

ORAL HISTORY OF: Carol Rosenberg
INTERVIEWED BY: Sharon Alterman
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professional life

SHARON ALTERMAN: Today is Wednesday, December 7th. My name is Sharon Alterman, and I'm very privileged to be here this morning with Carol Rosenberg at the Fleischman Residence. And Carol, we are interviewing you as part of the Leonard N. Simons Jewish Community Archives history project. And as I say we're so glad to be here and so proud of you. You are one of our consummate professionals.

We're going to talk this morning about your personal life, your background and what brought you to be a professional within the Jewish Community, and specifically to deal with the elderly and the geriatric realm. So let's start off by talking about where you were born.

CAROL ROSENBERG: Well, thank you, Sharon. It's an honor to be part of this archival video.

I was born in Detroit, Michigan. I was born in Women's Hospital. I was the second child born to my parents. There was my older brother and then myself. I was a redhead when I came out of my mother's womb, and I was a very big

baby. And they were thrilled with me because they really wanted a little girl. So that makes you have a little self-esteem.

All I can say is from the moment I was a little girl I loved people. People really were my passion. And songs and singing. My mother was in the Jewish theater. So I guess I just came by it very naturally.

When I was almost nine years old, my father passed away. My baby brother was just two months old. This was just before my older brother Mark's bar mitzvah. It was a very, very serious watershed moment for our family. And actually, as old as I am now, I still reflect upon my father's passing. It's a very big thing that happens to a child, and it really makes you. It makes you who you are, and that you make life a lemonade and not lemons. And that's how I really look at life, very positively and very blessed.

My grandmother came to live with us, and she was a kosher caterer in Detroit, and she catered in her home and for people who were Orthodox and kept kosher in their homes because there were no restaurants or places where you could really have a home-cooked meal. I also remember cantors and rabbis coming to her home eating potato latkas, having her kugel, having her gefilte fish, and food was a very big thing in our lives. I also pride myself in the food for older adults and how they eat, the nutrition they eat with a kosher

style.

So I became the mother in the family, taking care of my little brother.

So that her cooking and the Jewish songs and speaking Yiddish to me. She actually never spoke English to me, and I understood everything. If you have a great relationship with your grandparent, I think that you want to take care of older adults. Plus the fact that I was never able to take care of my father, so I loved older adults always.

I had wonderful aunts, I had wonderful uncles, a very large family. My mother had seven and my father had nine brothers and sisters, with their mates, and many, many cousins. So mishpacha was a very big deal to me. Celebrations, simchas.

Our family came from Russia. My mother's family went to Canada. My father came alone first to New York. And he often told the story of a man asking him about why was he standing at the harbor, and he said oh, I'm waiting for my uncle. He'd put his goosedown quilt down on the ground and his candlesticks and went to look for his uncle, because the man said he would take care of it, watch it. When he came back the man was gone and everything else was gone. My father told this story until the very end of his life.

I am so proud of my ethnic background and the fact

that I pride myself in it that I'm a first generation Russian in America, and Jewish community takes care of their culture. Culture is so intriguing to me.

SHARON: You've told us a lot about your family history. Tell us about the neighborhood you grew up in.

CAROL: That's a very important part of my life, because I think it was my foundation and made me who I was. On Dexter and Tuxedo in Detroit and on Ardmore and Curtis in Detroit, Michigan. My neighbors were my family. As I said, I lived in a duplex. My mother went to work when we were young, and my grandmother, my aunt and my uncle lived above us. Everybody lived in a two-flat. We call it a duplex now, but it was a two-flat. Next door were the Labarskis, who changed their name to the Laurins. There were triplets that were born in the house, Roslyn, Carolyn and Marilyn, and they were my age. I was fascinated by three babies being born.

My father was a builder and he also worked for the Detroit Times, and he was a circulation manager for the Detroit Times. He built a home on Ardmore and Curtis, he built four or five homes on that block. The families were very close to me. After school I always went to their home until my mother came home. Everybody reached out to my brother Mark and myself and my brother Leon, very supportive of us.

I went to Winship Elementary School, I must tell you

I was the chairman of the 50-year reunion, and I invited the teachers that were alive now from Winship Elementary School, and in walks our science teacher, William Debbish, who we adored. Winship School and my teachers again were my family. And they knew who I was, just loved people, very close to the teachers. And my neighborhood was extremely important. I could tell you right now every name of every person who lived on that block, and still see them, and still see the children. We're very close.

SHARON: Where did you go to high school?

CAROL: I went to Mumford High School. I took a bus. I had to walk about six blocks up to Outer Drive, and then catch two buses. A transfer, remember the transfers that you had to take another bus?

But I think that most importantly Mumford High School, again, were my family. The people who went to school there, my classmates, were kids that I went to camp with.

Camp was a very important part of my life. When I was nine, I had to entertain my younger brother, so I went around the neighborhood and picked up children, maybe 25 children. My brother was in a little red wagon. We went in the back yard. And all day long from nine until three I took care of these children, with lesson plans. Now, my husband laughs and tells this story all the time, because if you want to know Carol, you want to know what she was about, taking

care of children and being a teacher. My mother said be a teacher before you're anything else. You can be anything you want, but be a teacher first. It was, you know, your safety net.

When I was about 13 Mr. Hermanoff came to our home from the Fresh Air Society because he had heard about my camp, and he asked if I would come to Camp Tamarack and be a CIT. So when I was 13 I went to Tamarack. Those kids were my life. Every summer I just loved to go there. And then Stan and Elsie Michaels, who ran Camp Nahelu, asked me to be the girls camp director. So I was for a couple summers. And then Uncle Lou from Camp Tamakawa heard about me, and I went there. I was the girls camp director. So most of my summers growing up from 13 to about 25 years old, until I had my first child, I went to summer camps.

I see people who have come into our world of Jewish Senior Life one or two or three were my campers. So that's how long I have been around. I have been with Jewish Senior Life for almost 33 years. That's a long time. And very proud of that.

SHARON: So Carol, your camp experience sounds like it really shaped you. And I know that during the year you were doing other things. What were some of those activities?

CAROL: I was a Brownie. And again, this watershed moment of my father passing away, my grandmother lived at the

old folks home on Petoskey, and when people talked about Petoskey, I thought it was up north, and it was on Petoskey Street in Detroit, Michigan. When I was a Brownie we would make wonderful arts and crafts with the older adults who lived at -- and we called them old folks then. As a matter of fact, when it opened, they were called inmates. That's how archaic taking care of old people was.

So I would go to Petoskey. I would spend Sunday afternoon, and I met my grandmother, my father's mother. At that time we called it hardening of the arteries. It was pre-Alzheimer's or dementia, but they called it hardening of the arteries. She spoke 13 languages. She was brilliant. But all of her languages melted into one. And I held her hand and I visited her, and I made friends with some of the other people. Mr. Sonnenblick and Eve Sonnenblick were the directors at the time. And they knew me because I wanted to be part of the people.

And so from that moment on -- I always knew about the older adults, But the passion for me are young people and old people. And that's why I always do so many inter-generational programs because you've got to know where you come from to know where you're going. And that's the philosophy I do with Dor l'Dor. I started that program with Helen Naimark, the Executive Director of Jewish Apartments and Services. And many, many inter-generational programs. Even

we've added the Frankel Academy to Eight over Eighty to bring in the younger people to see the older people, to bond with them. We have Eight over Eighty, eight kids from the Frankel Academy. So inter-generational program was always a part of my life.

In growing up we didn't have a lot of money. My brothers went to medical school on the work that my mother did and was able to sustain us. I went up to the University of Michigan, and it was very expensive. So we didn't have a lot of money. We didn't buy a lot of magazines. We would go to the library for magazines. But I had a lot of friends and a lot of clubs.

And I always remember I loved to do projects, pottery at home, and jewelry making, and I knitted. My mother taught me how to knit and crochet. Those are things that young girls did. We used to make little dolls in match boxes. My mother would help me make the clothes. So we always had a sewing machine because my mother made my clothes. Because I was always so tall, she said, I'll make you a skirt that will fit you, and she did.

She was a wonderful mother, and she came to live here, at Fleischman. She lived here for eight years, because I wanted her near me, and instead of staying in my house and living there, and not seeing me all day because I work all day, she came to live at Fleischman.

SHARON: Carol, let's go back to the Petoskey residence because there aren't too many people that remember that facility. So tell us about what it looked like physically.

CAROL: First of all, the most important thing is that Albert Kahn designed it. And what a genius he was. Anyone who lived in Detroit knows the General Motors Building and all the magnificent buildings along Woodward Avenue. But Petoskey was so visionary for Albert Kahn. Whether he did it or not, I don't know, I didn't know the gentleman, but he made ramps for the old people to walk up. It was truly an elegant hotel. People would dine in the dining room on white linens, and there was elegant service. Silver was used and china was used for breakfast, lunch and dinner. Guests would come. It was really a gem in our community.

It was also seen as, oh, they put the old folks there. But it truly wasn't because the average age of Petoskey was 51 to 55. Today the average age is 86, 87. People were coming from Eastern Europe and European countries and they came to this country. Some had nobody at all. They left their families behind, and as they aged -- they came at 20, 30 -- so they a place to go. So it was really a wonderful thing. But it was seen in the community as the Old Folks Home. That's where you put people who can't take care of themselves or are indigent.

It's a different world now. It's a blessing to come to Jewish Senior Life. We're so lucky in our community to have what it offers. You know, we service over the two campuses, the Eugene and Marcia Applebaum campus in West Bloomfield and the Taubman campus on Ten Mile and Greenfield. We service about 900 on the Applebaum campus, close to 750 on the Taubman campus, including aging services, over 1800 adults. So how we've grown and what we do. We're the second oldest community next to Florida's retirement community. Detroit's population of old people is just astounding. Not even to mention the baby boomers who are coming along.

So the whole notion of taking care of older adults is bringing aging services to them to age in their home, plus living in our facilities because our facilities really give care to many levels of older adults for their dementia, for the physical frailty, for their medication administration, through all of the J care and PCA -- personal care attendants -- who really we have a multitude of impairments here. Everybody looks like they're great, but they're all here for a reason.

Out in the community the elderly may just need a little support, and we're here to help them with that. With our sister agencies, JVS, Jewish Family Service, Jewish Community Center, they are the four agencies plus Jewish Senior Life, that take care of older adults.

SHARON: Let's go back just a little bit because we have to find out how you got to work in this environment. Tell us about your university life. You said you went to the University of Michigan. And then I'd like to know what your first job was.

CAROL: I got a degree in secondary education, and I taught at McDowell. John Jacobs' mother was my critic teacher. And today, she even came to the 100th anniversary of Jewish Home and Aging Services. It was just incredible. So at McDowell, which was on Outer Drive. And I student taught at Mumford High School. I student taught for a gentleman by the name of Jonathan Swift, who is still living and was at our reunion. Jonathan got ill, and I stayed on, and I really taught there for about a year. And then I went on to Berkley High School and Anderson Junior High School.

SHARON: What was your subject matter?

CAROL: I was in theater and English. And when speech and theater became not employable for any of the public schools because of the cutbacks, and because I was starting my family, I went home. But I always did something. For Hillel I did shows. For their ninth grade class we did three or four shows. I always did something with students.

Then I lived in North Muskegon, and I taught at North Muskegon High School, and did a fabulous show, Fiddler on the Roof, where there were maybe five families in the area

that were Jewish, and most of the young people had never even seen a yarmulke or any of our cultural beautiful spiritual artifacts.

I received a grant from the Michigan Council for the Arts for putting on this show in North Muskegon. And where did I go with this wonderful grant? To the prisons, to work with lifers. I went to the Muskegon Correctional Facility. We put on Caine Mutiny. Went in the storybook truck around to all the prisons. Ionia. It was a happening. It was a very wonderful experience for me. Never thought I would do anything like that and actually enjoyed it very, very much.

SHARON: Was that before you had children?

CAROL: No, I had children at that time. So I taught for a few years, went home and had my children. I had Amy, Matthew and Paul, and I have Douglas, who's my stepson. We lost Charlie, David lost his son, 25 years old. He was diabetic. Very sad. But again, it's what makes you stronger. And our family became even closer after that.

I'm very proud of my kids. My daughter's a judge, administrative judge. My son is a therapist for boys, very troubled youth. And my son Paul is M&M's manager and lawyer. And Douglas is the graphic artist who put the green ribbon in Barbie when she turned 40. We were so proud. A Harley boy, who drives a motorcycle, and he's putting ribbons on dolls. We're very proud of Douglas.

So that's how my career flourished. I went to California, started the first Sunday school, and taught there. Came back to Detroit, and David Hermelin and Irv Shapiro, who was then Executive Director, knew that I had come back to Detroit. I wasn't teaching. My children were little but growing. Paul was only nine. But I wanted to go back to work. And they said, why don't you come to Borman Hall and be a program director in a nursing home? And I walked into the nursing home, and I'd never really been in one for a long, long time. Chuck Wolf was the Executive Director at the time; he was in the hospital. He had had a massive heart attack. Sylvia Serwin, the Associate Director, and Cynthia Schwartz hired me. I came in at \$9,000 a year.

SHARON: What did you do?

CAROL: I was the program director for Borman and had oversight of the calendar at Prentis Manor. And I did it like a school. I started a calendar from nine to five, and had hourly classes and brought in volunteers, and humbly I want to say that I built a life for Borman Hall and the older adults that were there that they didn't have before. I brought the Fisher Theater shows to them in their synagogue, where there was a stage. I feel I brought a lot of life and quality of life. And I do have the program expertise for older adults. I think that's my strength, how to enrich and enhance their lives. A very wonderful experience, a holistic

experience, taking care of the whole person. And that's what we've learned. We've come light years from the days of Petoskey, where people sat in hobby shops and would knit and work on wood. People are using computers today. We have professors from Wayne State University that live here. Law professors, dentists, doctors. You have to appropriately program for the mental stimulation that meets their intelligence. And it's a challenge.

We bowl. We have memory club games, where we stimulate the mind, and that stimulation, that sensory stimulation for people who are very well, but you have to continually challenge your body and mind to keep that inner self going.

SHARON: You spoke a bit about some of your mentors and the people who really had an impact upon you. Would you like to go back and talk about any one specifically?

CAROL: I think Chuck Holz was one of my biggest mentors because he was a teacher and I am a teacher, and he taught us about gerontology. He was a high school counselor who came to work at the home. He wasn't the executive director, like I wasn't the executive director when we started. We learned every department from the ground floor up. And Chuck taught me that. And when he retired, I became more of an Associate Director. Then I came out and built with Cindy and Chuck, did the Fleischman residence, out here on the

Applebaum campus. I think Chuck was a very big influence.

SHARON: You spoke about building Fleischman, and I know that that was a great accomplishment for this community. Tell us a little bit more about the thinking behind this facility.

CAROL: Borman Hall was the home for aged, but as people age in place, it became a nursing home. And what were we going to do with the people who were applying who were "well" elderly, well with quotations around them. They needed some type of oversight, but they were certainly more well than the people who were at Borman Hall at the time. It was really a card-carrying skilled nursing home. And the state developed that. They took basic care and translated it into assistance with living, assisted living.

So the vision always was to come out to this campus at Applebaum where I am now, and to build a home for aged, so we would have a nursing home, and we would have a home for aged. So it would be continued care. While the apartments, Jewish Apartments, had their congregate living on this campus. It was the first time two agencies came together and shared a common wall. And that was also very visionary. But we didn't know how to develop it until today as a continuum of care. It was always the Apartments, it was always the Home. But now it's one. The Apartments and the Home have come together.

Fleischman is one of the many residences now of

Jewish Senior Life. It's a home for aged, a licensed home for aged that states supervised where people are taken care of body, mind and spirit, where the people who live on this campus, Meer Hechtman I, Meer Hechtman II and Meer, are -- actually Meer has the oldest population. But they're more, if you would, spry. They're more agile. Some people still drive at Meer and Hechtman as well. There's no one that drives at Fleischman Residence. Just to show you that continuum here.

SHARON: So Jewish Senior Life has really taken this to another step.

CAROL: Right. And on the campus at Ten Mile and Greenfield, where we have the Teitel Apartments, Prentis I and Prentis II, and the Coville apartments.

And I want to state, too, I want to share that all of these Coville Apartments: Fleischman, Hechtman, Meer, these are supported by wonderful philanthropists who have given many, many dollars because they believe in old people. You know, old people are not sexy. It's old, frail, wrinkled. And for people to want to put their dollars to support older adults and build residences and fund aging services, this to me is the Detroit Jewish community.

I do want to say something about the Fleischman Residence. It truly is a diamond. It was designed by an environmental psychologist by the name of Lorraine Hyatt, who taught us that old people see yellow and green as blue. So

use yellow and green in your environment. Green plants, yes, because they see the texture. But use reds and oranges and deep golds. And when you see Fleischman, you see how it's built with that soft touch. There are no steps to climb. It's a smooth transition into a dining room, the Must dining room, again named for the Must family. It was a huge campaign to build this fabulous structure, with the Blumberg Plaza. That's a senior community center in itself.

The activity that goes on. Our older adults are up very, very early in the morning, and they start their day at 7:30 at breakfast, and they're looking for something to do. And there's never a dull moment here. And we continue that with the Hechtman I and II people coming to the Plaza or having their independence.

The greatest part about living as an older adult in Jewish Senior Life is that you have many choices, and if you don't want to, you don't have to. And you learn that what you are is what you were, and as you age only more so. So if you were an avid reader, you really want books around you. You don't want a lot of people. If you were a Maj player, you play Maj, and are looking always for a fourth. Or gin rummy or bridge. Our people are very high end now, and it's a challenge to stimulate them.

The new Berman Theater that has opened on this campus is just intriguing to our people. They love to go to

it, and they feel like they are going down to the Fisher Theater in Detroit.

SHARON: There's so many volunteer opportunities here, and I think volunteers -- you spoke about the philanthropists. But talk about the volunteers and what they mean to this agency.

CAROL: Salt of the earth. I have a calendar that I show, a two-week calendar, from nine to five, what it would look like without volunteer involvement, and what it is looking like with volunteer involvement. The calendar without volunteers is empty. It would be a lonely, very community-isolated place. Volunteers, we bring in seven, eight, ten a week who want specific one-time jobs or want ongoing jobs. We have nosh nooks that we run. And you know the Danto Family Health Care on this campus has one of our gift shops in it, one of your nosh nooks in it. We always have a best policy that two people manage one of these places. So even let's go back to Fleischman, in their nosh nook two times six is twelve a week, plus the gift shop twelve. That's twenty-four volunteers just running the fund-raising arm of the volunteer piece. The volunteers belong to the Auxiliary, which is the support service to Jewish Senior Life, for whom these auxiliaries, men and women, raise dollars to enrich the quality of life for our older adults. Plus the benefactors. There's a whole group of men who do fund-raising, awareness-making and

socialization, and learn about old people, and want to learn about them.

So the volunteer opportunities are endless here. It is growing. I'll tell you, the biggest population are the retired teachers that are looking for something to do. We have a head master from Hillel who's volunteering in the gift shop two days a week, and doing a fabulous job for us. And people say they give more back than they're giving, the volunteers. We give a volunteer recognition party yearly, where over 500 people come, and every one of our departments single out a volunteer of the year, and everyone is just so thrilled about it. Staff is involved in selecting these people. So volunteerism is truly a huge component of wellness.

In synagogues and temples the volunteer -- I'll use just for an example Temple Israel and their caring community. The Temple Treasures, the IRP. Then B'Nai Moishe, who comes in with their minyans and helps us with our minyans when we might be one or two men short because someone's ill. They're called minyan-aires, and we have volunteers who are very sensitive. We have people who come in and say Yahrzeit for their own families in our synagogue, because our chapel or our synagogue is the only free synagogue in the United States, aside from other nursing homes that have synagogues. We believe that the only portable support that stays with you

until you go to the big Jewish home in the sky is your religion. So every one of our facilities has a chapel, a synagogue, a Torah, the rabbi who is available, our chaplain from the Jewish community is always available to talk to our residents. And it's a comfort, so that they belong. Many belong to synagogues and can't make it over there. They're distance-limited. So we bring religion to them.

SHARON: Carol, this is just one of the most beautiful facilities, and the art in the building I think is notable. So tell us about that and the program the volunteers established to bring art into the building.

CAROL: It's interesting to look at the art because most of it is community-designed and community-produced. When it first opened, the lithographs were more holiday-ish. There were twelve beautiful lithographs chosen for the gift shop. They still are hanging there. The building is almost 30 years old. They were well hung and very well preserved so that they would last. And it's all about every season, Lag B'Omer, Rosh Hashanah, Yom Kippur, beautiful wedding lithographs. All about the spirituality in Judaica.

There's gorgeous tiles in the main lobby, the Jerusalem stone, and the tiles that are beautifully painted about Noah's Ark. And this wonderful campaign that we did when we renovated Fleischman because we had to update all of the handicap area equipped materials and do a design for

dignity. We had a capital campaign and we designed an Israeli street. All of the donors and their ability to give a gift were depicted by Deborah Hecht, and it is most gorgeous piece of sculpture, art, mosaic -- you could say so many things about it.

Gail Kaplan also has brought her magnificent mosaics to us. We have a gorgeous piece up at the front desk that says "In front of an elderly person one must stand." With all of the artifacts: the Kiddish cup, the challah, the candlesticks in mosaic there.

And many people will come and call us and say I have Judaic art. I'd like to give it to you. And of course some is great and some is not so great. So we had not a fundraiser if you will, but a fun-raiser. Notice the "d" is gone. And we had the community send in art that they thought we would use. Hannah Moss, a volunteer lay leader, was the chairman, and we just picked gorgeous art for the walls of the hallways. We had never had art in the hallways. And if you go into the Fleischman residence where the residents live, on every two feet there's another magnificent drawing.

Susie Citran gave us a painting that's on the second floor that's so magnificent. It's a real full-figured older lady that she painted, and we just pride ourselves in that picture. Love that picture. So the art is very, very unique.

Plus the art that's here at the Tree of Life for

donor opportunities to take a leaf and put your loved one's name that may have departed or in honor of someone. Behind our glass wall, which is our family giving program, we have Honor Thy Mother and Father, the commandment with the Torah behind this gorgeous piece of art. So everything relates to our Jewishness, our Judaica, and enriches it, enriches the environment. Our folks are very comfortable and talk about it.

In our dining room we have pictures of old Detroit, because most of our people went to Northern High School, Central High School. And you know, as you age, your long-term memory lasts longer than your short-term. Some of our folks couldn't tell you what they had for lunch today. But ask them who stood up at their wedding some 60 years ago, and they would name everyone. So it's a real interesting phenomena, our minds.

SHARON: What about the program that provides a wish, answers a wish for an individual?

CAROL: The Dream Weavers?

SHARON: Yes.

CAROL: The Dream Weavers is a relatively new program. It was based on an Atlanta Jewish home wish. We saw this program and thought it would be great for us. A dream maker is a dream seeker who meets old people in all of our facilities and sits in the lobby and talks with them and finds

interesting people. Like one of our ladies said -- we just granted a wish -- I wish I could see who's still living in Detroit of my girlfriends from my club. And they had a luncheon for four of the seven people she was searching for and they had it at the Townsend Hotel. A dream maker is someone who provides the funds to make this luncheon happen. And the dream seeker comes and brings this woman and her four friends. A small wish, but a wish that this woman, who was just wearing plain ordinary clothes now dresses in her finest, with her hose and her heels every day, because her self-esteem was so enriched by the experience of going out to lunch with her high school girlfriends. That's just one wish that we've given.

SHARON: Are you still involved with the programmatic part as much as you were?

CAROL: For the creative thinking of programs and the implementing them I am, but there are staff that really carry it out, lay leaders that do. But I oversee it. I am still the jack of all trades and probably try to be the master of all of it. But Jewish Senior Life board of directors sees me now as a senior member of Jewish Senior Life, moving over to the Foundation, Jewish Senior Life Foundation, raising dollars for many, many needs for the Jewish Senior Life activities.

The biggest one is Acts of Loving Kindness. We

don't say good-bye to people who live here as they age in place, but they don't have the dollars, some of them, to last them. Our average length of stay is four-and-a-half years. And especially at Fleischman, it's an expense to live here. We do have of course z'dekah That's the Acts of Loving Kindness. And we also, as you spend down, we provide Acts of Loving Kindness. So dollars are very important for this program to sustain the people, because otherwise where would they go? Where would they be? Where would they live? So my very big push is raising dollars of Acts of Loving Kindness for subsidies for people.

When you look at the Ten Mile and Greenfield campus and you look at the Teitel Building where many new Americans live, there's no Social Security coming in. Our community is sustaining these people with beautiful apartments and activities. They're poor people. And certainly the government assists us because who knows what we would do without everybody's involvement. You know, when Hillary Clinton says "it takes a village," it's no joke. It takes everyone to sustain one organization.

SHARON: What are your fund-raising goals for this year?

CAROL: To raise as much money as we can. That's probably it. Eight over Eighty, we do have a projection we'd like to exceed \$150,000. Last year we brought in \$100,000.

The year before between \$45,000 and \$60,000. People love the program and want to support it. And all of those dollars go to subsidies, food assistance subsidies that help our older adults, designated for those purposes.

SHARON: I know you're involved in many national initiatives, too. And we have to say you are a Berman Award winner.

CAROL: Which is the pride and joy of any professional, when you get a Berman Award. It truly is. You are a Berman Award winner, too, and it's a club in its own self.

There are Jewish homes, Jewish services for older adults in most of our cities in the United States, and in Montreal and Toronto, Canada, North America. And there is a group of Jewish communal workers, executives -- they're called AJHASAs, Associations for Jewish Homes and Services to the Aging. They are a very elite group who come together once a year in a conference. They have a board of directors. I sit and have sat on that board. It is seen as a prestigious thing to do because each city brings their expertise to the table and talks about best practices and successful programs and what are you doing in PACE and what are you doing in NORC?

When I worked with Margo Parr -- you talked about another mentor -- Margo Parr was a woman who came in when Borman Hall closed, and we moved our facility to the Danto

Health Care facility, and a private proprietor took over the tushies and the teeth as I like to say. But Jewish Senior Life still oversaw volunteerism programming, running the noshes, the gift shops.

But when Margo Parr came to help us when Borman Hall closed its doors and Fleischman became our satellite facility, when we were Jewish Home and Aging Services, Margo developed with me and Linda Blumberg from the Federation Aging Services, the guardianship program, the chaplaincy program, the Holocaust programs for survivors and families, the Brown Adult Day Care program, transportation services. And Margo taught me a lot -- she was not a Jewish woman -- about everything she wanted to know about being Jewish, but didn't know where to ask. And we wrote a book called The Art of Jewish Caregiving with a resource guide. There was a donor, Harver Frankel, who gave dollars so that it could be produced as a publication with a five-part video series.

And this Art of Jewish Caregiving is something that I brought on, brought it to the national. What to do about being Kosher, what to do about an Orthodox person coming into a hospital. How does a non-Jewish care professional take care of a Jewish resident or patient. Everything you wanted to know. And it's an outstanding series. We're very, very proud of it. And that's what I took national. Probably one of my monikers if you will, my legacy to the national, The Art of

Jewish Care Giving.

SHARON: Well, that brings us to the point of training of your staff that's here. How do you do that? The people that are the line staff, the people that are the direct care workers. That's important.

CAROL: So with The Art of Jewish Caregiving, all of our staff is trained in the art of Jewish caregiving. The front line staff are the people that we could never live without. These are the people who give the direct care and well-being in all of our facilities. We have social workers. We have many social workers who would play a role of director of admission. Many of our administrators are social workers, people who are trained with people skills. Our professionals have their own network of professionals.

I have a program, and I was recognized at the Faith Based Organization Leading Age as the mentor of the year. It was a wonderful recognition of me because I do set a standard for training and care, and what we accept. We don't call our residents Florence, we don't call them Isaac. We call them Mr. Schwartz, Mrs. Applebaum. It's a matter of dignity and respect.

Our staff was just surveyed by the State of Michigan, and that's what this surveyor said mostly. They had never seen such kindness and caring. You'd think that every one of our older adults was a grandparent of our frontline as

well as our department heads, our program managers, and our executive team.

Now we have a new CEO. I was the executive director. I've moved over and we've hired, now that we've merged the two agencies, Rochelle Upfall. It all stems from the top. Her standard is my standard; my standard is her standard. And our administrators take on that standard, and that's what is played all the way through.

We would never want to hear from a resident "I didn't have my dinner tonight. I was sleeping." Again, we're covering a multitude of impairments. If someone doesn't even know what time it is, we have people along the way who cue them, who let them know, today we have a wonderful show at three o'clock. Maybe you'd like to join us. Our program directors in every one of our buildings, who bring in that enrichment and vitality into the building.

So most of them, I would say almost all of them are college educated and professionally trained, and are in the right job that they went to school for. Therapeutic activity professionals, social workers.

SHARON: Carol, how large is your staff for the entire agency?

CAROL: Well, now that we've merged, it's very, very large. We used to be a small agency, the apartments and the home, they were small agencies. Now we're medium to almost

large. We have over 230 employees that are under our umbrella. Our food service is contracted, but the people, the wait staff and the vendor, Morrison's, is so much a part of our life. The director of the food service program works with the department heads in all of our residences, and we're very, very close. We have holiday parties. Our morale is high. People enjoy working here because it's a wonderful environment, on the Taubman campus as well as the Applebaum campus.

SHARON: Carol, when you merged with the other agencies, were there any significant changes?

CAROL: The Federation put together a visioning committee, who felt that the agencies who took care of older adults, that these two agencies that came together, Apartments and Home, would be called Jewish Senior Life, and they would be the lead agency for the community, because when you had an older adult that needed to have placement or care or services, people in the community one didn't know where to go. They would come to one campus; they were sent to the other campus. They would go to one building, they were sent to another building. Now it's one number. It's 248-661-1836. It's one director of admissions. It's one telephone line, and we sit in a resource center at Jewish Family Service, and anything that comes in for Jewish Family Service, or JVS or JCC, is streamlined to each one of these agencies. Eventually we'll

be linked on all of our websites, so that everyone can see.

Our community will be educated as to what we do for older adults, because you don't need our service until you really need our service. Nobody comes just to hang out like they do at the Jewish Community Center. You come because you have a need. And this one number and all of the agencies working together to provide that understanding for the community is essential for the many older adults that require our services.

SHARON: So it is a revolutionary kind of concept.

CAROL: Yes, for our community. Our older adults have many levels of needs on the continuum of care. Some people may be looking very, very well, but need the memory club at JVS. Or some people may need housekeeping from JFS. Those are the aging services that go out into the community. But they're all coming together as one with the one number, and it is going to be identified as this agency is doing this, and this agency is doing this, but we're all doing it for the community for the older adult we're serving.

SHARON: You have to be very proud of this community because we do have an ethic of working together.

CAROL: And this national organization with all the executives call us. How is it working? How are you doing with this concept? What are you doing? And we in turn have gone to look at their programs, to enrich us, to make a bigger

complement of services.

SHARON: Is there anything out here in this country that you would like to do, that you would like to bring to this community, that we have not been able to do?

CAROL: Because perhaps we're not really ready for it, or the dollars don't permit? I think that if we could, to have a real recognition of wellness centers or Senior Life building where you come and walk in and learn all about senior life in our community. Right now it's the telephone. Right now it's all of the residents that you can come and see. But if we had this one wellness center for all kinds of referrals, doctor referrals, all of the hospitals that you could go to, one place where people could go to, that to me would be so wonderful.

SHARON: Well, thank you, Carol. You've really given us an oversight of your many years of involvement. I have a sense of what your philosophy is, but is there anything you would like to say just about your personal journey that perhaps I haven't asked you?

CAROL: Yes. I just want to say that to be a good person, if you don't know, say you don't know. If you know, then say it loud and clear. I think in this archival video, Sharon, I would like to be remembered as being visionary, I would like to be remembered as seeing the two agencies coming together. I was very strongly involved and recommended it to

our board members in the apartments, who were willing and able to see that vision, and come with us, and us with them. It was a long, very difficult, hard journey because everything had to be blended. But I would like to be seen as the person who led that charge, and very proud of it.

SHARON: Thank you, Carol. We're proud of you.