

**Oral History of:** Marcie Orley  
**Interviewed by:** Susie Pappas  
**Date of Interview:** April 30, 2018  
**Location of Interview:** Max M. Fisher Federation Building  
**Subject Matter:** Women's Philanthropy Dept. of the Jewish Federation of Metropolitan Detroit

Susie Pappas: 00:01 My name is Susie Pappas and today is April 30th 2018. I am interviewing Marcie Orley at the Max M. Fisher Federation building in Bloomfield Hills, Michigan. This interview is being recorded as part of the Women in Leadership Oral History Project. Do you give permission to the Leonard N. Simons Jewish Community Archives to publish, duplicate, or otherwise use this recording for educational purposes or for use as deemed appropriate by the Archives?

Marcie Orley: 00:34 Yes, I do.

Susie Pappas: 00:35 The Women's Philanthropy Department of the Jewish Federation has had several names throughout its history, including Women's Division, Women's Department, Women's Campaign and Education Department, but for the purpose of this interview, I will refer to it as Women's Philanthropy, but you can feel comfortable to refer to it in whatever way that it comes into the conversation. Marcie, when and where were you born?

Marcie Orley: 01:02 Detroit, Michigan. July 20th 1959.

Susie Pappas: 01:09 Where did you go to school?

Marcie Orley: 01:13 I started school in Detroit public schools at Dow Elementary until third grade, then we moved to Southfield and I went to Stevenson Elementary until sixth grade. Then I went to Roeper for seventh, eighth and ninth grade. After ninth grade, I went to Growth. We moved always. We moved three times and always in between Lahser and Telegraph. Now, I live very far west because I live between Telegraph and Franklin.

Susie Pappas: 01:43 Where did you go to college?

Marcie Orley: 01:47 I went to NYU undergrad and I went to Cardozo for law school.

Susie Pappas: 01:54 How was religion observed in your house when you were a child?

Marcie Orley: 01:59 We kept a kosher home and we were, I would say, fairly regular synagogue goers. My dad loved Shaarey Zedek. We had Shabbat dinners. I would not say that we ... We were not Shabbat observant, but we had Shabbat dinners. I remember going to my grandparents' apartment on Meyers for Shabbat. Definitely one of my earliest memories is being at Shaarey Zedek on Chicago Blvd for Sukkot and going to the sukkah. I have just a flash of memory of that.

I just told you that I changed schools a lot and went through three different school systems as well as private school. So, Shaarey Zedek Hebrew school was really my consistent group of friends. It was the thread of consistency for me. I remember all of our observances as being a very happy thing and a joyous thing at my house.

Susie Pappas: 03:12 Do you want to tell us a little bit about your mom and dad, and a little bit about how they viewed religion and how that filtered down to you and your family?

Marcie Orley: 03:27 Judaism was very important to both my parents. My mom was Hungarian, so she grew up with [inaudible 00:03:32]. My father was at Shaarey Zedek and also his father did sometimes go to the polish a shul, which I remember those little tables, but my dad grew up in a kosher home, my mom did not. So-

Susie Pappas: 03:48 Do you want to tell us, tell us who your father was so we can just get that out there.

Marcie Orley: 03:52 Okay, we can get that right out there. So my dad, David Hermelin, he was a major leader in this community. He was International Chairman of Israel Bonds, he was International Chairman of World ORT. He had every leadership role. He was not president of Federation, but he was chairman of the campaign and he also was very politically active, became Bill Clinton's ambassador to Norway, and unfortunately died very young, at 63 years old in '97. Not '97, he was appointed ambassador '97, he died in 2000, at 63.

Susie Pappas: 04:42 You would say obviously that philanthropy was important to your family while you were growing up.

Marcie Orley: 04:48 Philanthropy was very important to my family. I was very aware of all of the things that my dad was doing, although it really was later. I was the oldest.

Susie Pappas: 05:02 You were the oldest of?

Marcie Orley: 05:03 I was the oldest of five children and my younger siblings are ten years, my younger sibling is 10 years younger than me. So, my Parents real involvement where they were traveling for organizations and really going to meetings ... When I was young my dad was focused on his business. I didn't have that same childhood experience of having parents who were as involved in the community. I was already gone, in New York at college. My dad was Chairman of Bonds, and he would come in every week for bond things taking me to dinner, but I didn't see it as much as a little kid.

Susie Pappas: 05:45 Interesting.

Marcie Orley: 05:47 But, Jewish practice, Jewish observance, that was all very much a part of ...

Susie Pappas: 05:55 Did you as a high school student or a college student or were you involved in any charitable activities then or religious, anything?

Marcie Orley: 06:06 No, I wasn't really much of a joiner. I would have to say I was pretty independent. I went to NYU, I did not get involved while at NYU. I was really involved at Hebrew ... I was involved at Hebrew School. I was in Kadima youth group in middle school, not so much in high school, and then again, not really in college. I would say that I got reintroduced to being part, having much more part, being part of the Jewish community in New York when I went to Cardozo, because it was part of the Yeshiva University.

My friends at the time were more observant. We started having Shabbat dinners in New York when I was in law school, and then moving back here, which is a whole different part of the story. But I didn't really participate as a college student in any Jewish organizations.

Susie Pappas: 07:15 Had you been to Israel by that time?

Marcie Orley: 07:18 Only once. We went in 1976, when there was no snow in Aspen, because we were skiers, and we went to Colorado every winter, and in 1976, there was absolutely no snow. So, at the very last

minute, a group of families went to Israel. That was my first time that I'd gone. I didn't go on any teen trips or anything like that when I was a kid and I didn't go to day school.

Susie Pappas: 07:51 Did it impact you though, when you went to Israel for the first time?

Marcie Orley: 07:57 I was 16 and I'm going to be honest and say, it was wonderful to be with my family and I had a great time, but it wasn't this coming home thing. I was a prodigal, I was a pretty rebellious teenager.

Susie Pappas: 08:19 When did you first become involved with Federation? How did that happen that you became involved in Federation?

Marcie Orley: 08:27 When I graduated law school, I became engaged. My third year of law school, I got a job in Detroit as a federal law clerk to Avon Cone, and we moved home. I got married in September. Coming home and being part of this community, it never occurred to me really not to be involved. Obviously my parents were leaders in the community. My mother was a past president of Women's Philanthropy, it was department at the time. I wasn't necessarily going out of my way to look to become involved, but when I was asked, I was asked by Linda Klein, to be a solicitor in business and professional, when I had just come back, and I said yes. It was something that I wanted to do. I wanted to be part of the community.

I really came back with not knowing very many people. It was almost like I had moved from not growing up here, because my friends were gone. I had cycled through so many school systems that there wasn't anybody. I really didn't have my people.

Susie Pappas: 09:52 Besides being a solicitor in one of the campaign divisions, did you do anything else within Federation?

Marcie Orley: 10:03 I did. I was asked to do things and I pretty much said yes. I can't really specifically remember when I did which jobs. I can tell you some of my earlier memories of doing things. Really, the first thing that I remember doing is being a solicitor in business and professional. I can tell you that I was asked to be a vice chair and get workers. So, I got the person who I was studying for the bar with, who was Lynn Saxy, to do that with me. She had never done anything with Federation. Sue Cohan, who was my sister's friend, I asked them. My asking them was their first introduction to doing anything.

I have memories of going to coffee talk meetings at the old United Hebrew School building on 12 Mile. That I think had to have been about the time when the Federation building was still downtown and a lot of meetings were being held up here. I had my kids very quickly. I had four kids in six years, and my oldest three I had in three years. So there were many years that I didn't really know how to speak english, let alone ... I can't really remember when I did what, but I did a lot of different things.

Susie Pappas: 11:36

Was your husband involved in Federation?

Marcie Orley: 11:42

He really became involved became involved in Hillel, when our kids were at Hillel. He became involved in Federation a little bit through that. I think that he always took names and always solicited, and both of us did. We took that as a given, and it's interesting because we did that before we were involved, whereas, I think now it's a much longer road to get somebody to do that. I think that Young Leadership Cabinet, which he joined a year before I did, he joined Young Leadership Cabinet in '91, '90 or '91, that was a transformative experience for him as it was for me.

Susie Pappas: 12:33

Do you want to explain what you're even talking about with Young Leadership Cabinet?

Marcie Orley: 12:37

Yeah. So, Jewish Federations of North America, which is the umbrella organization of all the Federations, there are about 150 Federations that are part of that, has something called National Young Leadership Cabinet. Which is, it's a minimum giving level. I think at the time it was \$3,600, and you go to a retreat every year for six years. It brings together young adults from all over the country who are involved, who are committed, and you meet people who are like minded from everywhere. It really was something that was transformative to both of our leadership journeys I would say.

Susie Pappas: 13:29

What year did you start there?

Marcie Orley: 13:32

I started in 92. We did missions, national. I would say that our national involvement was something that was really important to both of us and has continued to be to this day.

Susie Pappas: 13:47

Were you more involved nationally before you became involved here locally? Did you take leadership positions in the '90s when you were on the young leadership?

Marcie Orley: 14:00 I really honestly can't remember, and I don't really have any materials to back me up either way. I had just had my Olivia, so that's my youngest and she was born in '92. I had, as I said, four kids under the age of six, so I don't really remember what I was asked to do and what I did. I remember doing Spring Forum, which was the precursor to what we have now as Community Connections, which is more intensive, learning about the agencies. I must have done something, is all I can think of, because I probably wouldn't have been asked. I'm sure that I had taken some leadership positions in campaign. I'd already been a vice chair, it's possible, but I really don't remember. After I went on Young Leadership, we took on Partnership 2000, which was in its infancy at the time.

Susie Pappas: 15:07 Tell us what that is.

Marcie Orley: 15:10 Partnership 2000 pairs regions in Israel, cities or regions, with regions and Federations in North America, in order to foster people to people relationships and develop stronger connections between the communities and Israel, both through people and through projects. It's been an important thing in Detroit since its inception. We've had the upper central Galilee, we have three communities there, the Jezreel Valley, [inaudible 00:15:46]. That was a project, getting involved with something that Young Leadership Cabinet was doing locally, not nationally. Our local cohort for cabinet got involved with partnership. I went on the partnership steering committee, and that was something that I was doing while I was on cabinet. I also took leadership positions with cabinet, I was regional chair.

Susie Pappas: 16:20 Well, let's go back to Women's Philanthropy Women's Department. What, what was yoUr journey within Women's Department and how did you ultimately become president?

Marcie Orley: 16:35 My journey within Women's Department and, and I, and I have to go back a little bit to cabinet, because a lot of the things that I learned there, it wasn't that I didn't think of ... I don't think people necessarily think of themselves as, I'm a leader, I'm going to do X, Y and Z. But I was given skills there that I was able to make use of in Women's Department. I remember being asked, after one of my cabinet years, to chair what was solicitor training. That was a really big deal for me, because I was pretty much leading the training for the people that were coming up for Lion and for the other divisions, and speaking. It was something that I really had never done before. I was nervous about it, but it was something that meant a lot to me to be asked, and was I think an important part of my becoming more of a leader in Women's Philanthropy. Obviously I was young at

the time, people didn't know me. Well, they knew who I was but didn't necessarily know me outside of my being Doreen and David's daughter. So, it was-

Susie Pappas: 18:03 Before we even go beyond there, talk a little bit of how that has impacted your philanthropic career, being part of David and Doreen Hermelin, if you don't mind.

Marcie Orley: 18:16 No, I don't mind. I'm just thinking about it for a minute because, I think it's probably impacted it so significantly. I'm sure that I was given many opportunities because people looked at what my parents had done and felt like I could probably do that. The apple may not have fallen so far, I don't know. I certainly don't necessarily ... I feel like those are very big shoes to fill, particularly my dad, who was truly a natural leader. My mother has done everything out of passion, and she's made herself do things that didn't necessarily come naturally to her, because of how deeply she feels about the community.

My father was a natural speaker, and my mother never was. It's funny, when I get up and speak, sometimes I feel like my mother comes out and sometimes I feel like my father does, and I never know. When I get up to the podium, I never know which one is going to show up. But anyways, I feel like I've been given opportunities. It sometimes feels like there's expectations to live up to, and that's not always easy. But, I think that I'm very fortunate. My parents were very loved, and I think that I get the benefit of that warm feeling, and that feels really good, and it always has.

Susie Pappas: 20:10 Let's go to talking about when you were asked to be campaign chair and, your duties with being campaign chair. If you like, then you can talk about that, and then we can talk about, similarly, becoming president. So, we'll start with campaign chair.

Marcie Orley: 20:33 I would have to say that I was not necessarily on that leadership trajectory when I was asked to be campaign chair. It was, I'll just say that there were some circumstances that had happened within the ... It happens. When I was president, the person who was my campaign chair, who is going to be president after me, moved to Atlanta. Things happen. So, I think there was a position that needed to be filled, and I was asked. I was not necessarily looking for that position, didn't think of myself as ... I had never put myself forward to do that.

Susie Pappas: 21:30 Who was the president that you were campaign chair to?

Marcie Orley: 21:33 I was campaign chair to Susie Citrin. I lost my train of thought, because there was-

Susie Pappas: 21:45 That's okay. So, Susie Citrin asked you to be campaign chair.

Marcie Orley: 21:48 Correct.

Susie Pappas: 21:49 As it happens, I think somebody else might have asked you.

Marcie Orley: 21:56 Somebody else did ask me, actually.

Susie Pappas: 21:57 Yeah, I think so. I feel like I might have asked you.

Marcie Orley: 22:03 You asked me.

Susie Pappas: 22:03 Yeah, I think I did.

Marcie Orley: 22:05 I actually know where we were, and I can remember sitting there at Steve's Deli, and you asked me. Is that possible?

Susie Pappas: 22:12 Yeah.

Marcie Orley: 22:12 Is that ringing a bell to you at all?

Susie Pappas: 22:13 It is. I think so.

Marcie Orley: 22:15 I remember what I was going to say, which is that, I had never been an education vice chair. I had never done that in Women's Philanthropy, which I think is probably fairly unusual. I think that, that's probably, if you want to say what has being David and Doreen's daughter ... It probably was, people felt that I could do it.

Susie Pappas: 22:51 The interesting thing about you was that, I remember when you were asked and we were very happy that you accepted it, and you took to it as they say, like a duck to water. Going from there, talk a little bit about how it was for you as campaign chair.

Marcie Orley: 23:11 Well, thank you. I certainly, and I had been told that being associate campaign chair, you can pick and choose and not burn yourself out, because as it happens, the way that we have done it for years now in Women's Philanthropy, is that it's if you count two years as campaign chair and two years as president with a year before as associate campaign chair, it's five years, which is a time commitment. So I was told, as associate

campaign chair, you pick and choose. I remember who told me all of those things. It was you.

Anyways, for me personally because I had not been an education vice chair, and I may have not have been as present at a lot of meetings beforehand. I felt that it was really important for me to go to as many things as I could as associate campaign chair. As far as being campaign chair, I can say that, it was great job. Being campaign chair, that's really for me, where the action is. Raising the money, doing campaign, meeting with people, finding out what are the ways to do that, that was a very rewarding job for me. It was particularly challenging, if you look at the year that I came on, which was 2008, I was associate campaign chair. May, 2007, I became associate campaign chair. I Believe I became campaign chair in 2008, and the economy collapsed about a few months later. It was Challenging. Our agencies were suffering. Our campaign, we maintained an incredible campaign despite the losses because we have an amazing community. But it was a challenge, and those years were not the easiest ones to be asking for money.

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| Susie Pappas: | 25:38 | who was your exec when you were campaign chair?  |
| Marcie Orley: | 25:42 | Marion Friedman.   |
| Susie Pappas: | 25:43 | Did she stay? Was she your campaign ... I know there was a transition.   |
| Marcie Orley: | 25:49 | There was a transition, and I have to say, Marion was wonderful. Taking a position which I hadn't really been looking to do, and hadn't been so prepared for initially, she was so supportive, so wise and such a wonderful person to have as my first professional. I just deeply appreciated having Marion.  |
| Susie Pappas: | 26:23 | Did she leave? When did she retire, and then you got a new professional?   |
| Marcie Orley: | 26:28 | Jennifer Nopastoc, who had been our associate director, became director and a different style, but Jennifer was fantastic. So professional, so on top of things. I feel like I had great ... It's really, truly one of the best things about working at Federation. The professionals that work here do this from their heart, and are so amazing honestly, as you know, they're the best. |
| Susie Pappas: | 27:09 | Did Jennifer leave and you had another professional? I can't remember.   |

Marcie Orley:	27:14	Jennifer did leave.
Susie Pappas:	27:18	Jennifer Levine came on.
Marcie Orley:	27:20	Jennifer Levine came on and Rachel Robinson also came on as the associate. Rachel was so young when she came on. So my campaign chair when I was president, was Barbara Horowitz. Rachel came on as our associate, and she would not talk, she wouldn't speak in our meetings. Finally, Barbara and I didn't know what to do, and we took her out to lunch and I said, "Rachel, you just have to talk." She ended up being so fabulous. We laugh. She worked here for many years, and now I think she's in Cleveland.
Susie Pappas:	28:08	How were you affected by these transitions? Of course, there's also transitions in lay leadership too. So how, how did the transitions affect you as you were first campaign chair and then precedent?
Marcie Orley:	28:27	I think my first transition from Marion to Jennifer was the hardest, because you're just not prepared for that, and I was so comfortable with Marion. But I think once you've gone through one transition like that, it's much easier. Jennifer made it easy. We got used to each other, each other's styles, and you also rely on people who were around with institutional memories. That's something that's really important. Because even coming in as a leader, I rely on a lot of people sitting around the table for what was done before. Sitting Susie around the table with you, you have a great institutional memory. There's a lot of people who are very helpful.
Susie Pappas:	29:24	Let's go onto that question. Who have been your mentors within Women's Department?
Marcie Orley:	29:34	I would say you would have definitely been a mentor to me. I mean that truly.
Susie Pappas:	29:42	Thank you. You've always been very generous with that, thank you. Your mother has to have been.
Marcie Orley:	29:56	I wouldn't be in this place without my mother. So, obviously the things that she's given me, that I've taken consciously and unconsciously, she's been a huge mentor. I think looking at the kind of women leadership that we've had in this community, and sitting in meetings with Jane or Jane Sherman or Penny Blumenstein or Nancy Grosfeld, the first women, and Beverly now. Beverly's fantastic. I'm going in the way-back machine.

Linda Klein, who was the first person to ask me to do anything, the first professional I remember working with was Sally Krugel.

- Susie Pappas: 30:49 Wow. You do go back a long way. What would you say-
- Marcie Orley: 30:55 And Diane Klein. Those were the first women who I really ... Linda and Diane were presidents I think when I first started getting involved.
- Susie Pappas: 31:08 What would you say are your proudest accomplishments from your tenure?
- Marcie Orley: 31:18 There are certain things that we started doing. Stretch To Help was something that we tried-
- Susie Pappas: 31:27 Explain what that was, just so we ...
- Marcie Orley: 31:32 I think what we very much tried to do was to find women where they were and involve them.
- Susie Pappas: 31:38 Because?
- Marcie Orley: 31:43 It's harder to get them in the door, but if you go-
- Susie Pappas: 31:45 Things were changing.
- Marcie Orley: 31:46 Yeah, things definitely have been changing. It's harder to get women to go to meetings, certainly to solicit, to become involved. So, we inaugurated this one day exercise philanthropy, where you would donate, where women would donate. We had classes throughout the whole community, we had classes in the building, and we did this for a few years until it ran its course, as things sometimes do. We started letter writing campaigns, which I think is still working to this day. It was very important to me that we start counting donors. I think really focusing on our donor numbers, particularly went during the community downturn, because we could sometimes have a harder time raising more money, but we could certainly try to raise more donors. So, doing more work with community campaign, that was all things that were important to me during the time that I was ...
- Susie Pappas: 33:01 What we haven't talked about is-
- Marcie Orley: 33:07 Can I say one more thing?
- Susie Pappas: 33:08 Yeah.

Marcie Orley: 33:09 Because, this is something that you started.

Susie Pappas: 33:11 Well that's what I was going to say.

Marcie Orley: 33:12 The Mosaic Missions.

Susie Pappas: 33:13 And missions in general, but Mosaic Missions.

Marcie Orley: 33:17 Really, the Mosaic Missions, which is something that you started in your presidency, but I went on three of the four.

Susie Pappas: 33:28 Tell us what the Mosaic Mission is.

Marcie Orley: 33:31 The Mosaic Mission was a woman's mission, but it was conceived as a campaign mission which, is very different than most of the missions that Federation sends out. There really generally isn't a commitment from the people that are going on the missions to come back and solicit, to give really any ... We were asking women to give it a much higher level than most women's missions had done in the past. So, it was not just an \$1,800 commitment to go on the mission, but it was an \$1,800 commitment for three years. We asked women to come back and either have a parlor meeting or solicit six friends. We had pre-mission programming and those missions were incredibly successful in filling our leadership for the next, I would say 8-10 years. I look at the women who are in leadership now, I would say to a person, went on a Mosaic Mission.

Susie Pappas: 34:42 Okay, good. There's so much to cover, but I'm going to try to get some more things in. What roles did you take on when your your presidency was over and why did you take those on?

Marcie Orley: 35:00 As my presidency was ending, and I think I mentioned this earlier also, I've been involved on the national level as much as I've been involved locally. I would say that I've transitioned, and I'm still involved locally. I sit on the executive board and I'm doing a lot. I'm campaign chair right now. I'm campaign chair, and I'm in my second year as campaign chair. I've been involved on the National Women's Philanthropy Board for the past seven years, so that coincided with like the last two years of my presidency. Those relationships are so important to me, and the things that we do on the National Women's Board. I've chaired a National King David Society Mission to Morocco with Robbie, and now I'm chairing the International Lion of Judah Conference in 2019, which is ...

Susie Pappas: 36:15 Big.

Marcie Orley: 36:15 That's something also.

Susie Pappas: 36:17 We haven't really talked about Robbie, but let's go back a little bit because, I know that my involvement with my husband being involved has always been important. Do you find that, that was important for you two as a couple? How did that filter down to your children?

Marcie Orley: 36:38 It has been very important to both of us, and Robbie, the things that Robbie did on cabinet have been really important. The things that he did at Hillel have been very important. I would have to say that, he's also chaired the Fisher Mission. I think he chaired it several years ago.

Susie Pappas: 37:05 He was the head of the the Mission Committee too.

Marcie Orley: 37:06 He was head of the Mission Committee. I think that he's been utilized, maybe a little underutilized I think, but just saying. I think he's going on a FRD cabinet for national right now also, it's been really important. This has been an incredible part of our lives.

Susie Pappas: 37:35 Your kids, did they take on, are they involved in philanthropy?

Marcie Orley: 37:41 They're starting out their lives right now. My oldest son and daughter-in-law have a four month old. mother. My mother was a Kipnis-Wilson Award winner two years ago at the Lion of Judah Conference. I took my daughter in law with me to see my mother. She was able to do it. She was, so blown away by that conference that she's become involved in UJA in New York now. They have a group of people that are involved in UJA, that they really like. She started a philanthropic website called Give One, which I think she was inspired to do after going to the Lion of Judah Conference.

Susie Pappas: 38:34 That's great.

So she's working on that. My daughter in law Ramona in Los Angeles, is doing a leadership, a two year leadership training program through Federation of Greater Los Angeles. My son just went on the Reboot Board, which is an organization that looks to engage millennials who are in involved in creative fields. So, he just went to his first board meeting. Everybody's doing something or they're very much starting their journeys, and we'll see where it takes them.

Marcie Orley:	39:18	Do you feel that women solicit differently than men? How do you feel about the whole concept of a women's campaign and women's giving?
Susie Pappas:	39:29	<p>I think that it's really interesting because, I think perhaps a number of years ago it might've been seen as an anachronism, that what do we need this for. I think that it's been proven very strongly that women, the transfer of wealth that's happening with women, it's so important for women to be giving themselves and to understand philanthropy themselves. It's changing back a little bit more now too, because I think I see a different generation of women who are not as willing to give in their own name, we give with our family, but involving women at some level in the philanthropic decision, involving women with their own philanthropy and understanding the power that they have as philanthropists. It probably will evolve and change. As women don't want to give separately, as we see that trend happening, but still involving them and making them understand the power of their giving and their philanthropy is so important.</p> <p>We are like an incubator, because I've always felt that Women's Department, Women's Philanthropy, what we do, because we just do it, there's no, not necessarily the same bureaucratic issues in getting something done, getting a new program going. We're the incubator and that the best ideas for campaign have always come out of Women's Philanthropy and what we do.</p>
Marcie Orley:	41:08	I'm going to switch a little bit now, because we have we have more time obviously, but you are also a member of the Jewish Women's Foundation.
Susie Pappas:	41:18	Mm-hmm (affirmative).
Marcie Orley:	41:19	Would you briefly explain why you join the Women's Foundation, and what do you find meaningful about that?
Susie Pappas:	41:30	<p>This is where you might want to cut my interview, because I joined the Jewish Women's Foundation because I never felt like I needed to. I never felt like I needed to know where the money was going, that I needed to be so hands on with my philanthropic Jewish giving. In fact, I would have to say that, as campaign chair, as president in the years right around the time that the Jewish Women's Foundation was getting off the ground, I didn't see the partnership aspect of it so clearly. I felt that it was competing for women's philanthropic dollars. I'll be very honest. I see now that Jewish Women's Foundation is bringing in women.</p>

Marcie Orley:	42:32	Totally.
Susie Pappas:	42:36	<p>For me, you have to understand where I come from. I can talk for hours about the unrestricted annual campaign, the unrestricted un-designated campaign gift, as being the backbone and the strength of the Jewish community. That's the air I breathe. That's what I think our strength is. That's what makes this community. I have never had to feel that I need to know that my dollar is going to program A. If program A is the thing that needs the money, at any particular time, that's fabulous, but I don't need to know, and I don't need to direct, because I know that this has been the way our community has managed to take care of everyone for all of these years.</p> <p>I know that there are people who find incredible meaning in learning about these programs and really being able to touch and feel and direct, that this brings in women who were not necessarily going to bring in the other way. It also maybe introduces them to the concept of federation giving, it does. It didn't have to be for me. So for me to be honest, the foundation ended up being one more thing on my plate, so I haven't been that involved.</p>
Marcie Orley:	44:06	What are the women's issues that you personally feel the most passionate about?
Susie Pappas:	44:14	<p>The women's issues that I feel the most passionate about are not necessarily Jewish women's issues. Reproductive health, women's reproductive health is incredibly important to me, access to healthcare in general for women, wage equality, those things, prenatal care. So those things and issues surrounding abuse, those things are important in the general community, they're important in the Jewish community, but I would say that my issues ... I'm involved with Women's Philanthropy because I want women to see their philanthropic power. The choices that I make as far as my philanthropic giving it, it's not necessarily specifically women's issues in the Jewish community. I'm definitely involved with women's issues in the general community. I'm involved with women's issues and political realm getting more women in office.</p>
Marcie Orley:	45:29	Do you feel that Federation has valued Women's Philanthropy?
Susie Pappas:	45:40	I feel that Federation has valued it, some presidents more so than others. But, I think that they really see what we've done with the money that we raise, and the women that we engage. I think that Detroit has definitely valued Women's Philanthropy.

Marcie Orley: 46:03 We touched on this, but in your opinion, how has Women's Philanthropy changed throughout your involvement from when you first started to today?

Susie Pappas: 46:18 Well, I really think, and I did touch on it, I was asked to solicit and did so really unquestioningly. I think that had, certainly had something to do with where I came from. But the people that I went out and asked to work and campaign, it wasn't like it is today. It's really hard. It's really much harder to find women who want to make a phone call, want to take somebody out and ask them for money. When I started in Women's Philanthropy, we called cards up line meeting. It wasn't something that people were like, "Oh my god, I would never go in that room. I don't want to my card called, I don't want people to know what I'm giving." We understood the talents, being able to say what you're giving, is a privilege and being able to hear what other people are giving is a motivator. So that's different.

Marcie Orley: 47:28 Beyond the actual solicitation and raising of the funds, how would you say women today, how do, how do they feel about our Women's Department, our women's, call it whatever you want to call it. How do women's today look at women in Federation?

Susie Pappas: 47:56 Well, it's nice that you think that I'm a woman of today.

Marcie Orley: 48:05 No, I'm just saying, sitting there today, what do you think of the general population of women that are involved in Federation or getting women involved into Federation?

Susie Pappas: 48:17 I think that it's harder. It's harder to get men and women involved in anything. I would say it's the same, a little bit. There's just a lot of things that are, as they've always been, things that compete with people's times, but we're now dealing with a generation of people that ... I remember going out, going door to door for the 1973 war. I remember doing that. The people that now we're talking to and are trying to reach, have no memory like that. They have no memory of Israel in peril. They have no memory of it. It's just very different. So, getting them in the door is harder. They don't understand unrestricted giving and all of it is much more difficult.

Marcie Orley: 49:25 What would you say your hopes would be for Women's Philanthropy in the future?

Susie Pappas: 49:34 I think that women see ... My hopes are that women continue to see Women's Philanthropy as a place where they can really

make a difference, whether or not that they can be engaged, that they can find a nurturing community. Detroit has been this incredible, incredible Jewish community. We have been at the forefront of everything in this country. I'm working nationally so I can see it, "Oh, you're from Detroit?" That's always been a big deal, and I hope that we can continue to do that.

I think that women also understand that we're not, we're not ghettoized in Women's Philanthropy. There's a lot of movement back and forth between general campaign, between Israel and overseas between every part of Federation, but women get things done together and I think that's never going to change. I think that, that's the strength of Women's Philanthropy.

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| Marcie Orley: | 50:40 | Before we end, is there anything that we haven't covered that you would like to talk about?  |
| Susie Pappas: | 50:53 | I don't think so. I think you've been very thorough.   |
| Marcie Orley: | 50:55 | Well, I want to thank you very, very much, Marcie. It's been a very much my privileged to be able to talk to you. This has been a good, good interview. Thank you for taking part in the archives. |
| Susie Pappas: | 51:08 | Thank you, I appreciate being asked. You were a fabulous interviewer, and thank you for asking me to start this journey anyways, so I really appreciate it, Susie.                                 |
| Marcie Orley: | 51:18 | Okay.  |