circles as an expert in bioethics and medical education, Rabbi Wolpe serves as chairman of the advisory committee in the Center for Bioethics at the University of Pennsylvania. He is a member of the executive committee of the National Aphasia Society and the advisory committee of the Families and Health Care Project of the United Hospital Fund, and is a resource expert in Jewish bioethics for the "Ask the Rabbi" website of America Online.

National Outreach Activities

JTS faculty members frequently visit widely scattered congregations as scholars-in-residence. An outreach program in adult education has been designed to bring well known Seminary professors to communities not just for a single appearance, but for continuing programs of study. The Seminary has subsidized ten-day scholar-in-residence programs that allow faculty members to teach in several synagogues and communal institutions in a specific region or city over an extended period of time.

The Seminary also sponsors day-long study institutes in communities such as Detroit, Chicago, Boston, Philadelphia, Long Island, Bergen County (New Jersey), Boca Raton, Palm Beach, and Westchester County, New York. Most frequently these institutes involve three Seminary faculty along with a resource person who is an expert in a non-Jewish discipline, and include both a choice of classes and a panel where all the faculty interact. In past years topics have included:

- Walking the Tightrope: Jewish Dilemmas in a Non-Jewish World
- Whose Life Is It?: Jewish Responses to Life and Death Dilemmas
- To Everything There's a Season: Birth, Marriage and Death in Judaism
- Two Faces of the Jewish Family: Traditional Ideals and Suburban Realities

Twice each year, during the fall and spring semesters, the Seminary in New York offers six-week community education programs that are open to the general public. Under the rubric of the Franz Rosenweig Lehrhaus for Adult Jewish Studies, four courses organized around a common theme are taught by Seminary faculty. Following the class period, the entire group gathers to hear scholars of international repute deliver a different lecture each week exploring various aspects of the specific Lehrhaus theme. Lehrhaus topics have included:

- The Earth is the Lord's: God, Man and Nature in Judaism
- The Zionist Dream Revisited
- The Jewish Romance with Modernity: A Critical Reassessment
- Prayer and the Life of the Soul: Praise, Petition and Yearning
- The Legacy of Abraham Joshua Heschel
- While The Messiah Tarrys: The Past, Present and Future of Jewish Messianism.
- The Children of Abraham: The Judeo - Islamic Encounter Throughout the Ages
- The Unending Debate: The Many Voices of the Talmud

The Ratner Center

The Joseph and Miriam Ratner Center for the Study of Conservative Judaism is an archives and research center located at JTS. It pursues three goals: to rescue and preserve the historical records

of the Conservative movement, to foster research on the Conservative movement both past and present, and to educate and link Conservative Jews as the movement enters its second century. The first steps in creating the Ratner Center were taken in 1985 as part of JTS's centennial programs. The Conservative movement, which has taken pride in its role as the historical school of Judaism, thus began to retrieve its own historical past in a systematic fashion. With the generous support of Joseph and Miriam Ratner, after whom the center is named, the Ratner Center began gathering and organizing the historical records of Conservative synagogues and rabbis. In 1990, with the assistance of a grant from the National Historical Records and Publications Commission (NHPRC) the Ratner Center began retrieving and organizing JTS's own historical records. In time, the Ratner Center plans to acquire the historical records of all Conservative organizations, thereby becoming the central repository of the Conservative movement.

The Jewish Museum

In 1904, Judge Mayer Sulzberger presented his library and 26 ceremonial objects to The Jewish Theological Seminary of America to help establish a Jewish museum. From this modest beginning, and through the generosity of many patrons and collectors, the collection grew. By 1944, when Mrs. Felix M. Warburg, a member of the Seminary's Board of Directors, offered her home for use as a Jewish museum, the collection was more than worthy of the proposed new setting. On May 8, 1947, the Museum opened in the French Gothic-style Warburg Mansion, on Fifth Avenue at 92nd Street. A gift from Mr. and Mrs. Albert A. List provided funds for-much needed additional space, and the new List building adjoining the Warburg home, opened in 1963. The Museum expanded and totally renovated its buildings in 1993 to increase space for gallery, office and education use. In 1997, The Jewish Museum, now an independent organization maintaining close ties to JTS, celebrated the 50th anniversary of its location in the Warburg Mansion on Fifth Avenue.

The World Wide Web and Distance Education

JTS maintains a robust World Wide Web site at <http://www.jtsa.edu>. The site includes information about course offerings and schedules, institutional information, faculty biographies and several categories of writings by the Chancellor. It also contains a calendar of grant opportunities for faculty and graduate students. The library pages include extensive photo displays of exhibits, many of which travel to museums around the country, mounted in the library.

JTS has also launched a distance learning project that offers modified versions of some courses for individuals seeking to deepen their understanding of the academic study of Judaism. Project staff currently are preparing to offer several courses at a distance for credit. They will be available to matriculated and non-matriculated students.

Affiliations and Partnerships

The Jewish Theological Seminary actively maintains a network of relationships with leading institutions of higher education. In addition to the double-degree programs with Columbia University and Barnard College on both the undergraduate and graduate levels, it has consortial agreements with CUNY; Princeton, Fordham and Yale Universities; Teachers College and the Union Theological Seminary. These affiliations enable graduate students from those institutions to study at the Seminary and afford JTS students access to an exceptional array of extended resources.

Accreditation

The Jewish Theological Seminary is accredited by the Middle States Association of Colleges and Schools and is chartered by the Regents of the State of New York awarding B.A., M.A., M.PHIL, M.H.L., D.H.L., Ph.D. and Master of Sacred Music degrees. JTS administration decided decades ago to become accredited through the Middle States Association because of that body's emphasis on rigorous academic standards. The scope of JTS programs, especially those of the Graduate School, extends far beyond the training of clergy that is the mission of more narrowly focused theological schools.

Unlike many other schools offering theological education, JTS has chosen not to seek accreditation by the Association of Theological Schools (ATS). Dual accreditation, with two self-study processes, would place a burden on the institution and there are several areas in which the requirements of Middle States are incompatible with those of ATS.

The JTS vice chancellor and chief operating officer is a member of the Commission on Higher Education and also serves as a frequent member of visiting teams for ATS.

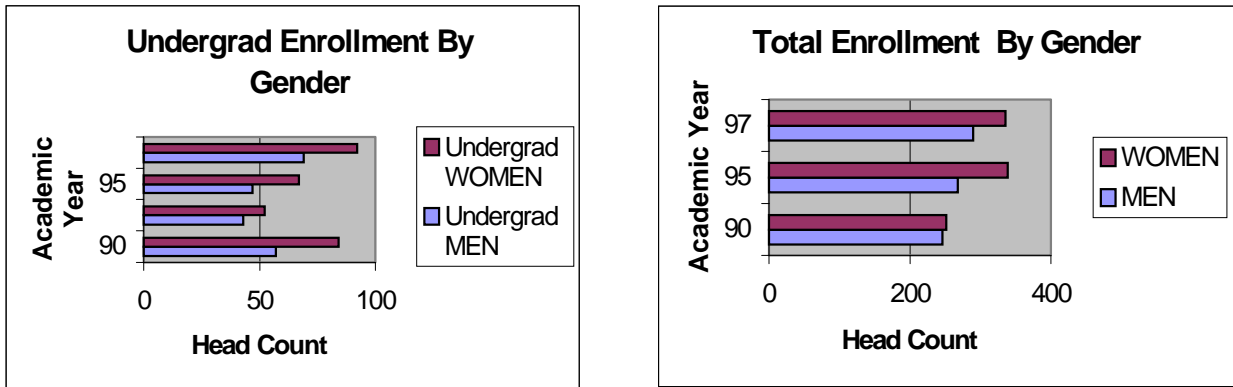
Diversity

In 1976 the Board of Directors passed a resolution that reaffirmed the Seminary's commitment to a nondiscriminatory admissions policy. The Seminary admits qualified applicants to its degree-

granting programs without regard to sex, race, religion, or ethnic and national origin. For example, the 1997 graduates included a Catholic priest who had earned a masters degree in Jewish Studies. Similarly, the associate dean of the Graduate School is not Jewish and at one time in his career studied for the ministry, bringing an ecumenical perspective to graduate studies. Thomas Cahill, the author of *The Gifts of the Jews*, studied at JTS in preparation for writing his best-selling book.

Applicants to programs for training rabbis and cantors must be Jewish but are accepted without regard to sex, race or national and ethnic origin.

Chart 2 Enrollment by Gender



As an institution of Jewish studies, the JTS constituency is based historically in European culture. As noted, however, JTS strives to deepen its commitment to diversity wherever feasible. One notable area is the Board of Directors. Although most members are generous donors to JTS, the board also includes individuals who are not able to make major gifts. Several members are lay leaders of a variety of membership organizations associated with Conservative Judaism. They represent constituencies of hundreds of thousands of people in the United States and abroad. Other members are such non-JTS academics as a law professor at Duke University and a business executive with a Ph.D. in Talmud.

We also strive for geographic diversity to ensure that members are not all from the New York area. Board members come from as far away as Kansas and Alabama. We have had international representation from Canada, Israel and Mexico. Geographic diversity provides leadership

with a wide perspective of the issues that effect JTS and all its constituencies.

We also have made strong efforts to increase the number of women on the board. For example, 12.5% of the Board Members are women and the two most recently appointed members of the board are women.

Location and Facilities

The Seminary moved to its present campus, extending along Broadway from 122nd to 123rd Streets, in 1929. Its location makes the Seminary a member of that distinguished group of academic and ecclesiastical institutions in the Morningside Heights section of New York City. Included are Barnard College, the Cathedral of St. John the Divine, Columbia University, Corpus Christi Church, International House, Manhattan School of Music, the National Council of Churches, Riverside Church, Teachers College, and Union Theological Seminary.

The Seminary Library is the greatest research collection of Judaica and Hebraica in the Western Hemisphere. It is renowned throughout the world of Jewish scholarship, and scholars from all over the globe consult its treasures. The holdings include manuscripts, fragments from the Cairo Geniza, incunabula, rare printed books, archival materials and contemporary books. The collection, which consists of approximately 300,000 volumes, has taken generations to assemble.

The United States Department of Education, which has awarded it grants to work on special projects, has recognized the outstanding qualities of the Library. One project completed the cataloguing and microfilming of 10,000 ancient manuscripts. Other grants provided for the cataloguing and restoration of the broadside collection, and the establishment of an on-line cataloging system.

The campus of the Seminary consists of four connected redbrick buildings enclosing a yard, the Louis Marshall Memorial Quadrangle. The Mathilde Schechter Residence Hall, located southeast of the main campus, at 415 West 120th Street, has accommodations for undergraduate students. The Horace W. Goldsmith Hall, at the corner of 121st Street and Broadway is an apartment facility for graduate and undergraduate students.

The State of the Seminary

During the past three years JTS achieved and continues to operate with a balanced budget, exceeded all previous records in fund raising and was fully reaccredited by the Middle States Asso-

ciation of Colleges and Schools with an outstanding endorsement by the visiting team. These achievements represent exceptional progress brought about by the vision and determination of the current administration and board.

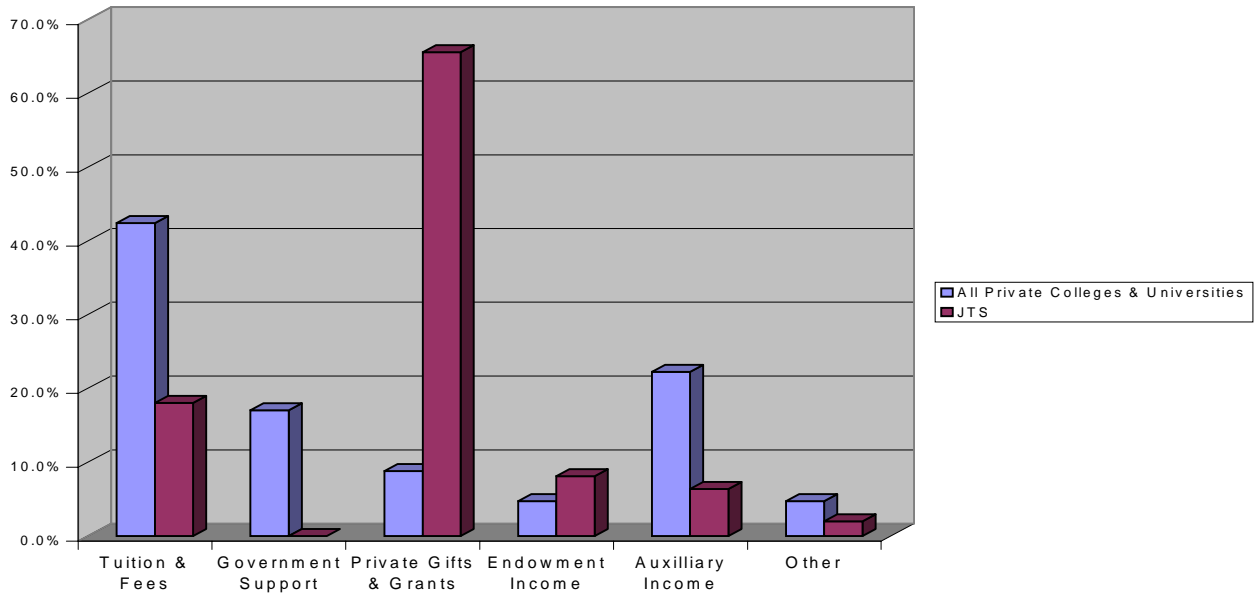
Throughout much of its existence, deficit spending had been a matter of routine for the Seminary. Although the administration began thinking seriously about the importance of a formal budget process and cost controls as early as 1979, it took more than a decade for the institution to recognize the imperative of taking strong measures to balance the budget. During the 1980's, the magnitude of the annual deficit rose to a level that, if continued, would have threatened the viability of the institution. Because the budget gap was systemic, the challenge to close it was even greater. It meant either raising significantly greater amounts of revenue or reducing expenditures by an equally significant sum. Throughout its history, the leadership's faith in its ability to do the former often persuaded it to avoid the more severe alternative of the latter.

However, in 1989, the Seminary began making significant strides in establishing realistic revenue and expenditure projections and in implementing the difficult process of cutting expenses. The resulting retrenchment program began to show concrete results in 1992 and culminated in a fully balanced budget.

Expenditure control was balanced by an equally forceful effort to reorganize and enhance the Development Department. As is true of many academic institutions, tuition revenue at the Seminary does not begin to meet the needs of annual operating expenses. The fund raising activities undertaken by the Seminary Development Department constitute the heart of the institutional finance engine. The success of the program has contributed significantly to the balanced budget. It was with a note of irony, therefore, that the Middle States 1996 accrediting team report referenced fund raising as both a strength and a weakness. The ability to raise such large sums annually was listed as a strength while the need to rely so heavily on fund raising was seen as a weakness.

The following chart compares the relationship among income sources for JTS with that of the aggregate of other private institutions of higher education, as reported in *The Chronicle of Higher Education* for 1995 (the most recent year for which such information was reported).

Chart 3 Income Source Comparison with Other Institutions of Higher Education



The comparison is dramatic. JTS derived approximately 68% of operating income from private gifts and grants, as compared to approximately 8% for other institutions. The current JTS percentage has risen to approximately 72%.

Other findings of the accrediting team are also noteworthy. The team characterized the faculty and library collection as truly world class. It commended the Seminary for undertaking a strategic planning process as a complement to the accreditation review.

The visiting team was effusive in its praise for the caliber of the members of the Board of Directors and made special mention of their philanthropic orientation. The high level of individual giving, reflective of all board members, makes them especially effective fund raising volunteers. Their financial generosity is equaled by their commitment of time spent on JTS matters.

The only significant criticism was that the Seminary did not generate sufficient information about itself through an institutional research function. The lack of institutional research has hindered the capacity of the administration to perform outcomes assessments and to conduct effective strategic planning. In an effort to remedy that situation, JTS sought external support to develop an institutional research office. We are immensely gratified that the Teagle Foundation in New York authorized a two-year grant, beginning June 1997, to initiate a new position. The Seminary

made the commitment to incorporate the office into the operating budget after the grant ends.

The new Director of Institutional Research reports to the Vice Chancellor and Chief Administrative Officer.

Strategic Planning

When embarking on the Middle States reaccreditation process referenced above, JTS selected a self-study model with emphasis on strategic planning. The Seminary had never engaged in systematic planning, and we chose this model because it offered the extra external impetus we felt would be helpful in launching this first-ever planning process. We have used the momentum of the accreditation review to continue strategic planning and integrate it into our decision making structure. We were advised wisely to begin with less than comprehensive planning and selected three major areas of concern. The first is technology and its impact on operations and curricula. The second, cross registration, examines the implications of allowing students enrolled in each of our schools to register for courses offered by the others. For example, what is the impact on the course of study and on faculty configurations of class sections in which graduate, undergraduate and professional students enroll simultaneously?

The third planning priority is physical space planning. During much of the past thirty-year period we were able to undertake only emergency construction and repair projects and needed long-term financing to accomplish even these. A watershed year for JTS was 1966 when we experienced a devastating fire in our library stacks, which occupied the Tower standing at the entrance to the campus. We constructed a new library wing in 1984, after almost two decades of temporary facilities erected in the Seminary courtyard. We were able to undertake this through a combination of long-term financing and an intensive fund raising campaign, stimulated in part by the urgency of severe criticism from Middle States over the lack of a permanent library facility.

As noted, the JTS campus now consists of four wings forming a square surrounding a courtyard. The Tower, vacant since 1966, is at the front on Broadway and 122nd Street. One wing extends north on Broadway with another extending east on 122nd. The new library wing, which was anticipated from the time of the original construction in 1929, connects them, forming the back of the campus. Goldsmith Hall, our graduate dormitory and Mathilda Schechter Hall, the undergraduate dormitory, each are located a short walk from the main campus.

PROJECT INFORMATION

The Campus Master Plan

We are requesting a Kresge challenge grant as part of our campaign to rebuild the JTS Tower, vacant since the fire of 1966. Reconstructing the Tower allows us to gain critically needed expansion facilities in existing space. The Tower is the most distinctive architectural feature of the campus and serves as a symbol that focuses our entire capital campaign. The Tower project is a campaign within a campaign, as described in the fund raising section beginning on page 22.

Seminary enrollment has grown recently (as shown on the table on page 6), and we project continued growth in most areas for the immediate future. This has already placed a strain on resources relating to the use of available space. Both classrooms and meeting rooms are insufficient in quantity and are not sized in a manner appropriate to efficient use. It is also clear that administration and faculty, in many cases, are not adequately served by existing office space. These factors add to the need for expansion. It will also be necessary to reassess the current allocation of space to consider more effective use of other areas within the campus.

JTS' five schools have a total enrollment of 668 students. Each of the schools is anticipating an increase in enrollment in the near future. While the rate of growth for each school will vary, we project that the overall student population will reach 900-1,000 within the next ten years. As the JTS facilities are inadequate to meet the current needs, growth in the student population will continue to place even greater pressure on the existing facilities. The projected increase in student enrollment will have an impact on every area of the Seminary, requiring an increase in teaching facilities and support services, as well as faculty, staff and administration.

As an outcome of the strategic planning process, the Seminary administration began working with an architectural firm to develop a campus master plan. This effort has yielded Volume 1 of the plan, the *Existing Conditions Assessment Report*. The *Report* lists needs articulated by representatives of all JTS constituencies and considers several alternatives for campus development and redeployment of existing space.

The *Existing Conditions Assessment Report* presents the results of extensive research and documentation of physical space issues at JTS. The report establishes a database that will serve as the foundation for development of the detailed Master Plan to address both the immediate and long-

range physical space needs of the Seminary. In addition, the Master Plan assesses utilization of the potential for additional square footage allowable under current zoning laws.

In order for the Seminary to move forward with any expansion program, furthermore, the need for adequate housing also must be addressed. The Mathilde Schechter Residence Hall, for example, currently serves a population well beyond its originally intended occupancy. List College, the undergraduate school that this housing serves, is projecting immediate growth. JTS guarantees housing to undergraduates for five years, making it critical to expand and improve the base of available rooms.

Upon consideration of the various needs and recommendations, we developed a construction plan that includes the following components:

- reconstruction of the Seminary Tower;
- redesign and reconstruction of the entrance to the campus, known as the breezeway and located immediately beneath the Tower, and
- renovation of Goldsmith and Schechter dormitories.

Construction Projects

The Seminary Tower

The Master Plan proposes phased development that will address spatial needs over the long term. We will begin to implement the plan by reclaiming the Tower. Construction of the present library in 1984, which replaced the stacks area that had been burned, allows us to use the Tower for other functions. The Tower has been vacant for more than 30 years. It is an empty shell requiring complete gutting and reconstruction. The work will involve removing all interior components except load-bearing supports. In addition, the two elevators that serve the Tower and its adjacent buildings will be removed and replaced with new elevators to be located at the rear of the building.

The Seminary Tower stands ten stories tall at the entrance to JTS. The development plan calls for the following configuration of the Tower.

- Floors 1 and 2 constitute the entrance arch and breezeway. Currently this space is open. It will be enclosed to form a formal entrance and reception area.
- Floors 3, 4 and 5 will contain classrooms and a faculty center. There will be nine new classrooms, three of which will have a seating capacity of 85. The size of the classrooms

on these floors is linked to the growth projections in the master plan. Several of the rooms will be wired for multi-media equipment.

- Floor 6 will contain three meeting rooms, including two seminar size rooms. One will open onto a balcony to the courtyard. Each of the meeting rooms is convertible to classroom space.
- Floor 7 will house a student computer center, language laboratory and hub room. The adjoining space in adjacent Schiff Hall now is an unutilized attic. That space will be reclaimed and become part of the computer center to house individual study carrels.
- Floors 8 and 9 will house faculty and staff offices
- Floor ten will replace a meeting room currently located in a classroom area and will allow for the current meeting space to be returned to classroom use. The new meeting area will serve as space in which to hold receptions and intimate lunch and dinner meetings. It will command a stunning view of the surrounding area. Currently JTS has no equivalent facility for such functions.

Project Status

Architectural plans are complete. There will be one contract for demolition and one for construction. Demolition work has begun, and the contract for construction is in place. Cost estimates are based on the contractors' bids. All regulatory approvals have been secured. We anticipate that maintenance costs will increase approximately \$150,000 annually. The increase is minimal because we will be working with existing space in an existing building. These costs will be absorbed by the operating budget.

Mathilde Schechter Residence Hall

All JTS undergraduates enroll in dual degree programs, taking Judaica courses at JTS and completing their liberal arts requirements at either Columbia University or Barnard College. Housing at Columbia and Barnard is unavailable to JTS students. Schechter Hall, therefore is the center of residential life and the focus of students' social life.

Schechter was constructed originally in the 1920's as an apartment building. JTS acquired it in 1974 when it was completely gutted and reconfigured as a typical dormitory building. The building contains music, conference and assembly rooms; a library; two resident advisor apartments, a guest suite for visiting scholars; a security and information office and a roof garden. Although the building is sound structurally, nearly twenty-five years of undergraduate occupancy have taken a toll on the interior areas and furnishings. The plumbing and electrical systems also need major upgrading. The previous renovation could not anticipate the proliferation of such elec-

tronic equipment as computers, printers, and communications devices that have become standard accessories for college students. Current electrical capacity is sufficient to provide only one electrical outlet per student.

Project Status

This project is nearing completion.

Horace Goldsmith Hall

Goldsmith Hall is named for the Horace W. Goldsmith Foundation, whose \$1 million endowment grant enabled us to purchase, upgrade and operate the building. Goldsmith is a typical 1920's New York City apartment building that is ideally suited to the needs of our students. It enables us to offer virtual (located just one block from JTS) on-campus housing to married rabbinical students, students with families and single graduate students. Its commuter lounge is a hub of campus activity for students and faculty alike.

Over the years we have conducted some remodeling projects, including upgrading several bathrooms, major repair work to the elevator and boiler and some cosmetic improvements. The building, however, needed major capital improvements to continue to serve the needs of our students. Almost every apartment required modernization. Electrical service was insufficient to accommodate a full range of kitchen appliances, and the lighting, furnishings and window treatments date from an era long past. Additional security and fire safety measures also needed to be installed.

Project Status

This project is nearing completion.

FUND RAISING

The Jewish Theological Seminary has never conducted a capital campaign, other than the 1984 emergency drive to rebuild the library (please see reference on page 18). Approximately ten years ago, the Seminary Board commissioned a feasibility study and found that a campaign would strain fund raising capability. As noted on page 16, however, the Seminary has made enormous strides during the past five years. The budget has been brought into balance, and fund raising efforts have been more successful than at any previous time in the history of the institution.

This level of success is the direct result of the reorganization of the development department, which has a central office on campus and ten regional offices across the United States and Canada (an organization chart is included in the appendix). The division is directed by a vice chancellor who is an integral member of the institutional budget development team. The following charts display indicators documenting this progress.

CHART 4 TOTAL JTS GIVING

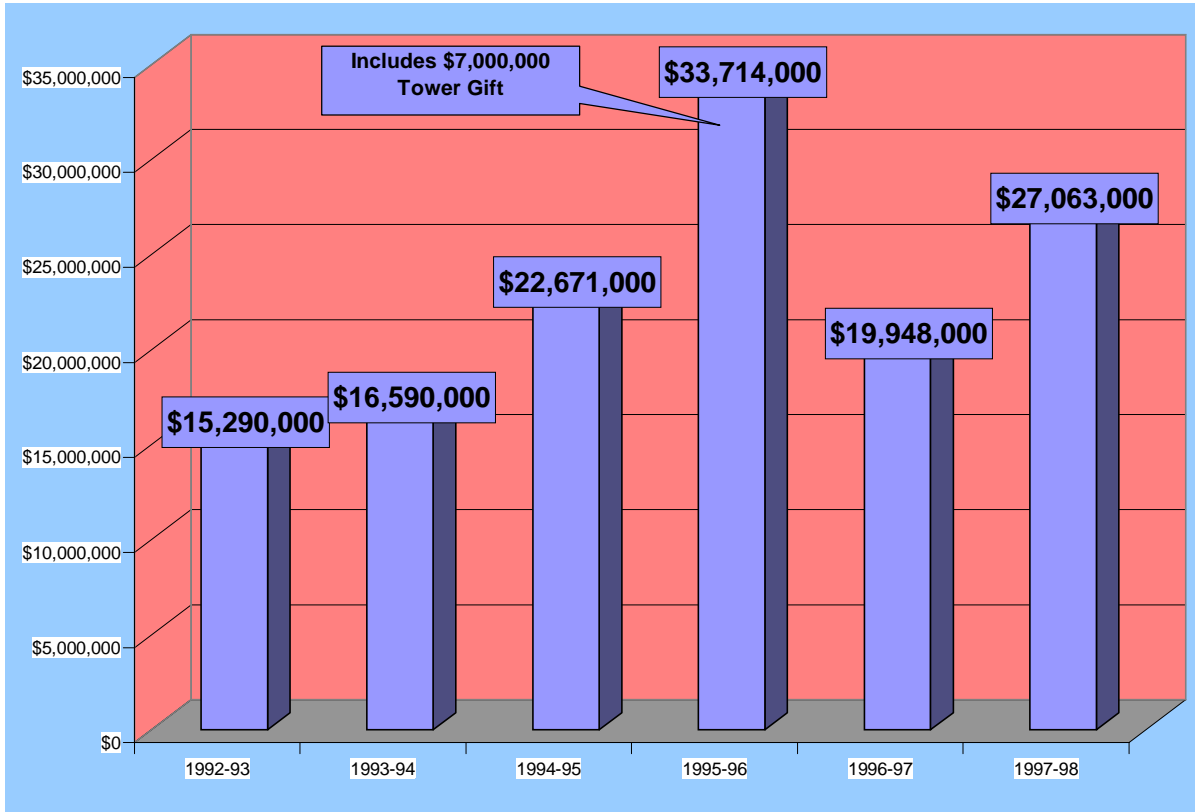


CHART 5 ANNUAL GIVING EXCLUDING BEQUESTS

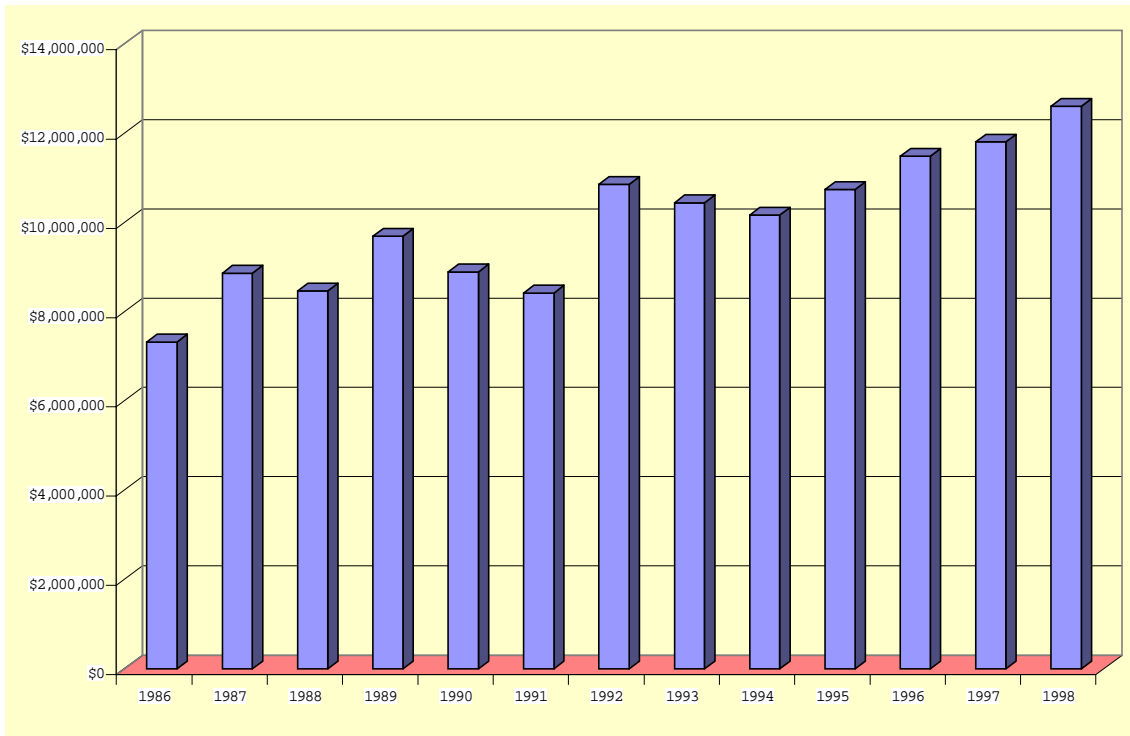


CHART 6 BEQUESTS

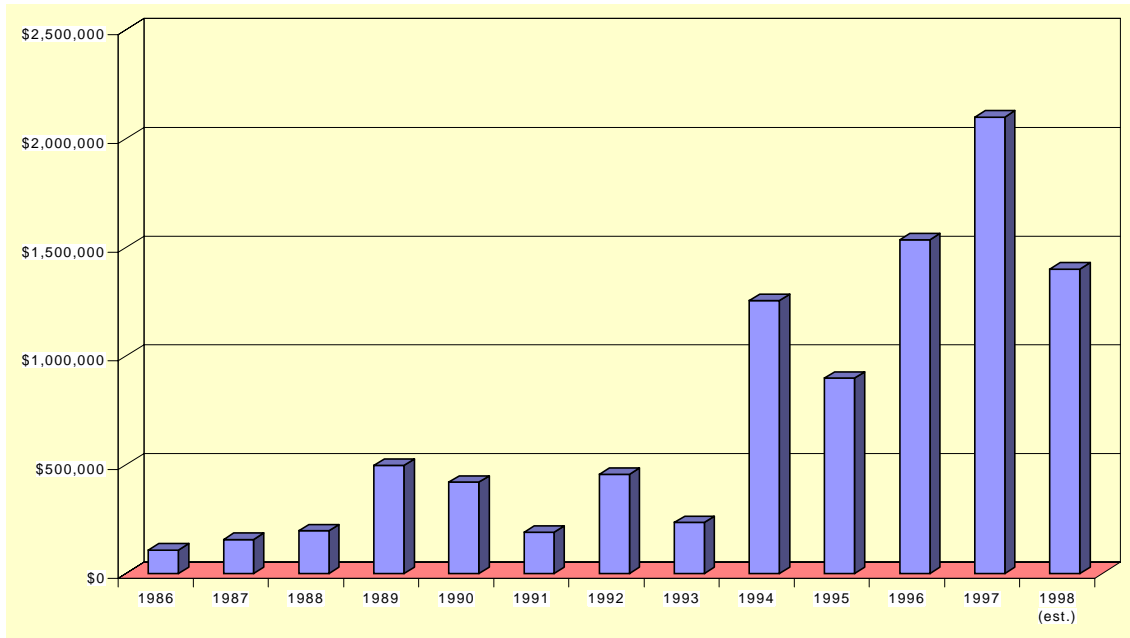


CHART 7 PLANNED GIVING PROGRESS

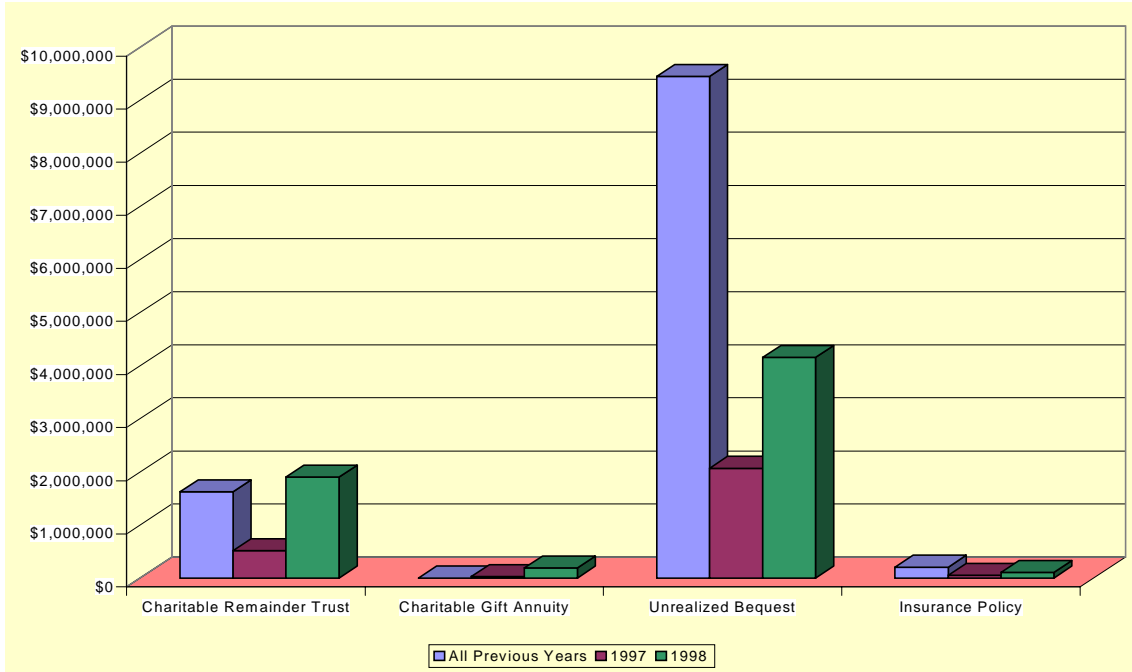


CHART 8 GROWTH OF JTS ENDOWMENT (IN MILLIONS)

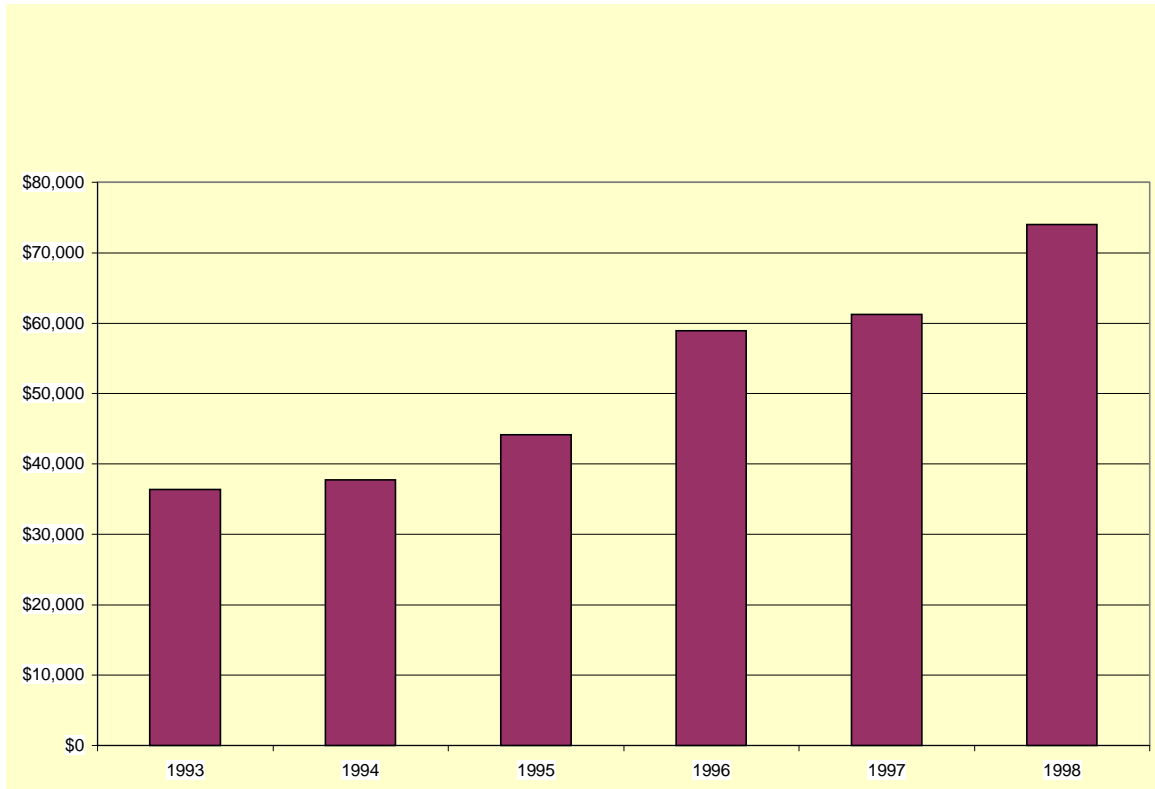
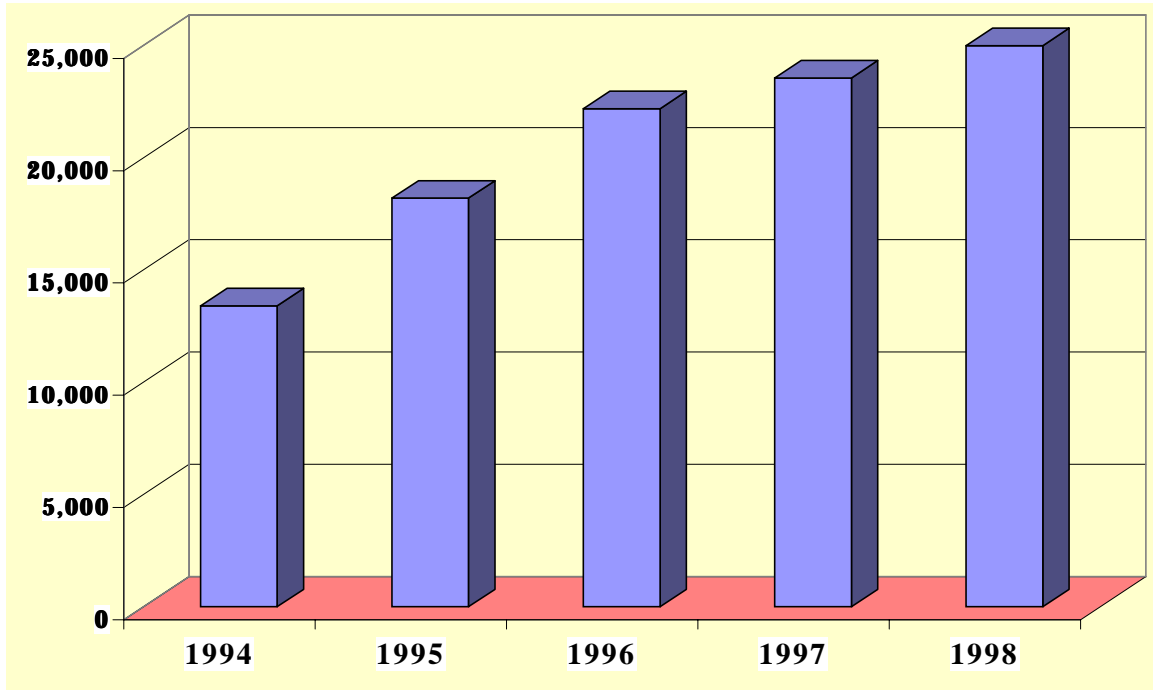


CHART 9 NUMBER OF DONORS



During 1998, a new feasibility study indicated robust capacity, and the Seminary has launched a comprehensive capital campaign with a goal of \$250 million over five years, including building construction, increased endowment and annual fund raising. A central component is to reduce reliance on annual fund raising by increasing the endowment. An equally significant part of the campaign calls for implementation of the first phase of the campus master plan. The campaign encompasses the components shown on Table 2, on page 28.

The sequence of events leading to the campaign, especially its construction components, is important to an understanding of our progress to date and status of the campaign. Renovation of Schechter and Goldsmith dormitories was the most pressing physical space need of the Seminary, and we developed the plans described above in the latter part of 1996. Construction is nearing completion in both buildings.

That was also the year we approached one of our Rabbinical School graduates from the class of 1937 for a planned gift. Currently residing in Omaha, Nebraska, Rabbi Myer Kripke, now 80 had met his wife of 50 years at JTS, and the couple wanted to make a contribution to their alma mater. A fascinating story unfolded. Early in his career, Rabbi Kripke had made the acquaintance of the then unknown Warren Buffett with whom he invested a sum of approximately

\$65,000 obtained through savings and an inheritance. That investment grew to its current market value of some \$30 million. After several meetings with the Seminary vice president for development, the Kripke’s modified their estate plan to include an immediate gift of \$7,000,000 designated for renovation of the Tower.

The story is remarkable for many reasons, not the least of which is that this enormous wealth did not deter the Kripke’s from choosing an unpretentious lifestyle appropriate for a country clergyman. Scores of press accounts, including one featured in *The New York Times*, have reported the story. We include it here because of its dramatic impact on our ability to expand and implement our space planning agenda.

Our ability to implement our construction program immediately, made possible by the Kripke gift, coupled with several years of balanced budgets and vigorous fund raising, led to the decision to explore the potential for a broader capital campaign. The positive results of the feasibility study persuaded the Seminary board and administration to initiate the campaign. The silent phase of the campaign began in September 1998 and has generated \$17.8 million in new lead gifts, as shown in Table 1, below. We have combined these gifts with those of Rabbi and Mrs. Kripke, an anonymous donor and a grant from the Goldsmith Foundation for the work on the Goldsmith dormitory.

Table 1 — Lead Gifts		
AFFILIATION	PURPOSE	AMOUNT
Trustee	Campaign Lead Gift	\$10,000,000
Trustee	Campaign Lead Gift	\$2,800,000
Trustee	Campaign Lead Gift	\$5,000,000
New Donor	Tower Entrance	\$2,100,000
New Donor	Tower Renovation	\$1,500,000
Rabbi & Mrs. Meyer Kripke	Tower Renovation	\$7,000,000
Horace Goldsmith Foundation	Goldsmith Hall Renovations	\$1,000,000
Anonymous Donor	Goldsmith Hall Renovations	\$1,000,000
Total Lead Gifts		\$30,400,000.00

Table 2 — Campaign Components and Goals

COMPONENT	GOAL
CONSTRUCTION	\$54,000,000
FINANCIAL AID AND STUDENT PROGRAMS	\$30,000,000
FACULTY AND ACADEMIC PROGRAMS	\$36,000,000
LIBRARY	\$27,000,000
TECHNOLOGY	\$23,000,000
ANNUAL FUND OVER FIVE YEARS	\$80,000,000
GRAND TOTAL	\$250,000,000.00

CAMPAIGN STRATEGY AND TIMETABLE

Effect on Capacity to Seek Future Gift Support

The two major goals of the capital campaign are to reduce reliance on annual giving by expanding the endowment and to secure funding needed to renovate the Tower. The Seminary has an extraordinary major gift capacity. Board members and other significant donors support JTS with high six figure and seven figure gifts. We also have a broad national base of small donations generated through regional programming, active direct mail and telephone campaigns and Women’s League, the JTS women’s auxilliary.

Women's League is a national network of congregation-based volunteers coordinated by the Torah Fund Director in the development department. Women's League selects a special initiative around which to generate support. The effort lasts until the project budget is complete, and then the cycle begins anew. The current Women's League project is Schechter Hall, which is almost complete. Fund raising for the project takes place across a broad base and represents thousands of small gifts raised through local Women's Leagues. Table 3 on the following page summarizes the range of gifts raised through this effort.

Table 3 — Gifts for Schechter Hall			
GIFT CATEGORY	NUMBER OF GIFTS	TOTAL RAISED	
Total Through National Women's League	Broad Base of Small Gifts	\$242,400	
Higher Level Individual Gifts			
\$3,600		36	\$129,600
\$3,750 - \$7,200		7	\$41,050
\$10,000		11	\$110,000
\$20,000		11	\$220,000
\$25,000 - \$36,000		7	\$198,800
\$60,000		1	\$60,000
\$95,000		1	\$95,000
Total		74	\$854,450.00

The most daunting task for the campaign will be to maintain annual giving levels while raising endowment and construction gifts. The ability to turn that corner will have been the greatest contribution made by this campaign. At the end of the campaign we anticipate being able to continue annual giving at current and higher levels. Income from the strengthened endowment will enable us to direct more annual fund income to endowment in the future, thus creating greater long-term financial stability for the institution.

It will also allow us to engage in more fund raising for special projects to enhance JTS activities. Our current priority for annual gifts directed to the operating budget limits our capacity for seeking gifts and grants to such projects. Each request or application for a restricted gift represents an opportunity cost at the expense of raising funds for operations. Gifts and grants for operations, furthermore, are the most difficult for any organization to raise. By strengthening the endowment and relying less on annual giving for operating support, JTS will be able to pursue more support for special project funding. Requests oriented toward program and designated activities generally have greater appeal for donors and grantors.

As noted, we are requesting a Kresge challenge grant for a campaign within the larger capital campaign. The total cost of the Tower renovation is \$15,836,835. We have raised \$10,900,000 toward the construction, leaving a construction balance of almost \$5,000,000. We are adding an additional \$2 million for the endowment to the goal and request Kresge funding of \$1 million. We anticipate raising an additional \$1,000,000 by September 1999.

We will use the challenge to stimulate gifts in the range of \$50,000 to \$200,000. JTS has been successful already in securing several major capital campaign gifts. These early gifts have come from board members and new donors. We also have a broad national base of small donors. Our greatest need is to build capacity in this middle range of \$50,000 to \$200,000. Our goal will be to bring existing donors into this level and seek new donors to make gifts of this magnitude. The influence of the Kresge challenge, coupled with the special project nature of the Tower construction, will help us broaden our gift requests well beyond annual appeals for operating funds.

In fiscal year 1999 to date twenty-one gifts totaling approximately \$1,600,000 were made in this range for operations. An additional 85 gifts and grants totaling \$4,403,000 were made for designated projects, including endowment. The Kresge challenge will enable us to concentrate on expanding this important gift range. As wealth passes from one generation to the next in the coming years, it will be critical for us to engage the group of younger donors with current gift potential in the mid-five to low-six figure range. They will become the major donors of their generation.

The most important contribution the challenge can make will be to stimulate gifts in the middle range between our major gifts and thousands of small donors. We anticipate that at least 50% of the responses to the challenge will be from new donors.

Anticipated Sources for Campaign Gifts

The role of alumni in the JTS donor constituency is unusual for an institution of higher education. Most graduates become rabbis, cantors or faculty members at colleges and universities and generally do not have the capacity to make major gifts, Rabbi Kripke being a notable exception. Rabbinical School alumni are well represented in the donor base, but not at high levels.

The JTS major gift donor base consists of Jewish philanthropists committed to supporting the institutional mission. Their commitment makes possible the high proportion of private gifts shown on Chart 3 on page 17. As noted in the previous section, we intend to use the Kresge challenge to attract new donors and move existing donors to the \$50,000 to \$200,000 gift range. We have identified approximately 200 potential donors for this part of the campaign. Some were identified during the feasibility study and others have been made known to us through meetings with members of the campaign committee.

In addition, the JTS senior institutional advancement staff includes several professionals with

extensive previous experience raising funds for other Jewish organizations. Among the senior members of the staff are the vice chancellor, vice president, director of development, director of special projects and director of outreach. The regional directors also bring vast experience to the task.

In addition to direct major gift solicitations by the campaign committee, lay leadership and the chancellor, we will use several diversified fund raising mechanisms to support the campaign. These are described briefly in the following sections.

Planned Giving

In 1997 the Seminary began a planned giving program, staffed by a full-time planned giving officer. As shown on the Chart 7 on page 25, we have made excellent progress. The value of new charitable remainder trusts and charitable gift annuities exceeds that of all previous years combined. Planned giving will continue to be a strong initiative and will a central mechanism for the comprehensive campaign.

Foundations

In 1995 the Seminary hired its first full time grants officer. Among the goals of the grants program is broadening the base of foundation supporters, specifically among foundations that are not typically associated with giving to Jewish organizations. The grant from the Teagle Foundation in support of the institutional research function is an example. We will seek additional foundation support for several of the endowed professorships, especially in such areas as the Sociology and Demography of the American Jewish community, that will have appeal to a wider audience.

Regional Events

The network of regional offices is the foundation of JTS fund raising success. Each region will recruit campaign leadership from among its supporters. Regional events will feature the campaign goals. Regional dinners account for a substantial portion of corporate support, especially the annual dinner in the home region of New York. Regional educational events also help to introduce potential new donors to the Seminary. We will use these events to secure campaign gifts among donors nationally, especially first time donors in order to broaden the base of support.

Faculty and Staff Campaign

The faculty and staff campaign will be based on the model used for our decennial accreditation self-studies and the strategic planning process. In both, the entire JTS community becomes fo-

cused and engaged. The chancellor will make a presentation during his 1999 *State of the Seminary* address, just before the public phase, introducing the comprehensive campaign. The vice president for student services will follow up with all student constituencies. JTS has a well established community volunteer program, the development of which was funded by the Altman Foundation. We will use the structure of this program to stimulate support for the campaign on campus. The chancellor and provost will address the faculty, and campaign staff will visit the departments. The campaign will be featured prominently in all campus publications and public display areas.

Allocation of Unrestricted Gifts

Unrestricted gifts to the comprehensive capital campaign have been and will continue to be directed to the endowment. Endowed support for faculty will be the first priority, followed by endowed scholarship assistance. We are confident that the appeal of the campaign for the Tower, aided by a Kresge challenge, will have great appeal. All gifts for the Tower, therefore, will be designated.

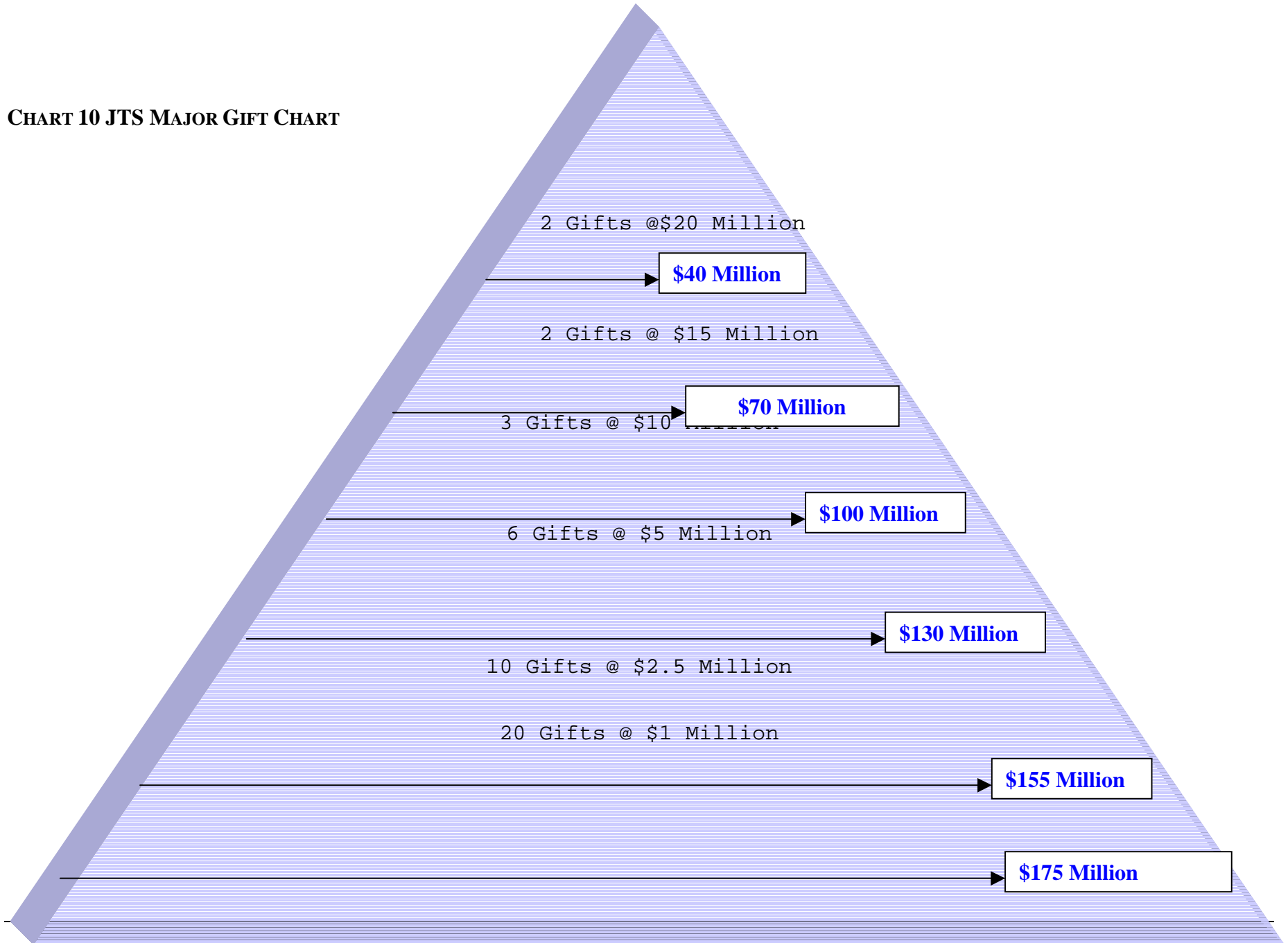
Campaign Committee

Invitations to the voluntary leadership for the campaign are still pending. To date the following individuals have agreed to become members of the campaign committee.

- Joseph Neubauer, Co-Chair — Chairman of ARAMARK, Inc.
- Jeanette Lerman, Co-Chair — Communications Specialist
- Gerald Rosenfeld — Investment Firm Principal; formerly Partner at Lazard Frères
- Judith Zairin — Writer and Producer of Independent Motion Pictures

The campaign committee will be staffed by the vice chancellor for institutional advancement, the vice president for the capital campaign, the director of development, the director of special projects, the director of foundation and corporate relations, the director of the boards of overseers and the regional directors.

CHART 10 JTS MAJOR GIFT CHART



Timetable

Silent Phase

Campaign Planning

July – December, 1998

- A. Complete the institutional strategic plan
- B. Write the formal case statement
- C. Initiate public relations campaign
- D. Update a detailed campaign plan
- E. Revise comprehensive campaign budget
- F. Conduct campaign presentation for JTS development team
- G. Continue chancellor's dinners in New York area
- H. Conduct screening sessions in New York area
- I. Begin significant campaign outreaches to the regions and identify 4-6 key volunteers per region: Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- J. Conduct campaign visits in each region
- K. Initiate chancellor's dinners in each region (Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston)
- L. Initiate campaign screening sessions in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston

The Nucleus Fund (Leadership Gifts)

January – December, 1999

- A. Begin to enlist key campaign committees in New York City, Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- B. Intensify Public Relations Campaign
- C. Solicit Key Campaign Gifts
- D. Plan Campaign Event at Tower Completion
- E. Build Campaign Momentum Among Volunteer Leadership
- F. Begin Involvement of New Group of Major Donors
- G. Analyze Success and Recommend Campaign Goal
- H. Complete Targeted Nucleus Fund Solicitation
- I. Work on Gift Plans for Targeted Nucleus Fund Solicitations
- J. Conduct Planned Giving Seminars in New York City, Palm Beach, Detroit Long Island, Philadelphia, Chicago, New Jersey and Boston
- K. Continue Planned Giving Direct Mail to all Campaign Prospects

Crescendo

January, 2000 – December, 2000

- A.** Utilize Capital Campaign Structure and Meetings to provide involvement and continued solicitation in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston.
- B.** Maximize Public Relations Campaign
- C.** Continue Solicitation of leadership donors at Major Gift Levels in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston.
- D.** Begin Solicitation of Newly Identified Donors in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston.
- E.** Assess the Results of Each Level of Major Gift
- F.** Continue Campaign Newsletter to Build Momentum, Provide Recognition
- G.** Conduct Planned Giving Direct Mail in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston.
- H.** Continue Planned Giving Direct Mail in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston.
- I.** Complete Major Gifts for the Campaign
- J.** Celebrate Tower Completion.

Public Phase

The Kickoff – Public Announcement

September, 2000

- A.** Introduce Campaign Volunteer Leadership
- B.** Present Case Statement
- C.** Announce Campaign Goal and Nucleus Fund Success
- D.** Demonstrate Chancellor’s Clear Leadership of the Campaign
- E.** Expand Volunteer Base
- F.** Continue to Solicit the “Critical Few” Donors who Make the Difference
- G.** Begin Solicitation of Broad Base of Major Donors
- H.** Distribute Initial Campaign Newsletter to Record and Report Progress
- I.** Conduct Planned Giving Seminars in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- J.** Continued Planned Giving Direct Mail to all Campaign Prospects.

Plateau

January, 2001 – December, 2001

- A. Utilize Capital Campaign Structure and Meetings to Provide Involvement and Continued Solicitations in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- B. Continue Public Relations Campaign
- C. Continue Solicitation of Leadership Donors at Major Gift Levels in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- D. Begin Solicitation of Newly Identified Donors in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- E. Assess the Results of Each Level of Major Gift
- F. Continued Campaign Newsletter to Build Momentum, Provide Recognition
- G. Conduct Planned Giving Seminars in New York, Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- H. Continued Planned Giving Direct Mail in Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- I. Overcome Staff and Volunteer Burnout
- J. Complete Major Gifts for the Campaign

Wrap-Up and Post Campaign

January, 2002 – December, 2002

- A. Celebrate Goal Achievements
- B. Continue Public Relations Campaign
- C. Recognize Generosity of Many Donors
- D. Thank and Honor Volunteers
- E. If Appropriate, Re-Solicit Donors Who Are Able to Give Again
- F. Communicate Actively with all Donors to Thank Them
- G. Continue Campaign Newsletter
- H. Conduct Planned Giving Seminars in New York, Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- I. Continued Planned Giving Direct Mail Program in New York, Palm Beach, Detroit, Long Island, Philadelphia, Chicago, New Jersey and Boston
- J. Complete all Campaign Gift Plans and Pledges
- K. Begin Strategic Planning for Post-Campaign Activities

APPENDIX

The following materials are included with the proposal:

1. Diagram of Tower Renovation Plan
2. Institutional Advancement Division Organization Chart
3. JTS Academic Bulletin
4. JTS Descriptive View Book
5. Recent Issue Of JTS Magazine
6. Article Reprint, *And You Thought We Were Just a Rabbinical School*
7. Campaign Brochure
8. 501(C)(3) Certification
9. Most Recent Audited Financial Statement
10. Middle States Accreditation Report
11. Update to Accreditation Report
12. Board of Directors List