

Mount Canaan College of Leadership and The Meeting Point at Mount Canaan

The Capstone of Jewish Achievement and Excellence



College

A tuition free 4 year program over 3 academic years and 2 summers leading to a combined bachelor's and master's degree in Jewish Leadership, Public Policy & Organizational Administration including extensive world travel and networking and one year of paid internship, in a post-denominational setting, commencing Fall 2012.

Student Body

120 Students per year in an Eton-like coeducational setting at a life transformative time; graduates hope to become political and business leaders, diplomats, innovators, communal organization executives, school administrators, academics, activists. Goal is to raise the level of the bar of leadership of Jewish institutions and their interests worldwide.

Educational Program

Innovative interdisciplinary accredited curriculum with a real-world pragmatic approach emphasizing entrepreneurial skill building and solving real-world challenges; adjunct faculty drawn from the New York City metropolitan area. Prospective Dean is an internationally known rabbi / professor well respected cross-denominationally.



Hospitality Component - The Meeting Point at Mount Canaan

Campus to include 65 room upper 4-star level family friendly kosher and halal hotel and conference center to provide programming for the college, attract high level demographic to visit the campus and to network with students and each other, to serve as a focal point for Jewish affiliation, and as a potential world interfaith meeting point.

Campus and Location

200,000 square foot space occupied in condominium within a 375,000 SF high security facility of historical character renovated within a framework of a academic-oriented redevelopment project in a high demographic community and physically attractive site; all zoning, code and regulatory issues to be settled pre-closing; building offers opportunity to consolidate all intended uses under one roof in an easy flow-thru manner; within 2 mile shuttle ride to Metro North railroad or Short Line bus station or 75 minutes by car to midtown Manhattan; convenient to interstate highway, Stewart-Newburgh airport and in a tourist-oriented area convenient to Woodbury Commons outlets and Bear Mountain skiing.

Economic Imperative and Feasibility

Current construction and financing costs are uniquely low; construction financing thru sale of 501(c)(3) bonds, and government tax and construction financing incentives. Operating costs financed thru creation of endowment, profits from hotel operations, and student fees to cover housing and consumables (ie: food and books). College to be self-supporting by 2015.

What Is Sought

- ◆ Moral Authority through Endorsements of Leading Public Figures to Spur Action by Investors
- ◆ Credit Enhancement to assist in offering a \$60 million 501(c)(3) bond to finance construction and working capital - i.e. the endorsement of a rated bank, guarantee, or equity contribution
- ◆ Loan in lieu of bond to be secured by mortgage of the real property
- ◆ Endowment Startup in Exchange for Naming Rights
- ◆ Challenge funding by leading philanthropic entities to encourage others
- ◆ Relationship with existing college to leverage existing accreditation and/or creditworthiness in order to secure better terms from private and governmental agencies that provide grants and financing

Why This is Compelling

- ◆ Protect Investments in Jewish and Other Philanthropy Worldwide by ensuring that future leadership is of the highest caliber and dynamism with the requisite knowledge of business, administration, entrepreneurial and diplomatic savvy to function in a multi-polar capitalist marketplace that demands these skill sets from its leadership along with a sensitivity toward things Jewish. This program will profoundly raise the level of the bar of leadership in the world beyond the Jewish community.
- ◆ Ensure the continuity of Jewish leadership of Jewish organizations given studies showing that two-thirds of mid and upper level leadership positions will be vacated in the next decade with insufficient Jewish talent being available to take over those positions
- ◆ Investment opportunities at the bottom of a deep economic cycle enable availability, acquisition and renovation of a massive property at distress-level prices amid the greater perceived value of a fully funded education. Finished project will be worth considerably more than the capital investment, especially when economy improves.
- ◆ Proposed educational program is of a quality not available anywhere that promises to graduate exceedingly marketable people of the highest potential with great flexibility to pursue opportunity in the world at large
- ◆ Hotel and conference center of this type does not exist anywhere in the world; format promises to bring together elites from around the world to network in a way never before possible that brings down the barriers to those marginalized through religious observance and offers a platform for potentially groundbreaking interfaith conferences and individual interactions
- ◆ Creates a model for other communities around the world to observe and follow - the creation of an academy to groom leadership tailored to the needs of specific communities
- ◆ Opportunity for Sponsors to put their names on a convenient Meeting Point location that will be a focal point of positive Jewish affiliation for the entire world at the highest levels
- ◆ Intention is that initial funding and regulation of endowment will create income and reserve for maintenance and future expansion obviating the need for continued developmental efforts. Once the project is implemented, funding will not be solicited except to Alumni who have a moral obligation to give back so that others might follow their fortunes; Gifts later received will be used to improve existing programs rather than creating new ones. Closed end nature of this fund means that sponsorship of this enterprise is indeed a limited and historic opportunity.

Summary Financial Requirements and Potential for Mount Canaan College of Leadership & The Meeting Point at Mount Canaan

Overall Goals:

- ◆ \$60 Million Bond Issuance to Fund Construction and Working Capital
- ◆ \$100 Million Endowment in Fixed Income at 5-6% to fund College's Operating Budget
- ◆ Hotel returning \$4m annual profit to repay capital and help maintain College Operating Budget and/or provide Reserve Capital
- ◆ Student fees of \$1.4m per annum to repay bond financing

Capitalization of College and Dormitory Building Sections \$23.5m

Based upon \$85 per square foot x 40,000 SF for College 3.5m

\$75 per square foot x 100,000 for Dormitory and Student Life Areas 7.5m

Site Improvements \$1m

Interior Furnishings \$1.5m

Acquisition Costs \$7.5 million at \$50 per square foot plus share of utility space

Plus Contingency Reserve (10%), Professional Fees (10%), Construction Mgmt (5%) \$2.5m

Above figures are based on tax-exempt status; includes overhead and profit on the construction; LEED certification and non-union labor.

College Annual Operating Budget

Operational Expenses \$1.5m

Administrative Payroll \$1.5m

Faculty for BA Program \$950,000

Faculty for MA Program Summer Session \$144,000

Student Programming Costs \$1.3m

Apportionment of Taxes and Bond Financing \$600,000

Total Annual Expense \$6m (once full enrollment is reached)

Above Funded by Student Fees Paid in Advance 1.4m (based upon full enrollment)

Dormitory Utilities, Food, Books, Reserve Fund

Capitalization Cost of Hotel Section \$22 million

Based on renovation of 65,000 SF x \$125 per square foot at 8m

Additional Auditorium & Ballroom Construction, and Exterior Renovation 4m

Proportion of Land Acquisition 4m at \$50 per square foot including utility space

Additional Furnishing and Decoration 3m

Plus Contingency Reserve (10%), Professional Fees (10%), Construction Mgmt (5%) \$3m

Hotel Income/Expense

Annual Operating Expense \$7m including Guest Consumables

Operating Budget 1.5m

Personnel Expense 2.5m

Consumables at 70% occupancy 2m

Proportion of Taxes and Bond Financing 1m

Projected Annual Revenue \$10.3m based on 70% occupancy

Projected Annual Profit \$3.3m based on 70% occupancy

Potential Additional Annual Profit from Friends of Club Canaan 1.5m in Year 3

Transaction Closing Costs, Due Diligence and Fees \$1m

Reserve for Increase in Materials \$2m

The Prospective Student

Who They Are:

Feels the desire to someday contribute to the greater Jewish community and wants to obtain skills and entrée to be able to do so; does not need to be committed to communal organizational employment

Has demonstrated a level of commitment to Jewish causes that makes the admissions committee feel this person is a potential Jewish leader

Has the potential and ambition to be highly successful and the willingness to take some risk

Wants to engage a multi-cultural world and to assume a leadership role in helping to shape it

What They Get:

Tuition-free education leading to bachelor's and master's degree over a 4 year period in the fields of public policy, organizational administration and community leadership

One academic year supervised job placement with relevant experience

Cutting edge practical education designed to achieve advanced placement in career tracks

Unparalleled opportunities to network within the college and during travel abroad with current and future leaders around the world, and to cultivate a priceless network of friends and contacts

How to Secure the Next Generation of Leadership

Go and ask anyone about the challenges of the Jewish People and it all boils down to Leadership. So let's talk "taches" (bottom line in Yiddish) about Jewish Leadership because the execution of ideas and solutions to any of our challenges will only be as good as those that are in charge of dealing with them.

What is really being done to ensure that Jewish organizations will become better custodians of the assets entrusted to them to avoid the kinds of losses to their endowments that occurred this past year due to poor investments and fraud?

What are we doing to create a truly transformational experience aimed at identifying and grooming future leaders? Especially given a Bronfman sponsored study that states that 65% of mid and upper level management of Jewish organizations is set to retire in the next decade and the Jewish world doesn't have the talent necessary to fill many of those positions.

If we are to profoundly raise the level of our educational institutions, communal associations and representation, the greatest challenge for this century is to create a system for fashioning home-grown leadership that represents the best our community has to offer and that can tackle the challenges we face at home and around the world.

Till now there has not been a vehicle tailor-made to achieve this result. We look to the outside market to provide us with suitable candidates who often do not have the optimal combination of sensitivity about things Jewish alongside their administrative or professional talents or vice versa who can truly bring a unique perspective while operating in a multipolar world. The potential within the Jewish world to dare to be great in this unprecedented era of development can be immeasurably increased by focusing investment on our best and brightest at a time when they are

most receptive to accepting direction and training, and to do something that will create a hub for present-day leaders to network with each other and influence future stars. And to do this on a truly world-class level that would be the standard-bearer for other communities in the world.

It is a most fitting tribute to both our heritage and dreams to make this effort and to commit ourselves to establishing a Mount Canaan College of Leadership. This is a practical place to put the best of what we have achieved into the hands of the next generation and to expect to make a real difference in the world and for our posterity.

The Mount Canaan College of Leadership In Detail

The College will select 120 of the world's best and brightest college-age students each year to a 4 year tuition-free program leading to a masters degree in Jewish Leadership, Public Policy and Organizational Administration. The program will include three academic years and two summers of instruction and a 35 week practical paid internship. Students will live on campus in Middletown, New York, a 75 minute drive from midtown Manhattan. The first class will commence studies in Fall 2012.

A post-denominational program consisting of innovative interdisciplinary courses fusing nonscientific liberal arts and Judaic subjects with a pragmatic bottom line oriented approach will seek to efficiently transmit the best possible education in the world of particular interest to prospective future leaders of the Jewish People at a transformative time in their lives in a manner never before contemplated.

Students will be admitted for their potential as judged by recommendations of their communities and the admitting officers, not on the basis of having committed to a particular career, and will not be required to do so. It is less important that graduates take roles in Jewish leadership than the seeds are planted so that successful people can later take roles in Jewish leadership. It is hoped that graduates will later contribute to an endowment to benefit future students. The student population will be mostly reflective of the Jewish population worldwide with diversity to the extent academically possible. Admissions will not be means-tested and will be open to all those who show a history of affiliation and commitment to the Jewish community.

The campus will be enhanced by a 65 room kosher Relais-Chateaux affiliated hotel that will be the focus of weekend programming and will attract the highest demographic to the campus as well as serve as a vehicle for executive retreats and education.

Utilizing its location to achieve both low operating costs as well as proximity to a major metropolis, professors would be engaged on an adjunct basis, some on the basis of short but intense mini-courses, so as to enable the maximum participation by the best available faculty without carrying a large resident staff and inducing career changes. The educational track will be intense and the curriculum will be set by the College. Significant resources will be directed at the individual improvement of foreign language communication, written and oral rhetoric, and interpersonal skills. The program will be developed meeting the requirements of accreditation by the Middle States Association and in the meanwhile governed and its degrees granted by the New York Board of Regents or through affiliation with an existing college.

Students will be charged \$10,000 per year for student housing, food and texts, so that they are invested in their university experience. A dormitory will offer double-occupancy accommodation on a choice of single-sex or coed floors and food will be available every day.

The school would be accommodating to all denominations but administratively neutral in its philosophy and curriculum so as not to be aligned with a particular religious or political ideology.

“The mission of this College is to efficiently transmit the best possible education in the world of particular interest to prospective future leaders of the Jewish People at a transformative time in their lives in a manner never before contemplated.”

The goal is to fashion leaders who can work in a diversified world and within competing interest groups. Sabbath and kosher dietary laws would be observed in all official respects but not the instrument of coercion for those who wish to opt out.

In addition to classroom education, students will be sent on trips to New York, Washington, Jerusalem, Arab capitals and other global hotspots so that they can be exposed to the issues facing Jewish leaders and create relationships with counterparts around the world. Scenarios will be staged on campus to provide students with exposure to military leadership models as well as to competitive situations testing and developing their leadership skills. A 9 month paid internship (including a stipend to cover transportation and living expenses) at a Jewish organization or some kind of Jewish-oriented activity would provide an intensive practical experience as well as a potential career opportunity helping to create a more employable master's degree graduate.

The College will be headed by its Dean, Rabbi Adam Mintz, former head of the New York Board of Rabbis and chief rabbi of Lincoln Square Synagogue. Rabbi Mintz is also a member of the Jewish Studies faculty at Queens College.

Parents will find such an offer worth over \$250,000 at today's rates hard to refuse; the quality of this program will create a compelling marketable graduate in many fields even though only one degree is offered. Students will realize the unparalleled and priceless opportunities for study, travel, work and networking offered by this program.

Initial feasibility studies suggest that the college of the 21st century can be built at an economically efficient rate, more so than ever before. In 2009, a reference library is more a function of Google than a temple housing printed matter, and students come to campus wired to the person rather than to the place. The college bookstore of today is the Internet and a printer. The fact that one track of studies is offered allows the college to avail itself of tremendous economies of scale in terms of its educational offerings.

It is hoped that graduates will ultimately be fulfilling roles such as school administrators, executives in communal organizations, political activists, academics, business leaders, diplomats and innovators. The college will serve as a potential source of solutions to practical problems and as a creative place that current elites will affiliate with in order to influence the next generation as well as to refresh and satisfy their own genius and gestalt for networking.

Undergraduate Course Catalogue Three Year Program 134 Credits

First Year

Great Ideas: Thoughts and Experiments in Philosophy, Politics & Economics
Survey of Jewish Concepts
Contemporary Issues in Judaism
Influence and Persuasion on a Personal Level
Foreign Language Training
Choice of Spanish, Russian, Hebrew, Arabic
Reading and Written Rhetorical Skills
Exercise and Diet
Travel Training Module: NY and Washington Public Policy Institutions
Jewish History and Philosophy
Leadership: Case Studies Through Historical Figures
Culture and Media: History and Appreciation
Foreign Language Training II
Oral Rhetoric, Research and Organizational Skills
Stress Management and Study Techniques
Leadership Training Module

Second Year

How Things Work (Science and Otherwise)
Statistics and Quantitative Measurement in Society
Literature and Books
Comparative Religion: What People Believe
The Rabbinic Tradition: Oral Law and Argument
Jewish Law (Halacha) and Modernity
Personal Security
Middle East Travel and Training Module
Role of Ethnicity and Religion in the History of Conflict
Philanthropy
Entrepreneurship and Innovation: Case Studies and Projects
Jewish Community Structures and their Challenges
Foreign Language Booster Training III
Social Graces
Leadership Training Module

Third Year

Public Opinion and Managing Campaigns of Ideas and Personalities
Comparative Principles of Law and Justice
Israeli History and Contemporary Issues
Business, Public Sector and Not for Profit Organizational Administration
Investigation
Ethical Dilemmas & Approaches of Halacha (Jewish Law) and Comparative World Legal Systems
Business Etiquette
Managing Relationships among People and States (organizations, constituencies, diplomacy)
Modern Jewish History and the State of the Jewish People Today
Civil Societies: Comparative Structures and Systems
Social Justice: The Challenges Ahead to Repairing the World (Tikkun Olam) (lecture and seminar)
Real Estate Acquisition, Development and Facilities Management
Inspirational Texts and Speeches from the Jewish Heritage
Adult Issues Seminar: Questions and Answers
Global HotSpots Travel Practical Module
Bachelors Thesis

Masters Program Course List

Masters Degree in Jewish Leadership, Public Policy and Organizational Administration

Hard and Soft Power: How Nation Actors Attempt to Get Their Way
War within Government and Corporations: Navigating Bureaucracy and Interested Stakeholders
Conflicts Among Jews: Baseless Hatred or Real Interests?
Venturing a Cause: Entrepreneurship and Startups in Not-for-Profit Territory
Surveying the Market for Jewish Oriented Services
Deconstructing Leadership: A Multi-Disciplinary Approach (ie: Psychological, Anthropological)
Jewish Prophets, Kings, Prime Ministers, Generals and Statesmen - And Their Posterity
The Road to the Annual Meeting: Strategic Planning and Budgeting for an Organization
Masters Thesis

The Meeting Point at Mount Canaan College of Leadership Concept Highlights

- ◆ Hotel serves as focal point for weekend programming on the campus to be organized by the College and to make the hotel a viable tourist destination as well as a place where students want to be. Emphasis on programming will be to complement the college while filling rooms and creating a venue that fulfills the mission of the campus.
- ◆ Goal is to attract highest demographics from all over the world to visit the College, to host visitors, professors, donors, guests of the College, provide networking and employment opportunities for students, and an unparalleled opportunity for religious people of all stripes to observe their religious requirements in a friendly and accommodating venue and to network with each other.
- ◆ 65 Room Boutique Hotel emphasizing family-friendly hospitality charging a premium rate to sophisticated clients but not nickeling and diming its guests or cutting corners. Entire hotel is executive floor-level and beyond. Hotel to affiliate with Small Luxury Hotels and/or Relais Chateaux.
- ◆ Hotel to occupy top two floors of a 5 story building with scenic mountain views, 75 minutes drive from midtown Manhattan; close to train and express bus connections, 30 minutes from Stewart-Newburgh airport, within 2 miles of 2 major highways and major shopping centers, 20 minutes from Woodbury Commons and within 5 miles of Bear Mountain ski area and adjacent to Catskill Mountains region.
- ◆ Hotel to contain 54 junior suites, 10 suites and a 2,000 square foot VIP wing. Food will be kosher and halal, but marketing generally will not emphasize this so that the hotel can broaden its appeal to the overall market as an inclusive destination. Architecture allows for cost-efficient expansion of additional 20 rooms without disruption.
- ◆ Services provided at no extra charge include reasonable allowances of alcohol, laundry, telecon, computer equipment, and tipping will be discouraged.
- ◆ Common facilities to include dining room to seat 75 people (2 shifts to feed entire hotel), breakfast room, media and business information room, recreation room, kiddie room, gym, piano bar cabaret room, sitting room, 4 breakout rooms, function room for 150.
- ◆ Average stay would be 2 nights; market includes visitors to campus such as parents, dignitaries, professors, scholars, alumni, donors, executive education, corporate and other retreats, potential donors and students, and tourists.
- ◆ When hotel is used for conferences or during weekdays off-season, food and beverage services offered will be scaled down according to the circumstances. Rates will be adjusted accordingly. Hotel plan offers flexible models operating within 4 scenarios based on adjusted seasonal demand.
- ◆ Services during summer and weekends year round to include buffet cold breakfast with hot entrée made to order, snack platters in public areas placed at lunch, tea and night-time, 3 course dinner with salad bar, desert trolley and plated entrée. Food style emphasizing healthy but tasty diet with premium quality fresh ingredients; fewer choices but generous portions.
- ◆ Entertainment to include speakers culled from campus or beyond, cabaret with lounge act or more extensive entertainment when appropriate. The cabaret is a cash bar for alcoholic beverages.
- ◆ Personnel recruited from top echelons in the industry, incentivized well and given wide discretion to ensure the highest level of customer satisfaction.
- ◆ Create a familiar and user-friendly experience convenient to NY metro area that will encourage a committed clientele to use the facility often and find it rewarding to do so through the likes of The Friends of Club Canaan program that delivers exceptional value.