

# The Charlotte JEWISH news

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## Community Campaign Crests \$1 Million Mark

**Super Sunday Set for March 15**

By Cary Bernstein

The Federation/UJA Community Campaign is off and running with a current total of over \$1 million dollars. The goal for the '98 campaign is \$1.7 million.

"It is an ambitious goal, but one that is dictated by compelling needs throughout the Jewish world," said Don Bernstein, who chairs this year's effort along with Jill Newman.

"While it does not come as a surprise, it is nevertheless accurate to say that the needs of Jewish people in Charlotte, in Israel and throughout the Jewish world are growing. Therefore we have to raise more money each year to meet these needs."

The current success of this year's effort can be attributed to a strong show of support by the

community's Major Givers who have increased their giving this year by 12%.

Jill Newman also states that the dedicated team of volunteers who solicit for the campaign deserve a lion's share of the credit. "We are very fortunate to have a strong group of solicitors who have been effective in telling the Federation story to our solicitors."

The Women's Division Campaign, chaired by Meg Goldstein and Stacy Gorelick has already raised \$295,000. The goal for the women's campaign for 1998 is \$350,000.

"We are extremely pleased with our progress thus far," said Ms. Gorelick. "This year has seen an unprecedented growth in our campaign. We are also pleased that a large number of women from our cabinet attended a 'face to face' solicitor training session which has helped them to be more effective as they solicit."

Ms. Goldstein attributes much of the credit to the hugely successful "Main Event" which attracted over 150 women and raised over \$210,000. "It was a terrific evening and gave the women's

campaign a tremendous amount of momentum."

The campaign will end with Super Sunday scheduled for March 15. This year's Super Sunday chairs are Debra and David Van Glish and Jennifer and Jonathan Lahn.

"We plan to capitalize on the success of last year's effort," said Mr. Van Glish. "Last year we were able to raise \$90,000, this year we are shooting for over \$100,000."

A group of enthusiastic and motivated solicitors volunteer during 2 hour shifts to assist with reaching out to the community on this special day.

If you are interested in volunteering, please call Cary Bernstein at 366.5007, ext. 209. \*

## ISRAEL AT FIFTY

## The Future of the Kibbutz

By Cynthia Wroclawski

(WZPS) Visit one of Israel's kibbutzim these days and you'll find some peculiar incongruities: members own private cars and cellular telephones, carry credit cards, work outside the kibbutz, pay for meals in the communal dining room (if one still exists) and even hire laborers to work on their farms and in their factories. For the past decade, kibbutzim have implemented changes their founding fathers would have shunned as bourgeois and taboo.

"The secret of the success of the kibbutz lay in its ability to adapt to change," maintains Nitai Keren, director of human resources and organizational consultant to the 85 member Kibbutz Artzi movement. "Tension has always existed between collectivist and individual needs on kibbutzim," he adds. "But today, a consensus of rules and regulations governing daily life no longer exists."

The move towards individualization, free choice and personal responsibility challenges the collective framework. Can the kibbutz retain its unique collectivist character while embracing individualism? Or will the traditional kibbutz evolve into a mere community, defined as such by the geographical proximity of its residents?

While no kibbutz has taken steps to divide communal property, all of them are reformulating the principles of their shared lifestyle and testing the boundaries in which the

communal paradox can exist.

### The Causes Of Change

Researchers point to both economic and social factors that set the wheels of change in motion in the late 1980's. The new reality stems from two different factors: causes outside the kibbutz, to which the kibbutz must adapt, and internal causes related to the changing needs of kibbutz members.

Throughout the 1970's, the Israeli government and banks encouraged industrialization of kibbutzim by granting loans based on the mutual guarantees of other kibbutzim in the federation and not based on the economic viability of each venture. This policy brought economic prosperity to the kibbutzim. Televisions, cars and other luxury goods became legitimate necessities as living standards rose. In 1985, the government drastically raised interest rates to curb rampant inflation. The measure exposed the weak economic base of many kibbutzim, leaving them with little hope of repaying an overall debt of close to \$6 billion.

Many kibbutzim lost faith in the system and their populations deflated as members left who felt the kibbutz could no longer fulfill their professional and ideological aspirations. A kibbutz that can't retain its second and third generation members will have difficulty being a viable community.

### Privatization

One revolutionary change affecting the day life of the kibbutz member is privatization, which involves transferring control of communal budgets related to consumption of services and goods, from kibbutz committees to the individual.

The traditional paradigm was based on the ideology that the "system" must supply all the members' needs. In practice, committees dictated who would receive what benefits when, such as study or travel abroad. Critics argue that the arrangement resulted in over consumption, dissatisfaction with decisions made by others, and loss of personal initiative due to over dependency on committees.

Advocates of privatization predicted that individuals will become

thrifty consumers when they see the direct monetary consequence of their consumption. According to the secretary of Kibbutz Kalya, a settlement overlooking the sweltering Dead Sea region, electricity bills plummeted after privatization of the electricity budget. "I used to have my air conditioner on 24 hours a day," testified one member, "until I started paying my own electricity bills."

The greatest controversy within the kibbutz movement surfaced when some kibbutzim carried the notion of privatization to the work sphere by granting differential "salaries" to their members. The first kibbutz to do so was Ein Zivan in 1993. Instead of allocating equal personal budgets to all members, the kibbutz established pay scales whereby an economic value was

attached to each job description. The controversial move led to the excommunication of Ein Zivan from the United Kibbutz Movement but it was later reinstated after Kibbutz Snir and Beit Oren implemented the same change.

Although the majority of kibbutzim still won't cross the line to differential salaries, many are starting to offer monetary incentives for extra hours worked. It was reported that members of a northern kibbutz who were exempt from certain work duties for medical reasons, suddenly "recovered" and volunteered for those exact jobs when their kibbutz voted to monetarily compensate members for extra hours.

### Entrepreneurial Ventures and Outside Work

Two trends have evolved that are intended to encourage economic growth on the kibbutz. One is a move toward business-oriented management and the other is placing the onus of earning a living on the shoulders of the individual.

In the classic kibbutz, work assignments were allocated according to the need for laborers in particular branches and not according to the natural talents or professional aspirations of the members. Work in and of itself was a value.

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