

**Oral History of:** Carolyn Greenberg:  
**Interviewed by:** Susie Pappas  
**Date of Interview:** August 8, 2019  
**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 August 8, 2019. I'm interviewing Carolyn Greenberg at the Max M. Fisher Federation Building in Bloomfield Hills, Michigan. This interview is being taped 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?

Carolyn Greenberg: [00:34](#) Yes.

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 Campaign Department. But for the purposes of this interview, the questions will refer to it by its current name, Women's Philanthropy. You may use whatever name you're comfortable with, as truthfully I will do as well.

Susie Pappas: [01:00](#) Carolyn, when and where were you born?

Carolyn Greenberg: [01:03](#) In Detroit, Michigan in 1930 in Women's Hospital.

Susie Pappas: [01:11](#) What neighborhood did you grow up in?

Carolyn Greenberg: [01:13](#) I lived out on Webb in Detroit. I went to Roosevelt, Durfee, and then I went to Central for one year and transferred over to Highland Park, from which I graduated in 1947.

Susie Pappas: [01:31](#) How was religion observed in your house when you were growing up?

Carolyn Greenberg: [01:37](#) Very casually. We belonged to Temple Beth El, and I was there in Sunday school from the age of five or six through my

confirmation. I don't think I continued long after that. I did have contact with religious people. My grandparents were religious. We had a wonderful seder there every year, where the entire family was present. We did not really celebrate the minor holidays at all. We did not light Shabbat candles. We did not have a special Friday night dinner.

Carolyn Greenberg: [02:22](#)

But gastronomically, we were very religious. I loved the food, the Matzah ball soup, and the Gefilte fish that was delivered to my mother's house every Friday. Her sister made it and brought it over to us every Friday. So, we were culinary Jews. I also lived in a family that was very political and very active in what was going on, and felt a very strong identity. During WWII, at my dinner table, that was all there was discussed. Every night, my parents were in agony over what was happening in Europe, and knew at it, and were very verbal about it.

Carolyn Greenberg: [03:10](#)

I find that many of my co-age people did have that experience. It wasn't discussed in their home, and they didn't really know about what was happening. But that was not true in my family. I felt a very strong identification with the Jewish people. I was very upset about what was happening in Europe, and the tragedy that happened there. I felt a very strong need to help my people.

Susie Pappas: [03:40](#)

Do you have brothers and sisters?

Carolyn Greenberg: [03:42](#)

No, I'm an only child.

Susie Pappas: [03:44](#)

Interesting. Tell me about who are your parents and what did your father do?

Carolyn Greenberg: [03:50](#)

My father was Nathan Kaplan. He was an attorney. Then in the later years, he went into the manufacturing business, left the law practice, and became a manufacturer. It was the beginning of the buildup for our being in WWII. He had a factory that was making armaments.

Susie Pappas: [04:17](#)

Did your mother work out of the home?

Carolyn Greenberg: [04:19](#)

My mother was a teacher. My mother became the Vice Principal of White Elementary School. They both graduated from the University of Michigan. My father graduated from Chicago Law School.

Susie Pappas: [04:32](#)

So your mother worked while you were young, or had she retired?

Carolyn Greenberg: [04:37](#) She had really retired by the time I was born. She taught for about six years.

Susie Pappas: [04:48](#) When you were in high school, were you involved in any kind of youth groups, or philanthropy groups when you were in high school?

Carolyn Greenberg: [05:03](#) No. I belonged to a high school sorority. I was active at Temple Beth El in their youth group. Beyond that, I don't think I was when I was in high school.

Susie Pappas: [05:19](#) Okay, so you talked about how at your dinner table there was a lot of discussion about what was going on during the war, and at the persecution of the Jews. That was something that your family talked about, but not that you remember other people did. Was there something that your parents tried to do about it, or there wasn't really anything that could be done?

Carolyn Greenberg: [05:49](#) Well, I don't know. I think the Jews felt quite weak at that point. There was no organized Jewish community that stood up and said, "This has got to stop," or whatever.

Susie Pappas: [06:06](#) Interesting.

Carolyn Greenberg: [06:07](#) We were frightened. Father Coughlin was on the corner of 12 Mile and Woodward. I can remember driving by that church and shaking. The German Bund was very active in Detroit. We felt very threatened.

Susie Pappas: [06:30](#) When you were little, or littler, and you went to Temple Beth El, did you celebrate Hanukkah and those holidays? Because you said you didn't celebrate Shabbat. Did you celebrate-

Carolyn Greenberg: [06:47](#) Well, we always had the Purim play at temple. I shouldn't say we didn't celebrate any of the holidays. We always lit Hanukkah candles. I did it through the temple, really. They celebrated the holidays, and I was aware of them always at the time. But you asked about in the home, and in the home we really did not do very much.

Susie Pappas: [07:11](#) When did you first become aware of Federation?

Carolyn Greenberg: [07:21](#) My mother was active in Federation. Many of her friends, as I sit here and look at this wall of the past Presidents of the Federation, I know every single person on this wall, beginning Dora Ehrlich, who was a very dear friend of my mother's.

Susie Pappas: [07:38](#) Oh, interesting.

Carolyn Greenberg: [07:40](#) From thereon, I knew every woman that is on this wall. My friend, Johnny Hopp , who I went all through Sunday school with, his mother is here. My Aunt Helen August is up here. I knew so many of these people. It was part of my whole society here in Detroit was focused on that.

Susie Pappas: [08:06](#) When did you first become involved with doing things with Federation?

Carolyn Greenberg: [08:12](#) I married in 1951. My husband, Hugh Greenberg, was called into service. When we came back in '53, I went I think with my mother to my first Federation meeting. That was 1953.

Susie Pappas: [08:33](#) Who were the leaders? You said that these women were all the leaders.

Carolyn Greenberg: [08:37](#) These women were all... I particularly remember Jennie Jones was there very influential in my activities. I thought she was a wonderful leader. Jennie Jones and I became very close friends. Tillie Brandwine, Shirley Harris, who preceded me as President was a very close friend of mine. I was very much involved in the workings of the Federation from day one.

Susie Pappas: [09:01](#) Tell us little bit about how it was in those early days, because it's certainly different than it is today.

Carolyn Greenberg: [09:08](#) Yeah, well first of all, we didn't have as much help from the Federation in terms of staffing. We did most of the work ourselves: the planning, the executing. Everything was really done by volunteers. That was one of the big differences that I see in how we did it originally, and how we function today. We also didn't have as many programs.

Susie Pappas: [09:44](#) Are we talking about the 1950s, or are we going into the 60s yet?

Carolyn Greenberg: [09:51](#) We're probably going into the 60s, yeah.

Susie Pappas: [09:54](#) Was Women's Department basically a fundraising arm, or did they do some what we know as educational programs along with the fundraising?

Carolyn Greenberg: [10:06](#) They tried to do educational programs along with the fundraising. That really was my area of interest. I studied to be a teacher. I had a certificate in high school teaching from the

University of Michigan. I did teach for a couple of years. Then I really was interested in the educational arm of the Women's Department at that time. I became Vice President of Education, and then I went on to become President of the Women's Division. While I was in education, I remember we started with Communi-teas.

Susie Pappas: [10:47](#)

Tell us about Communi-teas.

Carolyn Greenberg: [10:49](#)

We would have small groups around the city, and in somebody's home, and ask them if they would offer their home and if they would gather a group of 10-20 women. We would provide a speaker. We trained our speakers. We had a whole cadre of women who were trained to go out and speak, and it was like a coffee talk. We would go in the mornings. We would go in the afternoons, and we would go in the evenings depending on what the people were interested in seeing us.

Carolyn Greenberg: [11:23](#)

We explained what Federation was, and the need for them to become involved and interested. We got many, many people to participate in the Women's Department through that community.

Susie Pappas: [11:41](#)

From the Communi-teas, what might be the next for them?

Carolyn Greenberg: [11:45](#)

We would probably invite them to a fundraising meeting, and we did a lot of pairing up. We would say, "I'll call this lady, and you call that lady. We'll all together," so that they would feel that they were included in a group and not just called code. We did a lot of mentoring that way.

Susie Pappas: [12:07](#)

Did you do different divisions?

Carolyn Greenberg: [12:11](#)

Yes, we had different levels.

Susie Pappas: [12:16](#)

Right.

Carolyn Greenberg: [12:17](#)

But the communities were really an outreach program to try and include new faces into Federation.

Susie Pappas: [12:26](#)

What would be the first step? What would be the first level that a woman might go to a fundraising meeting? What level would that be?

Carolyn Greenberg: [12:36](#)

We didn't have as many levels. It wasn't quite as divided as it is today. We had a super group, a major gifts group, and I would

say that we had a general fund, and then we had an advanced fund. I don't think we had as many levels at that time.

Susie Pappas: [12:59](#)

Did Phone-A-Gift start at that time?

Carolyn Greenberg: [13:02](#)

No, we did not have Phone-A-Gift that early on, no. That started later, after my time there. We used to have a program where we met at the state fairgrounds, and we would have Super Sunday. We would have everyone come to gather at, oh I don't know, I think it was a 10:30, 11:00 at the fairgrounds. We would have a speaker or two to really-

Susie Pappas: [13:33](#)

Rev up the crowd.

Carolyn Greenberg: [13:34](#)

Rev up the crowd.

Susie Pappas: [13:34](#)

Yes.

Carolyn Greenberg: [13:35](#)

Then we would all disburse, and we would go with our kids and we'd go knocking on doors from door to door. It was easy to do because most everybody lived in the same area, and our houses were next door to each other so that it was really quite easy for us to go out and cover quite a number of homes. And, the people were ready for us, waiting for us. They knew that that was Super Sunday and that they were going to get a knock on their door, and that was their day to contribute.

Susie Pappas: [14:04](#)

It sounds like it was kind of a fun thing, that everybody-

Carolyn Greenberg: [14:07](#)

It was a fun thing.

Susie Pappas: [14:07](#)

Enjoyed doing it together and-

Carolyn Greenberg: [14:10](#)

And we enjoyed the planning of it, and we had to call all the workers in and train the workers, and have speakers planned for the day. A lot of effort went into the production of the day.

Susie Pappas: [14:23](#)

Would you say that was men and women, or was this only Women's Department?

Carolyn Greenberg: [14:28](#)

No, this was the Women's Department.

Susie Pappas: [14:28](#)

Oh, Women's Department-

Carolyn Greenberg: [14:30](#)

Women's Department.

Susie Pappas: [14:31](#)

Super Sunday.

Carolyn Greenberg: [14:31](#) Yes. Yes.

Susie Pappas: [14:33](#) Interesting. Okay, you've said that you were involved with the education side. Does this mean that you went from that to President, or did were you ever Campaign Chair?

Carolyn Greenberg: [14:48](#) I was never Campaign Chair.

Susie Pappas: [14:50](#) That's unusual, isn't it?

Carolyn Greenberg: [14:52](#) Well, I think there had been three of us who were-

Susie Pappas: [14:55](#) Why did that happen that time, if you remember?

Carolyn Greenberg: [15:00](#) Why did it happen? Well, I was the Vice President, and the woman who was Vice President of Fundraising chose not to be President.

Susie Pappas: [15:09](#) Okay.

Carolyn Greenberg: [15:10](#) So, I was asked to be President.

Susie Pappas: [15:14](#) Did you feel that you were at any kind of disadvantage or advantage because you didn't have that step?

Carolyn Greenberg: [15:29](#) That's an interesting question. I don't think I ever thought about it. I just jumped into the program and did what I felt I had to do as President.

Susie Pappas: [15:37](#) You were my first President, so you do a good job. You got me there. Okay, so-

Carolyn Greenberg: [15:44](#) Now let me tell you what I did as Vice President of Education.

Susie Pappas: [15:48](#) Okay.

Carolyn Greenberg: [15:48](#) Because I really think that that is where I made the most significant contribution to the Women's Department.

Susie Pappas: [15:54](#) Okay.

Carolyn Greenberg: [15:55](#) After the Communi-teas, we decided to develop the Leadership Training program. It had been started, I think, before me on a very small basis, but we really revved that up. At one point, I think we had over 100 women participating in one year. We had a whole graduation ceremony. I mean, it was really extensive.

Susie Pappas: [16:23](#) Tell us what that was. What was Leadership-

Carolyn Greenberg: [16:25](#) The Leadership Training program was excellent. We would take them to each of our various areas of interest, like the Center, like the Camp Tamarack.

Susie Pappas: [16:35](#) You would take them to the different agencies.

Carolyn Greenberg: [16:39](#) We would take them to the agencies. The Agency Director would be there, and they tell us all about what was happening in the community, and how it functioned, and what our role was so that when these women would go out and speak, or be part of a Speaker's Bureau or whatever, they had knowledge. Also, we felt very strongly, and I think I'm quoting Jennie Jones's words. She is the one who first said, "If you educate a woman, you educate the family."

Susie Pappas: [17:12](#) That's true.

Carolyn Greenberg: [17:13](#) I had never forgotten that, and I felt it was so important for us to have these women educated to really know about what was going on in the community, be aware of it, be able to talk about it. It worked. It really worked.

Susie Pappas: [17:27](#) I'm going to tell you that in 1977, I took leadership. The very last program, the President of the Women's Department came and spoke to us, and I remember that you spoke to me in 1977. That was my very beginning of being involved.

Carolyn Greenberg: [17:48](#) It was while I was President.

Susie Pappas: [17:49](#) Yeah, yes. That was a very important program.

Carolyn Greenberg: [17:54](#) Yes.

Susie Pappas: [17:55](#) It worked well for many years. It was a real starting point for women to become involved in Women's Department.

Carolyn Greenberg: [18:03](#) Yes, and I want to tell you, it served another function. This was the time of women's liberation. It was just coming to the floor. There was some conversation about what should we do as part of women's liberation. Part of Leadership Training became that we gave these women skills that they then used in the general public for other organizations, for jobs.

Susie Pappas: [18:33](#) Absolutely.

Carolyn Greenberg: [18:34](#) I think it had a real impact on their feeling of self worth, and of their abilities, and how they can use their knowledge to better use.

Susie Pappas: [18:46](#) Absolutely.

Carolyn Greenberg: [18:47](#) I think we developed good leadership.

Susie Pappas: [18:50](#) I agree. I know your husband, Hugh, was involved in Federation. Tell us the things that he did, and that you may have done together.

Carolyn Greenberg: [19:02](#) He was President of the Jewish Community Center. Of course, we both were involved in that for many, many years. He stayed with it long after he was President of the Center. He stayed as a friend and consultant very close to the Directors always, the Board, Plotnick in particular. He did so much of the community. He was the first Chairman of the Maccabi games here. He was on the Board of Vocational Service.

Carolyn Greenberg: [19:42](#) I too was on the Board of other agencies. I was on the Sinai Board, and I was also on the Jewish Family Service Board. I served as Vice President at the Family Service Board, and I was the first woman Trustee on the Board of Sinai.

Susie Pappas: [20:07](#) What did your family think of your involvement in Women's Philanthropy, or Women's Department?

Carolyn Greenberg: [20:10](#) You mean my children?

Susie Pappas: [20:11](#) Yes.

Carolyn Greenberg: [20:11](#) I think they were very proud of me. I really do. I think they've been very supportive. I don't think I ever was accused of not putting a dinner on the table, because I was too involved. My children have followed in my footsteps because they had become very involved. I have one son who now works for the Federation, and I have another son who was Chairman of the Gleaners organization for many years. He's still on the Board there. He is now Vice President of the Congregation of Humanistic Judaism.

Carolyn Greenberg: [20:54](#) My daughter is very active too out in California. She too contributes. It's called Girls' program that she's very involved with out in California.

Susie Pappas: [21:08](#) Do you remember feeling that you wanted to work your way up to the presidency? Was that something that you strove for?

Carolyn Greenberg: [21:18](#) I won the Sylvia Simon Greenberg Award as a young person-

Susie Pappas: [21:21](#) Tell us what... Yes, say what that is.

Carolyn Greenberg: [21:24](#) That award was... I think was about 39. It went up to 40, so I just made it under the line.

Susie Pappas: [21:35](#) Yeah.

Carolyn Greenberg: [21:38](#) It was for my involvement in Federation.

Susie Pappas: [21:41](#) For a young leader.

Carolyn Greenberg: [21:41](#) For a young leader. I went to California and participated in my first GA. I went to several, several more following that. I bet I've been to 15 GAs.

Susie Pappas: [21:56](#) You know what we haven't talked about is we haven't talked about Israel and possibly when was your first trip to Israel, and what is your connection to Israel?

Carolyn Greenberg: [22:09](#) All right. My grandparents were from Russia on both sides. My one set of grandparents, I didn't know, they passed away. But my mother's parents, I was very close to. I remember when Israel became a country, my grandparents put up the plate that had the picture of Israel, and the year, and they were so thrilled and so vain. Hugh and I went to Israel in 1969.

Susie Pappas: [22:46](#) It was a big mission. Did you go with a big group of people?

Carolyn Greenberg: [22:49](#) We went with many Detroiters. Actually, the group was supposed to be about 40, but there was fighting going on between Jordan and Israel, and half of the group bowed out. So, there was just a small group of about 20-some odd of us. We became very bonded, that group. We went to Israel... I remember, my daughter just returned from Israel this past week. I have a picture of her in the Dead Sea. She's floating in the Dead Sea.

Carolyn Greenberg: [23:19](#) I reminded her, I said, "Oh my goodness, I remember the day when we were driving down the Dead Sea. We were within a mile of the Dead Sea, and they turned our bus around because there was fighting going on between Jordan and Israel. They

were shooting each other." It was a scary moment, and I'll never forget it.

Susie Pappas: [23:38](#)

No, right, right. That was in 1969?

Carolyn Greenberg: [23:42](#)

Yes, I had been back to Israel about nine times. The last time was about six years ago before my husband passed away, but I went with Danny, who works at the Federation, and his wife, Ilana, on a mission. We went to Poland and to Israel. I have been there through many visits.

Susie Pappas: [24:02](#)

It sounds like the idea of a state of Israel was probably something that was discussed at your dinner table during those very scary times.

Carolyn Greenberg: [24:14](#)

Yes, my parents were strong Zionists. They were strong Zionists. One of the things that we had a problem with the Temple Bethel, was the fact that they were not strong Zionists. I remember going to Israel on one trip and bringing back an Israeli flag, because I had noticed that in Temple Bethel they did not have an Israeli flag displayed. I thought, "Well, that's terrible. They should have a flag."

Carolyn Greenberg: [24:44](#)

So we were in Israel, and we brought over a flag and presented it to the temple. They said, "Well, we'll display it when we have an Israeli Dignitary, but we won't put it up permanently." I was livid. I got together with some other people, and I went to the Board, and I argued with them. I got them to put up the flag.

Susie Pappas: [25:12](#)

That's appropriate. Very appropriate. What are some of the skills that you think make a good leader?

Carolyn Greenberg: [25:24](#)

I think you have to be a people person. I think you have to like people. You have to be able to work with people. You have to be positive. I think you have to be generous in your praise. I think you have to know what you're doing. You have to have the facts at hand, and you have to be efficient.

Susie Pappas: [25:48](#)

Do you remember some of the staff members that you worked with? And what was your relationship with them?

Carolyn Greenberg: [25:55](#)

Lois Brown and I worked closely together. She was the staff person for the Women's Department when I was President. We had been social friends prior to that. So, our relationship was very easy.

Susie Pappas: [26:11](#) You said that in those days there weren't a lot of assistants. You had like one exec, and she really had to-

Carolyn Greenberg: [26:19](#) She had to run the whole office.

Susie Pappas: [26:24](#) And that's probably why the lay workers, the lay leaders, were so important for her, because she was just one person.

Carolyn Greenberg: [26:33](#) Oh, yes. She was just one... Well, no I think she had an assistant.

Susie Pappas: [26:35](#) You think she had a secretary?

Carolyn Greenberg: [26:36](#) Yeah, I think she did. She had a secretary, but I mean there were levels of help. There weren't the resources available to her that there are here today.

Susie Pappas: [26:47](#) Were you affected at all by transitions in staff, or working with other leaders? Do you remember those kinds of transitions?

Carolyn Greenberg: [27:00](#) I never had a major problem with any of the transitions. I thought they had, for the most part, excellent leadership here.

Susie Pappas: [27:09](#) Was Lois Brown your exec the whole time that you-

Carolyn Greenberg: [27:11](#) Mm-hmm (affirmative).

Susie Pappas: [27:12](#) Yeah. Yeah.

Carolyn Greenberg: [27:12](#) Mm-hmm (affirmative).

Susie Pappas: [27:13](#) Okay, so why is Women's Philanthropy, Women's Department, important to you?

Carolyn Greenberg: [27:21](#) It's been a part of my whole life. I love the people that I have worked with. I think it's where I feel a great deal of affinity for these women because we share a common vision, common goals, common interests. We care about our people, and we care about what's happening in the world, and in Israel, and in the United States. I that shared bond is very strong.

Susie Pappas: [27:53](#) A lot of friendships.

Carolyn Greenberg: [27:54](#) A lot of friendships.

Susie Pappas: [27:56](#) Something you said earlier also is that when women are knowledgeable, or women are involved, that follows down to their family.

Carolyn Greenberg: [28:08](#) Yes. Yes, and I feel that very keenly, and I have said that through the years. I have used that statement, because I do believe that is true. I think if you have a woman who's very involved and who cares, it transcends... It filters down to the children and to the family.

Susie Pappas: [28:30](#) Let me ask you, do you feel that women solicit differently than men? If so, how?

Carolyn Greenberg: [28:39](#) I think we're better trained. That was one of the things that we'd emphasized in the early years. We used to have people come in and do mock training for us.

Susie Pappas: [28:49](#) Briefing.

Carolyn Greenberg: [28:50](#) The briefing meetings were really training meetings.

Susie Pappas: [28:53](#) Yes.

Carolyn Greenberg: [28:53](#) We used to have people come in from New York and do programs for us, showing us how to do that. But then again, we did most of the soliciting. I think today, much of the soliciting is done by the professionals.

Susie Pappas: [29:11](#) I think Women's still tries to have... But yeah, there's a lot more professional involvement.

Carolyn Greenberg: [29:18](#) Yeah.

Susie Pappas: [29:20](#) Do you remember how did Women's Department interact with the general campaign?

Carolyn Greenberg: [29:28](#) Initially, very little. We did not interact. We were over here doing our thing, and they were over here doing their thing. I think in many instances, we were much better trained than the men. It wasn't until much later that they would have a combined male and female partnership in terms of the Chairmanship of the campaign.

Susie Pappas: [29:58](#) That's right.

Carolyn Greenberg: [29:59](#) So, the Women's Division, really we were pretty much out here on a limb doing our thing, and I think we did it very well.

Susie Pappas: [30:06](#) Do you think that Federation in general valued Women's Department? Do you think that they realized how important we were to them?

Carolyn Greenberg: [30:20](#) Not everybody. Not everybody. I think they would have been quite amazed to realize how much we had done, and how important we were, and how effective we were. I think it took a lot of years before we were really appreciated.

Susie Pappas: [30:39](#) I'm sure you agree that it's important for women to have their own campaign.

Carolyn Greenberg: [30:45](#) Yes.

Susie Pappas: [30:46](#) Why is that?

Carolyn Greenberg: [30:48](#) Because initially we used to say, "If they are counting how many contributors there are, you each count as one." That makes two of you. As Mr. And Mrs., it counts as one gift. If you do it individually, you get touted as a separate person. That was our big emphasis at that point. I think women came into their own during these years, and I think women's liberation had a lot to do with the fact that women had a stronger sense of self.

Carolyn Greenberg: [31:27](#) Interestingly enough, I don't think that there's as strong a feeling today as there was during the early days of women's liberation. I see so many couples giving together again, and I think to myself, my goodness we went through such an effort to separate them and have each one be his or her own person. I see that now it's going back to Mr. And Mrs. or a joint gift, or a family gift.

Susie Pappas: [31:55](#) I think you're right about that. Do you have any feelings why that's happened now?

Carolyn Greenberg: [32:03](#) Well, I really haven't really thought about why it has happened. I think maybe the women's liberation movement is everybody accepts it now. It's nothing that's new, and it's nothing that's shocking, or nothing that we haven't experienced for many years.

Susie Pappas: [32:26](#) They take women's equal...

Carolyn Greenberg: [32:27](#) They take it for granted.

Susie Pappas: [32:27](#) The women's equalness... That's the way it is.

Carolyn Greenberg: [32:29](#) It's for granted, right.

Susie Pappas: [32:31](#) Right, all right. So, do you have any hopes for the future for Women's Philanthropy? What are your personal hopes?

Carolyn Greenberg: [32:43](#) I was very concerned when they started the group for Women in Business-

Susie Pappas: [32:50](#) Working Women.

Carolyn Greenberg: [32:51](#) Working Women. I thought, oh my goodness, that is really going to hurt the Women's Department. That is going to compete.

Susie Pappas: [33:00](#) Are you talking about Working Women, or the Women's Foundation?

Carolyn Greenberg: [33:04](#) Well, Women's Foundation was for the working woman when it started. It's whole premise was that it was for the working women. I thought, oh my goodness, they're going to divide the women and it's going to take away from the Women's Department, take away our prestige, take away our numbers. I was really very concerned about it. I think that what has happened is that many women have graduated from Women's Foundation into the Women's Department. I don't see that there is a problem as I had thought there might be.

Susie Pappas: [33:45](#) Right, I think that sometimes somebody who maybe wasn't as involved found a place for herself in the Foundation, which then brought into the Federation.

Carolyn Greenberg: [33:57](#) Into the... Right. Right.

Susie Pappas: [33:58](#) Is there anything we haven't covered that you'd like to add?

Carolyn Greenberg: [34:05](#) The only thing I would like to add is that I think that I would encourage that the women in the Federation be involved in other Federation community activities such as the Center, such as... Well, Sinai Hospital is gone-

Susie Pappas: [34:26](#) But the different agencies.

Carolyn Greenberg: [34:27](#) But the different agencies-

Susie Pappas: [34:27](#) And on agency boards-

Carolyn Greenberg: [34:29](#) And on agency boards, when I served on the Sinai Board, I felt that I was the representative of the Federation of the Sinai Board.

Susie Pappas: [34:38](#) Mm-hmm (affirmative), mm-hmm (affirmative).

Carolyn Greenberg: [34:39](#) When I worked at the Center, I felt I was the Federation person who was asked to be on the Center Board. There was a strong connection between them all: Hope for the Agent, was again another agency that was very much conducted. I think that we have to stress those connections because otherwise, people don't really think of it as all one happy family.

Susie Pappas: [35:06](#) Right.

Carolyn Greenberg: [35:06](#) They think of it as segmented.

Susie Pappas: [35:09](#) Right, they don't think of Federation as an umbrella-

Carolyn Greenberg: [35:12](#) As an umbrella organization.

Susie Pappas: [35:14](#) Organization.

Carolyn Greenberg: [35:14](#) Right. Of course, what we used to preach is that when you give to the Federation, it's one for all, because the that point we didn't have separate Center fundraising-

Susie Pappas: [35:26](#) Right. That's right. That's right.

Carolyn Greenberg: [35:26](#) We didn't have separate Family Service fundraising.

Susie Pappas: [35:29](#) Right.

Carolyn Greenberg: [35:32](#) It was all under one umbrella, and that was the early concept of Federation, was that it was one for all. We have kind of got away from that. I think maybe it would be helpful if we had a stronger connection with all of those, and have people feeling that when I give to Federation, I am contributing to all of these organizations.

Susie Pappas: [35:56](#) Thank you, Carolyn. I've enjoyed talking to you. If there's anything that you want to add, but I think we've covered a lot of territory.

Carolyn Greenberg: [36:06](#) Well, I love talking to you, Susie. It was good fun, and I hope we'll have other conversations.

Susie Pappas: [36:12](#) As we will, for sure. Thank you.