

C-7427 to C-7428 Transcriptions

Wexner Heritage Foundation. Boardroom discussion. 6 July 1994.

**Herbert A. Friedman:** Do real work, real work and you have to earn your way up and you have to fight your way up and all of that, that's fine. So you're in position. Then, the leader as - a general who can strategize, the long range strategy, and that means have a goal in your mind where you wanna go. You wanna take your synagogue from 300 members to a thousand members, that's your goal. Strategic objective, a- after that, it's tactics, how do you get there? Now! The third one and the reason I put this in the middle is because it's in the center of the five lectures and you know a couple of things by now that we've been through the first two. Now you come to the guts of the matter, the leader has to be oriented towards raising money. [01:00] [taps on desk] And the leader has to be able to do it himself or herself. And not feel that you are above it. And not feel that it's dirty work. Or unimportant work. I don't like academicians because too many of them have said to me too often in my life, oh well, look, we'll help you, we'll give you advice - blah blah blah blah blah blah blah, but don't ask me to go,

to-to go, to get involved in the dirty business of raising money. I mean that's, that's - I'm above that! Some people actually use that word to me, I'm above that. Well. Let me tell you something, then you're above earning your living because you don't like to mix your hands in dirty money, and you're above paying your mortgage and you expect that you don't have to if you don't feel like it 'cause it's dirty money. I mean what the [02:00] hell is that guy tryin' to say to me? That he's above that. What is he, some angel in heaven somewhere? [laughs]

**Audience:** Well, I think there is a feeling among academics that ... not all, I don't want to generalize that much, but - that they're sort of serving by doing their academic-

**Herbert A. Friedman:** Thank you very much, that's very good. You're doing your job as an academic, you're succeeding, you're a very good academic, you are very intelligent, you are even intellectual, some of 'em are, and uh, that's all you have to do? I mean you got no other Jewish responsibilities? I'm talking about Jewish academics. [audience member: Yeah, that's what I'm talking about] You got no other responsibility beside that? I have no respect for you. I mean what else, what answer can I possibly give? Anybody who says that is saying that all the rest of us who are down in the mud doing the dirty work of keeping

everything going keeping [03:00] the state of Israel going, keeping the religious establishment going, keeping the educational school system going, all the rest of us are some kind of inferior quality? We're not sensitive the way he is? He's sensitive, he can't- he can't - he doesn't want to deal with money, he's some kind of hire member of the human species. I mean, it's absurd. It's a little bit obscene. If it came - if that kind of a statement came from, let's say, a lower class uneducated uh, ordinary person from whom you don't expect some kind of grand or noble conduct, *meleh*, it's one thing. I could, y'know. But this guy? This guy? Who's sitting - or this woman - who's sitting here with a PhD and fifteen years of book learning, sitting in sheltered environment of the library uh, while the rest of us uh, um, [04:00] working class Jews are maintaining the establishment of which he's a member? What the hell's he talking about? It's a nasty, negative, rotten, defenseless position.

But there are forty five thousand of them, Jewish academicians in the United States associated with institutions of higher learning who don't lift a finger for the Jewish cause. So. You - you - you and I, thank God, are not of that quality and of that characteristic and you and I are willing to give the

only thing you have is your time, that's the only thing you own in life, you don't own anything else. You don't own your children, you don't own your wife. You don't own your house, you're paying it off. You don't own anything. You [05:00] do own your own time and for you to be willing to give that is the most precious gift you can give to your people. But! Time, unfortunately, is not legal tender, [laughs] and it's not hard currency and so you - we, we ask you to give one more thing, which is money in addition to your time. Nothing can operate without money. Money is the holiest of all things. Now I don't want you to worship it, cause I want you to take it away from yourself and somebody else, so it's not an object of worship, but it is the one - and there's no other - it is the one indispensable ingredient that you cannot do without. You can't do anything without it. Don't give me your advice as to what the Jewish people [06:00] should do about this that or the other thing, I don't need your advice. I need your time and I need your money. And that's - and in giving those two things - you are taking your share of responsibility. Which, you said you were willing to do when you were bar mitzvah or bat mitzvah. Which you said you were willing to do even though you couldn't talk when you were circumcised. I mean you came into the fold

and you took the obligations and responsibilities of the tribe. You did that. In the one case, you weren't asked [laughs] in the earlier case. But in the thirteen year old, you were asked, you had a choice and you could refuse. You didn't refuse. So you're in the boat. So now carry your weight in the boat, carry your weight, [07:00] that's all, pull your oar, pull your oar. And I want you to understand that, the - that the, if you become the president of the shul or the federation or the school or the center or the old folks or...whatever you become the president of, you have to go out and help raise the dough. Okay? If you wanna assign cards to somebody else, you gotta take ten cards yourself. And then you're one of the chevreh [family]. Then you can tell somebody else to do -everybody knows you've got the title. Everybody knows you've worked up to it. Everybody knows you've earned it in most cases - some cases, but that's the exception, most cases you've earned it. Now everybody wants to see you come down to their level and do the things [08:00] that the troops are doing. And that's the beauty of it. So I'm making this, uh, uh, preamble and you may say we all understand it. What's he talking about? Why is he making such a fuss about this? And the reason I'm making a fuss about it is, I have seen many cases where campaigns have fallen because of the action of

the leader. Sat up on, he or she, sat up on some kind of throne giving orders and directions ... and people began to get the sense and the feeling that he wasn't doing any of the dirty work himself. And that's when people lose faith in the leader, so you have to be engaged from word goal one, from word - uh, from word one. And on that page, I had Roman numeral three - I just ticked off five or six [09:00] things uh, in terms of your conduct, as a fundraiser. [pages turning]

Item one, you have to get involved in setting the community goal. I say community goal, the- the project goal, whatever the project is. You have to take part in that process. This will increase your credibility in later solicitations. You will have full knowledge of how and why the goal was established and you can answer all questions. Okay. Let's review that for a couple minutes because we didn't have time to get to it, as to how you establish a goal. How do you set the goal? We talked a little bit yesterday about should the goal have a cushion in it, so that you're protected against [10:00] **[inaudible]** overruns, um, but lets' talk about um, uh, not the psychology but the methodology. What's the best way to set a goal for the project? [turning pages] the very best way? BJ?

**BJ:** Well, I don't know if this is the best way, I can tell you what I've done in the past. Generally, um, we've always looked to see what the project needed - in other words what we thought the actual costs were and what the necessary amount of money was gonna be. Second thing we look to do was to determine who our audience was and what we thought the uh capability of that audience was with respect to that particular project. So, I guess we came at it two ways. First what did we need, second, was it possible? And uh, that's the way I've always done it.

**Herbert A. Friedman:** Now I wanna know, who's the 'we'?

**BJ:** Okay. Um, just as a case in point, go with that one? [11:00]

**Herbert A. Friedman:** Okay. You said - the, how you've done it, how you done it?

**BJ:** Right. Um, [clears throat] in the case of um, our synagogue, I uh, had been on the executive committee, I have responsibility for the financial matters, um, we had, uh, the synagogue ran with one-third of its budget being covered by dues, one third of its budget generally covered by annual dinner, and one third of its budget being covered by the Yom Kippur appeal which was a very laggard sort of process in the synagogue. So first we determined what all our expenses were and what we needed -

**Herbert A. Friedman:** I wanna know who's the 'we'?

**BJ:** Um, I did, and we have a bookkeeping staff, a bookkeeper.  
And a treasurer.

**Herbert A. Friednan:** You, the bookkeeping staff, and the  
treasurer?

**BJ:** Right.

**Herbert A. Friedman:** Okay. Um, and give me an idea, let's say,  
[12:00] of the size of the goal which you came up with.

**BJ:** The goal for the Yom Kippur appeal was a hundred thousand  
dollars.

**Herbert A. Friedman:** For the project where the goal is a hundred  
thousand dollars, -

**BJ:** How much time did I spend on determining those costs? Maybe  
a half hour.

**Herbert A. Friedman:** A half hour. So, you depended upon your  
staff.

**BJ:** Right.

**Herbert A. Friedman:** And what did the treasurer have to add to  
the, to the discussion?



**BJ:** Well-

**Herbert A. Friedman:** Nothing.

**BJ:** Mm. The treasurer got basically the opportunity to rehash everything the bookkeeper said.

**Herbert A. Friedman:** Okay. So that's a -

**BJ:** That made her happy.

**Herbert A. Friedman:** A little bit of insurance to make sure they were on the right track, but - nothing really creative.

**BJ:** Except yelling at the bookkeeper.

**Herbert A. Friedman:** [laughs] Okay! Um, -

**Audience:** What was, what was the point? To raise money [inaudible] for the Yom Kippur appeal?

**BJ:** How much money the synagogue needed to fill its budgetary [13:00] needs for the rest of the year. [13:00]

**Herbert A. Friedman:** Yeah, how much money the synagogue - the Yom Kippur appeal should contribute to the annual deficit. Yom Kippur appeal had to produce one third, you said? [BJ: Right] of the annual deficit. [BJ: Annual budget] Annual budget.

**BJ:** The synagogue doesn't run at a deficit.

**Audience:** The other two components are predictable.

**BJ:** That's right

**Audience:** You know what it is and you don't - that's not - okay.

**BJ:** But it had never been - it actually it hadn't been done that way, generally people just sorta ran- raised money and the synagogue sorta got along and it seemed to [inaudible] enough and there wasn't a lot of science applied to it. The next part was actually tougher and that was looking to see how successful we had actually been in our appeals in the past, out of the number of families we had, how many had contributed and to what extent that they had contributed and that - um, I unfortunately had to do myself because it was in a variety of different places and I had to sit up at nights and just - [14:00]

**Herbert A. Friedman:** So you were trying to update the process

**Audience:** And we created a computer bases -

**Herbert A. Friedman:** Yeah I was gonna say, you're trying to build a database [laughs] as a one-man show. But uh, he was bringing them up into the twenty-first century, uh, instead of

with the little green eyeshade and the little pen and lots of figures and lots of little different ledgers. Uh, yeah, Philip?

**Philip:** I have a question about when you have, like Operation Exodus and the general campaign going - or it could be maybe, uh, Kol Nidre appeal -

**BJ:** Yeah, there's a lot of noise, that's right

**Philip:** - or maybe a school. As -

**Herbert A. Friedman:** Yeah, whatever!

**Philip:** As building campaign -

**Herbert A. Friedman:** Whatever, whatever, whatever -

**Philip:** How do you, uh, how does one dovetail? Is it better to try to uh, let's say it's a building campaign, do you - I won't say sacrifice - but do you hold back the general campaign, do you push both, is it [inaudible] to roll one sometimes into the other?

**Herbert A. Friedman:** No, you're getting way off into other subjects - other subjects -

**Philip:** I know.

**Herbert A. Friedman:** Hold 'em, hold 'em, stay on this. [15:00]

**Philip:** Okay.

**Herbert A. Friedman:** Stay on this. The coordination of campaigns, how to decide which campaign should come up, which should -

**Philip:** Dinner, as annual giving, [inaudible]

**BJ:** We space them out very well, those are easy to deal with-

**Herbert A. Friedman:** Coordination of large campaigns in the community have to go through the central federation office 'cause the only place in town that keeps the calendar on what's happening everywhere is the federation office. Nobody else does it. And, so, you gotta sit down with them if you're gonna have -

**Audience:** [inaudible] internally, within the same organization -

**Philip:** Maybe sometime this week you can discuss your organization [inaudible] campaign, how -

**Herbert A. Friedman:** One organization? Oh - do - Oh I missed the point, obviously.

**Philip:** Maybe later on -

**Herbert A. Friedman:** All right, hold it. We'll get to it, uh, but I don't want to lose track of this. Do you think, do-somebody had your hand up? Yes?

**Audience:** I, I think that setting the goal is pretty uh, self-determined, whether it's a hundred thousand dollars [inaudible] or a building campaign that we're going through at our synagogue [16:00] ... [inaudible] a building campaign or a deficit that we just covered, that goal is predetermined by the concept of having a campaign to raise the money.

**Herbert A. Friedman:** You think that because somebody decided to have a campaign - to raise the money...

**Audience:** No, no, I think that, I think that the concept of where, we have a large synagogue and and, we're planning for ten years in the future on replacing major components, so - we're going through that process now of identifying -

**Herbert A. Friedman:** 'We' is a large committee.

**Audience:** No, 'we' is me and two other people.

**Herbert A. Friedman:** [laughs] So you and two other people are deciding about ten years' worth of future capital improvements

and you're talking about hundreds of thousands if not millions of dollars? Right?

**Audience:** Correct.

**Herbert A. Friedman:** And you and two other guys are deciding that. [**Audience:** three] Three. All right. Three guys. [audience commotion]

**Audience:** Well it's really not so cut and dry, [17:00] you have to determine whether you should base the campaign on the ability to raise the dollars versus the actual needs of the community, and that's- that' becomes a philosophical question, I mean, if last year we raised 'x,' this year do you try to raise 'x' plus 'y' to sorta stretch over last year or do you take a look at real dollars required to provide the services you're your community needs? In which case, the likelihood of attaining that goal is significantly reduced over the first one suggested.

**Herbert A. Friedman:** See, what's absolutely amazing to me in everything that you've all said is nobody has said, hey you know what, in setting the goal, we ought to ask a couple of the customers what they think, the contributors. The big contributors.

**Audience:** No, we didn't get to that point yet.

**Herbert A. Friedman:** What point? We're talking about how do you set the goal?

**Audience:** - but in terms of - we've already done that, before we get to what you just said -

[commotion continues]

[18:00]

**Herbert A. Friedman:** How do you set the goal? And you have told me how you set the goal, you and two other guys, you and a couple of staff people. Wait a minute.

**Audience:** No no no no no no no you asked me how we did the background work.

**Herbert A. Friedman:** No, I didn't ask you that!

**Audience:** Oh you did, you said -

**Herbert A. Friedman:** I asked you, how do you set your goals?

**Audience:** You didn't understand what I said there, because I think the goal is said, it's predetermined whether it's a new function you're gonna supply a social worker to the community that goal is, is self-fulfilling

**Herbert A. Friedman:** The cost is known to you!

**Audience:** It's not known, it's only known once the- once the, uh, process, not the process, the project has been identified and that's, that's the first step in the project. Well, I wanna hire this social worker or Hillel representative -

**Herbert A. Friedman:** Who's the 'I'?

**Audience:** The person who suggested - whether it's me, [Herbert A. Friedman laughs] or, or -

**Herbert A. Friedman:** I'm trying to find out fellas, how you set the goal. Now you, I- I- I don't [19:00] I didn't bother with all the preliminary surveys, I took for granted somebody's going to find out what this costs and what that costs, somebody comes in with the alternatives of, if we do this portion of it and this portion of it maybe we ought to spread it over three years - all of that is technical preparatory bookkeeping data that the people need who are going to set the goal. They need the data absolutely, obviously, they shouldn't be talking in the abstract. Once they go the data, how should the goal be set? And when I said I saw absent in what you - I didn't hear anybody say, let's see the goal by calling together ten of the largest contributors, explain all this data to them, see what they



think, 'cause they have to buy in. And the way you get them to buy in,[20:00] is you consult them right at the beginning when you set your goals.

**Audience:** That was the, that was the next step. First we needed to know, then we needed the databank, we didn't have ten, we had six -

**Herbert A. Friedman:** That's okay, same thing -

**Audience:** We sat down, we determined, we actually went through the entire listing, determined what we thought each person could give, so we came up with -

**Herbert A. Friedman:** Who's' the 'we?'

**Audience:** The six of us in that room.

**Herbert A. Friedman:** Who were the six?

**Audience:** Uh, -

**Herbert A. Friedman:** Your staff?

**Audience:** No, uh, they were prominent people I the community, leaders, big givers, um, and people who were well known in the community with the influence to raise the money.

**Herbert A. Friedman:** I don't care all about the influential people, well known -

**Audience:** These were the guys that were going to go out and ask for the money.

**Herbert A. Friedman:** Those are your workers, I don't mind if they're there, that's fine -

**Audience:** No, this are- these are the leaders of the community, we don't have workers do that, the leaders of the community - they're the ones that ask for the money

**Herbert A. Friedman:** Good, they were, were leaders, I'm focused on the one thing in this session - [bangs desk for emphasis] keep thinking only [21:00] about one thing. Dollar bills. That's all, don't think about anything else. So when I -

**Audience:** - twenty five percent of the budget was in the room.

**Herbert A. Friedman:** Twenty five percent of the budget was in the room, that's fine, I'm satisfied

**Audience:** Does that answer your question?

**Herbert A. Friedman:** Yeah yeah, right away, I'm fine, I'm fine, I'm okay, I'm happy [laughs] So many people go into projects,

good people, honest people, sincere people, without using the first fact of *sechel*, common sense. You gotta find out somehow or other what your customers believe, what they feel. You gotta get some kind of feedback from them, you're not soliciting them at the moment of the goal setting, although it's not a bad idea, by the way [laughs], I mean, I have seen communities - talking about the biggest fundraising project in town, let's talk about that - everything else is a smaller model, [22:00] is a smaller project that can use that model. I have seen communities which decide on their calendar - let's make believe that uh, the Jewish year, action year, begins at Rosh Hashanah, so that's September... so September of a given year, you're starting to plan the next calendar - September 1994, you're planning your 1995 campaign, okay. And the first thing you want to do in, in the planning is [clears throat] the national UJA sends over a prime minister's mission, uh, which I set decades ago to go in August. Prime minister's mission goes in August, and on the prime minister's mission, the minimal gift is the hundred thousand dollar gift, to be, to be invited to go on that mission. And they don't pay for it, and they go on the concord,[23:00] and it's first class all the way cause you got people on that airplane who are - minimum is a hundred thousand, and there's no

maximum, so there are people that're giving a million. They come back; they're affected by what they heard and saw in Israel.

Let's make believe that, um, make believe it doesn't matter, September 1, whatever date it is, forget Labor Day, Rosh Hashanah, make believe September 1<sup>st</sup>, you call a meeting to try to set your goal. Now everybody comes in with all the data, all prepared, executive director and his staff, they've got the data, they've got a figure in mind that they want to recommend. They know what was raised last year; they know what the da- they know what the shortfall was in the cash versus the pledges from last year, and two years and three years ago. They're backed up with all the data in the world to answer any kind of questions that are going to come up [24:00] at this, uh, nice big Sunday afternoon barbecue out at somebody's back yard - that's where I saw in one city, they had their goal setting meeting. Um, and they invited me to come and make the speech to inspire them, so that's how I had to sit through their own internal, um, I was not one of their uh, citizens of their city. So in a way, I had no right or reason to be there, they were deciding their own internal business. And there were, there, out on the lawn, on that barbecue, about fifty people. And I asked the executive director, I said, director, I don't know- I don't know the

composition of the audience. He said, we invited every single ten thousand dollar giver and over. I said, how many have you got in town? He said, oh, I dunno, a hundred. [25:00] I said, you invited them all? Yup. And he says, and thirty of 'em came and they're here. So he's got thirty out of a hundred, thirty percent, of his top givers. Now he wants to increase them, he wants to get more people below them up into that category, and it doesn't matter if you're talking about ten thousand or one thousand, the scale of the project doesn't make any difference. Small projects can be modeled after larger projects, if the model is correct. And the model of inviting a top layer of your best known givers - not helpers, not advisors, not well known community leaders, socially prominent figures - they're all okay I've got no objection to any of that.

But I wanna make sure that [26:00] embedded in that audience is a good chunk, and if you say twenty-five percent, perfect, that's fine, so I was kind've surprised that that didn't come out right away, maybe I wasn't clear in the question I asked, I dunno, I thought I was. Get that goal and you are the leader, and as the questions come up, the question swill usually be, why - why do we need this, why do we need that - or the question will be, how - how do you think we could rai - what's

going around the table I hear is gonna cost twenty-five percent more, can we raise the goal by twenty-five percent? How are we gonna do that? Are you gonna start asking people at the very top once we're here, out at the barbecue? Are you gonna ask us [27:00] for thirty and forty percent increases? That's what's going through their heads in order to reach an average of a twenty-five percent increase in a big campaign. Somebody's going to have to give forty-percent more cause somebody else is only going to give ten percent more, is that right?

So we're talking about average of twenty-five percent increase in the, in the goal, the people who are - the big givers who are present at that moment know perfectly well and to make sure that they know, you, the leader, have to say something like this - I'm not trying to put words in your mouth - you interrupt, get into the conversation, 'fellas, ladies and gentlemen, nobody here should vote for this goal without realizing the implications to his own personal or [28:00] her own personal gift. Don't vote for a resolution, you got to vote with your pocketbook' - remember that - 'in order for your vote to be helpful. Vote with your pocketbook.' And I'd much rather have you vote down a twenty-five percent increase rather than vote for it, knowing perfectly well that you don't intend to

match that increase by something bigger. Because you have to help keep the average up and twenty five percent for everybody, average for everybody across the board, means forty percent for you.

Somebody ought to issue that warning the meeting, that's being very honest. Some people think no, it's not right to do that because that puts a damper on it, that tells those uh, big givers, boy they're really going to get whacked. Um, but I, I [29:00] think it's much better if the goal is reached after a long, deep analysis even including arguments - cause when the arguments are over, they're not personal arguments, you're not fighting with him, you have a difference of opinion. But that [inaudible] in the air, that disappears quickly. By tomorrow, that's all forgotten. Each of you is struggling to try to arrive at the correct answer, you're joined in the common [recording cuts out] feeling in the matter, is, and I'm not trying to dictate it, I'm just trying to tell you what my experience is - face it honestly, face the goal setting honestly, involve some of the big- as many of the biggest givers in town as you can involve. Let 'em thrash it out, point out to them what their responsibility is, and then - come up with the best answer you can come up with. Uhm, so goal [30:00] setting should not be

mechanical, it should not be uh, um, uh peripheral, it should not be exclusive just to a small tiny group of people. It's gotta be as inclusive as you can make it, and you do it early enough, at an early enough time in the, in the in the calendar of the campaign so that you're not caught short, um, I've seen this happen. The process didn't take place- [recording briefly cuts out]

**Herbert A. Friedman:** - over a Jewish guy, a newspaper man comes along wants to interview the leader, the president, and um, I'd like to help - they all want to help. So I want to help the campaign get off, I'm writing the lead story, oh, can you tell me what your goal is? Oy! Jeez, we didn't set a goal, oy gevalt, we didn't set a goal. I've seen that happen so many times! Oh jeez [mumbles] hey listen, uh, oh, would ya call Bill and Harry and John and M-Muriel [31:00] and Sarah and get 'em together my house, now, this afternoon, five o'clock! Cause I got to answer this guy from the paper. You got to answer the guy from the paper, that's how you're going to make your goal? And believe me, this is, this is not an act, I-I - anybody here ever seen this happen?

**Audience:** I'm afraid to raise my hand.



**Herbert A. Friedman:** Yeah, right! [audience laughter] Go 'head

**Audience:** I'm a president [**inaudible**] of Columbus Day School, and what we did over the year is, top givers who are involved in seeing what the needs of the school were, and they made sure that we knew the teachers' salaries have the increase, what teachers we could hire, [**inaudible**] going for, and, by the time we came around and set our goal, the people who were the major givers came to me and, and they pushed to have the goal set higher - and the number one fund giver, um, was head of development committee this [32:00] past year. And we decided in the past that the goal was a hundred and thirty, hundred forty thousand dollars - struggling - last year he it was two hundred thousand dollars, this year the goal's at two fifty. [**inaudible**] but the givers were at the meeting, but they have been - it's a whole year process -

**Herbert A. Friedman:** That's even better! You guys were very thorough about it -

**Audience:** - and then what happened was, they agreed to their twenty percent increase before the...first meeting of the [**inaudible**] at which we had about forty people show up. Now one

twenty percent went from eighty to a hundred thousand, and so forth, twenty-five to thirty-five thousand, ten thousand to -

**Herbert A. Friedman:** That takes us to the next point - cause the next point is about [taps desk for emphasis] what the leader has to do to decide his or her own gift. Take point 'B,' you led right into point 'B.' You helped set the goal, you participated in it, you've steered it, you've made sure that there-that the large enough [33:00] group was brought together to decide it, and that's the official goal. Now, next comes the-the personal matter, now what're you going to do? What's your share? And you have to make your decision about your personal gift immediately, earlier, earliest, the first if possible! I know everybody's families' personal calendars are always in turmoil, and uh, um, y'know, the day after the goal setting meeting you might have to go to Europe, so I'm not uh - I'm not faulting you or I'm not insisting that yours has to be the number one gift campaign on the record. But I am saying to you that you have to decide very early. As a matter of fact, if you remember, based upon what we said yesterday,[34:00] whoever came to you and asked you to be the leader of the - that particular campaign, should have - at the same time - obtained your gift. Remember what we were

talking about? Don't ask anybody to be the chairman unless at the same time, you obtained their gift?

So... Presumably you have already decided that, but in case you haven't and in case you haven't been nailed down, in case there's been a slip, then one - when you are the chairman, you've accepted and you have had the goal setting meeting and the figure is out in the open and in public... that very same day, or the very next day, you have to go to your two or three top officers,[35:00] your, your associate chairman or your deputy chairman or the, if if if it's a big enough campaign and there's an executive director of your agency or your synagogue or your school involved, go to him or her. Your gift has got to come up first, and your gift has gotta be fair and your gift has got to be leading - and it's got to be, uh, a demonstration - yeah?

**Audience:** I have a question. [clears throat] It's a twofold question. First thing is, assume for a moment the role of the leaders currently in place and we see coming up behind us someone, I assume one of the things you're gonna teach us is that the role of the good leader is to eventually prepare for his or her replacement - [Herbert A. Friedman: Not eventually.] Almost immediately [Herbert A. Friedman: Yeah.] So, assume you see somebody coming up behind you who's following all these

rules in terms of vision, and [inaudible] goes through the committees, [36:00] is a real hard worker, but you recognize the fact that that person isn't going to be able to step in - which is happening more and more I know in our school, where people who don't necessarily have the finances, have the time and the ability and certainly the skills - and you see the coming up to take the place, is somebody who's got all the criteria of a good leader, except someday he's not going to be able to come forward like a Stern or whatever else, the, the generation has preceded us, with that kind of monetary commitment. Is your obligation now as the current leader to sort've make sure that person doesn't do it because this is such an inherent part of it? Or, d'you permit that to happen? That's my first question. Now my second question is when you're talking to your leader, can you - assuming [37:00] that's, y'see that that's what's coming up behind you - do you design it in such a way that that person - 'cause I'm getting confused with the word 'leader' here - is that, when I think of leader, I'm thinking like, BJ's situation, when you have somebody let's say, the president of the shul is the big leader and assign someone to handle the, the campaign, the finance committee or whatever. But do you let that person become, let's say, president of the school with the thought that

when you're gonna have your renaissance campaigns to rebuild the school and try to get eighty million dollars, you have somebody take over that position as the leader of that particular project, and then have that person be sort of almost like a mini-president for that, to give the big dollars, to do all the things that you're saying here in Roman numeral three? I know it's sort've a complicated question -

**Herbert A. Friedman:** Okay, you got it. There - you, you, you are indicating that there's a semantic, uh, uh, confusion. Um, as between leader and chairman of a fundraising project, okay. Uh, and I use the words interchangeably and that maybe creates confusion so let me try to straighten it, straighten it out. [38:00] Leave alone your first question which has to do, which is a huge sociological question. In olden days the guy who manufactured the pants was the [Yiddish], the rich guy in town, and uhm, he called the shots, and he was the - if you could get him to be the chairman, well then boy, you knew you were going to have a successful campaign because in the long run you knew if there was any shortfall, uh, he would pick up the shortfall.

Okay. That's all over with. The professionalization of the Jewish community of America where everybody is an accountant or an architect or a journalist or a lawyer or a good - art

designer or, my god, what we call [clears throat] the era of the information age, nobody's gonna produce anything, [39:00] we're gonna buy all of our widgets from Nigeria or Algeria or some third-world place that's gonna be confined to the manufacturing side of things and we're all going to be dealing with arts and sciences and professions. See. And the income of all the professionals and artists and scientists is way down below the income of the pants manufacturer. So I know exactly what you're talking about in terms of the problem of succession. The problem of succession will only grow worse and worse and worse as our Jewish community becomes almost totally professionalized and as professional salaries will be going down, not up! Face that also. Because today there are lawyers, that uh, that can charge four hundred bucks an hour - um and I'll bet you when there are another million lawyers [40:00] out in the market, then it's going to go down to two hundred bucks an hour. And I don't mean to pick on lawyers, what I'm saying is these are sociological and economic trends which anybody who is really thinking a little bit ahead - you don't have to be a genius or a prophet - knows that that's going to be the fact. And that's a big huge other question, and uh-wh- with your permission, let me leave it for a minute and go- come back to the, to the first one you

said. Who is the leader, and who is the chairman, you see? Okay, let's make believe for the sake of the model that the leader's the president. The leader is the one who has worked for ten years in the organization and he's known to everybody and he has come up and he has positioned himself and he is acceptable and he's the president. [41:00]

Doesn't make much difference to me whether he is also the chairman of the campaign at the same time, in some instance she is because he's financially capable, he's old enough so that time is available to him to do it, and etcetera etcetera. So, it might be that the leader is also the chairman. But in many other cases, he's not - the leader is the president, man or woman, and you look for someone to be the chairman of the campaign who might be better financially endowed. But, you have to make sure that chairman is not merely rich person in town with no other attributes, because that time of a chairman is a failure. Not acceptable. Hasn't earned his or her way [42:00] by long years of good hard work. Simply money - money simply is not enough of a criterion by which to choose a chairman, you got to choose a chairman who has more attributes than that. And then, that chairman has got to get the leader's, the president's gift first, because the chairman is running the campaign. The

chairman's got to put his own gift on the table and he's got to get the president's gift on the table and that's what he goes to the public with. I'm asking you to help me raise two hundred thousand dollars for the school this year, my own gift to the school is 'x,' the president of the school's gift is 'y'... this is the best that the both of us can do, and we want you to follow us. [43:00]

So that's, if there is a distinction between the leader and the chairman, the leader is likely to stay in office longer, the chairman is likely to be in and out of office in a shorter time, sometimes - I think this is wrong - sometimes organizations use a chairman only for one year. I think that's stupid. All I can tell you is, again, from my own experience in the days when uh, the UJA was just beginning, um, uh, uh, Mister uh, Morgenthau, secretary of the treasury of the United States government under President Roosevelt was the chairman for four years. And the president of the UJA corporation was in and out, it revolved, [44:00] in and out, different year we had a different president, and the president was much less important, significant, and useful. The chairman really was the key figure and he stayed in that office four years. And when mister - when Governor Lehman became the chairman, if that name is known to you, he uh, was,



to only stay chairman for two years because then he got elected senator. And when Mister Warburg was chairman he stayed in the uh, in the office for three years. And when Mister Rosenwald was chairman he stayed in the office for five years. There you get a guy that's in position and blooded and uh, and and, hardened, and has taken a lot of lickings, and a lot of defeats and has bounced back from those defeats and knows all the big givers in city after city. Why the hell should you lose him, especially if he's willing?! Today the rapid turnover always surprises me.

[45:00] You keep a president for a year or two, you keep a chairman for one year, for one project, and then - goodbye, Charlie, then you're lookin' for another one. Um, now, keep in mind that presidents of leaders - I call leader president, president of the institution and chairman of the fundraising for the institution are people whom you should try to keep as long as you can. Now I know the counter balancing argument, you got to make room for the new ones coming up, uh, sure you do! That takes a lot of skill and a lot of ingenuity, but making room for them doesn't mean that they have to become chairman by the time they're thirty-eight years old or president by the time they're thirty-six year sold, because what are you going to do with these guys? You going to take 'em out like horses and shoot 'em

when they're beyond their use? [46:00] And you get rid of them?  
I mean you got forty year old people don't know what to do with  
'em in town, you've got nothing for 'em to do!

So. I am dead set against making somebody wait until  
they're sixty-five years old before they can reach the top,  
think that's ridiculous on the other end of the scale. So it's  
the- it's the balance, it's the *k'nemidah*, that you have to find  
how to move people up the line, uh, so are you - are we clearer  
on that point now? Yes?

**Audience:** Couple comments. I don't know if other people share  
this but I'm almost getting sick of the term Jewish leader,  
anybody's a Jewish leader today and maybe it's a symptomatic of  
my own personal aging process [audience laughs] but - I don't  
know, - but everybody's a Jewish leader, and my definition for  
Jewish leader has become more narrow the older I get, and not  
more broad. A leader -

**Herbert A. Friedman:** Mine is definitely narrow! [47:00]

**Audience:** But - I, I don't think that, a real leader, really can  
finish the job until he or she has replaced him or herself not  
only with someone who can do the job but can do the job better

and that often involves letting go of a lot of ego, and I just think it's so important.

**Herbert A. Friedman:** Well now you're raising another subject.

The use of the word - or well, look it, all of you have studied economics at the university, you all know what Gresham's law is, Gresham's Law is cheap currency drives good currency out of circulation. Think about that for a minute. You know where the French keep their money? Under the mattress. Buried in a tin can in the back yard. They don't trust banks. And this is a phenomenon right down to today. [taps on desk] Why don't they trust banks? Because the government [48:00] tampers around with currency through federal reserve banks that raise the interest and lower the interest, then the currency gets worth more uh, uh, or less, against other currencies. And you read in the paper every day that the American dollar is falling in regard to the Yen. First time I ever was in Japan and bought Japanese Yen, I got three hundred and thirty Yen for a buck. Today, it's ninety-eight Yen for a buck, so sure, the buck is worth that much less in the course of the past what, fifty years. Good money drives... cheap money drives good money out of circulation. Out of circulation means good money, gold coins, are buried in a tin can in the backyard. So what is the value behind paper money

that's circulating all over the world? The value of that gets cheaper and cheaper [49:00] and cheaper and cheaper. Good money, cheap money drives good money out of circulation. If you cheapen the word 'leader,' you cheapen it by using it too often. The word gets cheap, and that's what you're saying. Everybody is a Jewish leader. You are all Jewish leaders, no you're not. Some of you are already leaders, most of you, we think, could be. We may- may be wrong in one or two cases [audience member: six or seven...] [laughs] no if we made six or seven mistakes out of seventeen, then we were picking badly. Uhm, I think it's disgusting, but it's the way the media uses words, it's the way [50:00] you use words about yourself, you stand up and you say, uhm, you- all you ladies here are leaders. I expect you all to act in a certain way. No, they are not, all you ladies here are wonderful, loyal followers, thank God for you. But if you call everybody a leader, you have cheapened, cheapened, the phrase, therefore it's up to you to stop it. It's up to you, nobody else is in control of your vocabulary, except yourself - your own mouth. Call your press people in and tell 'em to stop using that phrase, everybody who's a member of the conference of presidents of major organizations of this country is a leader, I never saw such third-class mediocrity. [audience laughs] Fifty people in

the room listening to the foreign minister of Israel trying to explain something to them, I look around the room and I thought the hell [51:00] is this? Because I was trained and brought up on Mister Warburg as a leader, Mister Rosenwald is a leader. Mayor LaGuardia is a leader, Mayor LaGuardia spoke Yiddish fluently. When Mayor LaGuardia came through DP camps once in Germany when I was there and was speaking to the people in Yiddish, that little guy, he had the - he had them in tears they felt so good, so warm. He was the head of the UNRA, United Nations relief uh, whatever it was called, organization.

**Audience:** His mother was Jewish, I think

**Herbert A. Friedman:** The what?

**Audience:** I think his mother was Jewish

**Herbert A. Friedman:** Sure! So everybody asked him -

**Audience:** Actually, that's been disputed...

**Herbert A. Friedman:** Well, sure! There you go, all I know [audience commotion] is... all I know is he spoke, and whenever any- and whenever anybody asked him, he said, 'how did you learn Yiddish, Mayor LaGuardia?' he says, 'in my family.' That's what he used to say.

**Audience:** [inaudible] can speak Yiddish.

**Herbert A. Friedman:** Who? [52:00]

**Audience:** Colin Powell, General Powell.

**Herbert A. Friedman:** That I don't know.

**Audience:** He grew up with uh, the [inaudible]

**Herbert A. Friedman:** Uh-huh, okay. Um, so that's it. Anita, you go to work and you change this business that everybody be- that everybody is a Jewish leader. No, hell no. everybody is not. Um, so let's get back. The first part of the question you asked, I can't answer, the only thing I can say is that you have to know, you have to expect in all of our communal work that the professionalization is going to result in fewer of the big gifts in the spectacular range, and the only way I know how to make up for that is greater volume of smaller gifts. Now, is there room for expansion [53:00] in getting greater volume of gifts? All I can tell you is in most campaigns with which I am familiar, I'm not talking about very small campaigns, let's say a hundred thousand dollars for small organizations if that's the entire year's budget that they have to provide, so by the journal they can get twenty thousand dollars and by the dinner they can get

another ten thousand dollars, so, the actual hard sell - solicitation one by one by one by one - going out with the cards, uh, is forty, fifty thousand dollars, um, I have no rules for that because I don't really understand that. I, I think that's just a matter of slugging your way through the membership list one by one and calling everybody and getting what you can.

**Audience:** Let's expand on that, just for a moment, 'cause so many of us are involved in that. In the days when you had, you know, the entrepreneurs as close to the professionals [54:00] and you had these big donations, and one guy donated fifty thousand, he sort of [**inaudible**], you know, embarrass the other guys who wouldn't - had that capability into giving more. He's saying fifty, I don't want to be embarrassed, I'll say fifty, too. I'll say sixty just to top him. But when you have, let's say, a school that's composed of let's say, seventy percent doctors and lawyers with a certain finite ability to give and you've now continuously reducing your entrepreneurial people, okay, can you afford any more of this kind of technique, where if one guy says a hundred grand, the- five hundred guys that each would've said a thousand now don't wanna say the thousand because what's a thousand compared to a hundred? And in terms -

**Herbert A. Friedman:** Five hundred times a thousand is five hundred thousand.

**Audience:** Exactly, but the thing is is that you've set a certain standard-

**Herbert A. Friedman:** No, you don't set a standard if you've got a singular hundred thousand dollar gift. [55:00] That's not a standard. And I wouldn't announce that gift at that meeting. It's not a standard! Because you got nobody else to match it. So it's not a standard, it's an exception, it's a [speaks Hebrew], it's [speaks Hebrew], forget it! It's on the side. You want a standard of a thousand bucks for people who are giving you 200, so then you set a thousand dollar standard, you put on the invitation in black and white, 'you're hereby invited to the annual dinner of the name of the school blahblahblahblah,' and down at the bottom instead of saying 'black tie,' or whatever - RSVP - put down in the bottom, 'one thousand dollar minimum gift.' I told you about that thing that I ran at about two hundred and fifty thousand bucks, and it was at the Twenty-One Club and it was kind of a f- f- crazy, uh, uh coincidence that the little tiny private dining room they had up on the uh third floor [56:00] could handle twenty people. So I said, can you get in twenty-one people? Twenty-one seats in the Twenty-One



Club and that's all we can take, and it's a quarter of a million a shot. So we filled the twenty-one seats. But you fill the twenty-one seats not by sending the invitation; all the invitation did was make it perfectly clear what the level was that was expected. But you called every single person and you asked for an appointment and you went to see him and you explained the thing and how crucial it would be if we could set a new standard, see, there you're trying to create a standard and everybody's got to come up to the standard. But in your case, where it's a small venture, and you want a standard to be a thousand bucks, you still have to - uh uh uh, set a standard, you still have to go and call everybody and make sure, and - and! - you have to be flexible, that's the last point. [57:00]

The last point, because whom do you invite to the dinner with the thousand dollar minimum, whom do you invite? Only people who gave a thousand dollars up to now? No. You invite everybody who gave five hundred bucks and more. And they get the invitation and they see oops, a thousand dollar minimum, I don't give a thousand, and - uh - am I expected to give a thousand? We-well, I'd like to go to that dinner, um, and uh, yeah, and you call up every single person to whom you've sent the invitation, every single one. And you say, we know that your

usual gift to the school every year is five hundred dollars, we are trying to raise the standards, we're setting a thousand dollar standard, we would like you to try to come up to that standard, so that's why we sent you the invitation and we'd like to have you at [58:00] the dinner. And I don't want you answer me now, but I would like just to have a promise from you that you will try to do your best, try to do your best, to reach that standard. And maybe if you can't reach it this year, maybe by next year you'll reach it. I mean, soft, gentle, but firm and you-you're setting direction, direction, direction - all the time, you're putting ideas in their heads of what you want from them. And if they can't do it now, right away, immediately, nu, okay, by next year you will do it. And I would invite and I have gotten into big arguments with people who say, 'No! The only ones that we should invite to this are people who are ready [banging on table] to give a thousand bucks and if they only want to give nine hundred bucks, no, I don't want 'em to come!' Well that's absurd, that's totally crazy.

Oh, oh, you have to broaden, include, include, you don't exclude. You got to find ways to set standards [59:00] and bring people up to those standards.

**Audience:** Before you did your twenty-one dinner, did you know it was going to be successful? Had you gone out and talked to a couple of the leaders?

**Herbert A. Friedman:** Two, three, certainly. No more than that. I'm not going to make any, uh, whadyacallit, market research survey, c'mon. Hey, what did they have on the back of their shirt? The-the- the other night, what was the saying? [audience responds: Calculated risk **inaudible**] Damn right! [bangs table] You got to take a calc- you wind up with egg on your face sometimes, of course you do.

**Audience:** Well, but my point was, in setting a goal, you talk about getting the biggest leaders together, the biggest givers, to know that you're going to be somewhat successful.

**Herbert A. Friedman:** Yeah.

**Audience:** And I was just curious as to whether this was unilateral or -

**Herbert A. Friedman:** Somewhat, see you call - remember when I said before, he said he had twenty-five percent uh, uh, at his meeting where he set his goal and he smiled and when I said

thirty percent, we're talking about the same thing, somewhat, so  
- [recording cuts out] [1:00:00]

**Herbert A. Friedman:** -leader uh, at uh, a thousand bucks which was totally unprecedented. Chairman that year was Mister Edward Warburg, I said Eddie, I want to try this. He said, listen, if you want to try it, it's your face you'll on, not my face. You want to do it, go ahead. Bu it had his approval, and as I walked out the door, I said, Eddie, listen, y'know, uh, you're the chairman, you've got to be there. So I say to him, you got to be there. He understood, he understood, so I knew I had one. And uh, there was one, m-Myerhoff, Joseph Myerhoff from Baltimore. And uh, I called up -

[Recording cuts out 1:00:51 to 1:00:56]

**Herbert A. Friedman:** - the famous Abba Eban, so I said listen, Warburg will come, Myerhoff will come, I will come as three- Eban will come as four, so four of the seats we got filled dup already. What am I going to do, be able to prove in advance? No I couldn't' prove it in advance.

**Audience:** D'you need, uh, a draw like Abba Eban? To-to get about two-hundred fifty thousand dollars, if it's a hundred or a

thousand dollars... [Herbert A. Friedman: A what?] A draw, some-  
y'know, a name...

**Herbert A. Friedman:** Yes, a name, a draw, yeah, for what?

**Audience:** What's the ... what's the, if I got this invitation to a  
thousand dollar dinner for- to raise the school, what do I want  
to have the dinner for? I'll give you five, six hundred dollars  
or what I was going to give you; I don't want to go to the  
dinner.

**Herbert A. Friedman:** But [01:02:00] if there were a draw there,  
you might be inclined to come to the dinner, is that what you're  
saying?

**Audience:** Is - is - should there be a reason to, to pull that,  
pull that person?

**Herbert A. Friedman:** Sometimes, a very famous name will help  
increase the attendance and by increasing the attendance, some  
number of people will get pulled up, yes.

**Audience:** But- but can you run these dinners without that? In  
other words, if you send out -

**Herbert A. Friedman:** Sure!

**Audience:** And the only reason to come is because people want to be there for a thousand dollars -

**Herbert A. Friedman:** The only reason ...

**Audience:** They don't want to be excluded...

**Audience:** They don't want to be identified as being in that -

**Audience:** 'cause all your buddies will be there.

**Herbert A. Friedman:** I will take the grammar out of your mouth. 'The only reason you will come is if somebody calls you up and twists your arm,' because you're willing, you believe in the cause, you're willing to give some dough, you're not arguing five hundred whether it should be six hundred, somebody'll give you a nudge and you'll go- you'll say, oh the hell with it, I'll give seven-fifty, and y'- I'm not giving a thousand! Uh. But if somebody calls you up and pushes you and begs you and pleads with you and says hey, listen, we play golf together and I don't want you letting me down because I know damn well one of these days you're going to call me up and want me to go to something that you're very much uh, uh, inter- believing in, so you come to [1:03:00] mine and I'll go to yours. You know that reciprocity that goes on. So that will be the main reason

that'll drag you there if you don't want to come, really. If you say, I'm out every night this week, there's a dinner every night, oh jeez, not another dinner, I'd rather go to the movies for - can't I go to a movies for one night? You don't want to come, you're not a bad guy, you're just up to here, you're fed up. But if a friend of yours calls you and says hey, c'mon, Kappelbaum, I want you there, do me a favor. So you might cave in. that's a better way, I know it's a tougher, harder way, but it's a better way to build the attendance than to hope that a big draw name Joey Whatever the name is, the comedian, uh, is going to help draw the crowd. I don't like [audience member sneezes] comedians and actresses and...uh, uh, newspaper uh, um, y'know, if you've got [01:04:00] OJ Simpson at your dinner, you'd have a big crowd, wouldn't you? So, uh, I don't like that. Uh - I like if you want somebody to come to the meeting to make a speech, which can help educate the people, teach 'em something, I'm in favor of that. Usually such speakers are dull, [laughs] so that's another reason for not having them -

**Audience:** But, but I think that - I would offer my own experiences, though, is that if you can find someone or group to speak that is of interest that you know; is not just another big politician or maybe another person from Israel but you know will

be of interest to that audience [Herbert A. Friedman: Sure] then I think then draw can be [inaudible]

**Herbert A. Friedman:** Oh listen, if you can, if you can relate common interests [audience member: Exactly], interest of audience with interest of speaker, well, then you gotta natural, my God. If you get Albert Einstein to speak at the society of astrophysicists, uh, everybody will come to the meeting. [01:05:00] Albert Einstein used to be very cooperative, Albert Einstein did anything you asked him to do for the campaign, saw him twice in Princeton where he lived, he would sign a letter, he would make uh, ah, uh radio - there was no television in those day s- he would make a radio speech for you. I mean, these are the things he actually did. Uhm. So, you know if you get somebody of that quality, which you are not going to even ask for at a dinner of a thousand-dollar level, um, that's understood. But she makes a point about common interests.

**Audience:** But by and large, for the group, the- I've found the cost of the entertainment or speaker is more than you'll marginally raise. The rates are so outrageous today

[Audience commotion]



**Herbert A. Friedman:** Well, uh, y'know, it depends who-whom you're talking about. Uh,-

**Audience:** Abba Eban, twenty thousand -

**Herbert A. Friedman:** Abba Eban did not ever, ever, in his entire life, charge the UJA or the Israel Bonds one nickel.

**Audience:** He charged his federation.

**Audience:** No, he doesn't. He still doesn't, still doesn't charge for when he speaks on behalf of the campaign, nothing.

**Herbert A. Friedman:** That's correct.

**Audience:** He's rare. Aarons tried to get twenty-five thousand dollars.

**Herbert A. Friedman:** Who?

**Audience:** Aarons.

**Herbert A. Friedman:** Moshe Aarons? [audience member: Yeah] Oh!

Well he came on a money making tour for himself.

**Audience:** Right, and we didn't use him.

**Herbert A. Friedman:** You didn't use him.

**Audience:** No, we told him go to talk to Abba Eban, find out what a *mensch* is.

**Herbert A. Friedman:** Yeah. Uhm...

**Audience:** Abba Eban does take money for other causes, so the college of studies wants to bring him in or something like that, then, then - but that's, but not for the Israeli appeal.

**Herbert A. Friedman:** Long ago he made a decision he can ...he - for the number of days a year that he's willing to go out on the speaking circuit because he wants to keep writing his books, that, that *boychik* has got seven books on the shelf now, the history of the Jewish people, the history of the state of Israel, uh, early diplomacy, blahblahblahblahblahblah...

**Audience:** But the point Larry is making is that these speakers' fees have gone up exceptionally high. The market is high now.

**Herbert A. Friedman:** Yeah, well, the politicians have driven it up.

**Audience:** Harry Walker drive it up, drove it up.

**Audience:** That's right.

**Herbert A. Friedman**: Well, b- but you see [audience laughs]  
Harry Walker is the leading agent in America. He...he handles most  
of the uh, heavy money speakers. [audience comment **inaudible**]  
Yeah but you see it's because they said to him, the- the first  
politician who pushed it up into the stratosphere was Gerald  
Ford. Gerald Ford quit being president, Gerald Ford wanted to  
move out to live in Palm Springs, uh, Gerald Ford, uh, uh,  
didn't have that kind of dough when he was a congressman from  
Michigan or whatever he was. And uh, yeah, a congressman from  
Michigan so, you know, you don't live in Palm Springs in that  
little area called The Hill and not - uh, Bob Hope is over here  
and uh, you know, uh - and Frank Sinatra is over on the other,  
'round the corner - um, you don't live here without an income of  
a couple million dollars a year, a year, to spend on your  
upkeep. That's what it costs you. Okay.

Well he didn't have it so he's the first one who asked for  
twenty five thousand bucks, and when did he go out, nineteen  
seventy what? [audience member: Seventy five, seventy six] All  
right, so it's almost twenty years ago that he began to kick the  
level up. Okay! And uh, the chamber of commerce of uh, of uh, of  
Roanoke, Virginia wants to hear ex-President Ford so they pay  
twenty five for it. So Harry Walker [1:09:00] immediately saw

that he can get that asking price. Well now, some Jewish synagogue wants to get him - okay - all of a sudden, they gotta pay twenty-five because that's what this product costs. Uhm. Uh, somebody told me that uh, Quayle started out try-trying to get fifty, and uh, what?

[audience commotion]

**Herbert A. Friedman:** Well, so then instead ,he went the other route and he wrote the book and the book is, y'know, is gonna sell a million copies and uh, at twenty-five bucks or twenty-two bucks each, and his royalty at that rate is about four dollars a book, so bingo, he'll make his money through the book.

**Audience:** Quayle didn't have to make his money through the book

**Herbert A. Friedman:** Anyhow. The Jewish guys, or let me put it the other way, the significant and the authentic and the real Jewish leaders of whom Eban is example number one, and there are a few others like him, might not be such great draws but they will give you an honest, authentic, and very sincere message and you can get them for two thousand dollars and one thousand and three thousand, uhm, because they come here to the United States, go on a lecture tour, uh, once during the year, um, and they'll be here, and if they'll stay three weeks, then they've

got four working nights per week. There's Friday night, Saturday night, and Sunday night are out. So four nights a week, three weeks, twelve speeches, and he'll go home with twelve thousand dollars which is now, today, maybe thirty thousand shekels and it keeps him going for many many months of the year. It's like every professor in Israel has got a second job, some of 'em a third job, and that's what you have to do to live uh, in uh, as an ordinary person in the Israel economy. If that kind of a person will help you draw a crowd, then you don't go to Harry Walker, you go to a lady by the name of Miss Ruth Wheat, and she runs the lecture bureau for - it's called uh, B'nai B'rith, I think, lecture bureau and she's got a whole stable full of good nice Israeli speakers and that's the range, one or two grand. Now that may not be a draw, because we come back to what you said, you're looking for a draw at your meeting. Uhm, and if you don't think that the draw, that person will be a draw for you, uh, okay, don't do it. And by the way, the other, the other uhm, uh, resource, the other resource, is the UJA Speakers Bureau, where they also have a very good uh, [1:12:00] um, rol-a-dex, they know which Israelis are coming to the United States, which time of the year. Yeah?

**Audience:** The-the example that I raised before, uhm, is a small example not - a small example in the overall scheme of things, it's a small example for all of us who worked on that project. Uhm, and I - I guess when we approached it, we went contra the conventional wisdom, I guess normally when I've worked on, uh, fundraising project, we've looked at a goal, we we've probably drew your pyramid - either literally or figuratively - we said look, x percent of this has to come from a very small number of people, if we don't think we can do that, we've got big trouble. And we'd make that decision first. And generally that's what we went after first, and you'd fill in the bottom of your pyramid, and this one, we- [1:13:00] uh, at least, at my determination, we have to go the other way. Uhm, because it's - it's a routine thing, it comes up every single year, y'know, if you've got one person doing a major part of that budget it gets run over day, and you're in real trouble

**Herbert A. Friedman:** And how!

**Audience:** -and, when - can you speak to that a bit, I mean, what we actually did was - there were twenty-five percent there, and our goal was to make that number go down dramatically. In other words, we didn't want to keep that small group of twenty-five percent, we didn't want to increase them. What we wanted to do

was keep them at their level, let 'em go up a reasonable amount of money, and really make them a much smaller percentage of the total. And we did that by going to a lot of people and just saying, look, y'know what you're giving - but very nicely - is really inappropriate. You don't understand the circumstances, you should be giving x, it was extremely effective by the way -

**Herbert A. Friedman:** Well of course it is!

**Audience:** And the number pulled down, but - when- when do you make that sort've uh, determination to do exactly the reversal?

**Herbert A. Friedman:** You make that determination when you have -when you have what?

**Audience:** When the well runs dry...

**Herbert A. Friedman:** No, no, no, no no - before the guy gets hit, the giver gets hit by the cab, and is off your list. Uhm, yeah, right, I know. [audience member: **inaudible**] Here's what I would do. If you could do it, I mean, the answer to your question is - broadening the base, you hear that all the time. All the time. We've gotta broaden the base, broaden the base, if we can't one guy at ten thousand, then we gotta get ten guys at one thousand, so that's broadening the base. Okay. I - obviously

that's correct. The real question is, can you put that into practice? What are the two conditions that you need in order to put that into practice? Number one condition is you have to have enough guys who are willing to do the soliciting. And if you haven't got 'em, forget it. Number two condition is that you have to have enough non-givers or low givers, so that you've got a population which you can kick up.

**Audience:** Well I guess that's what drove us to the uh, conclusion to do it.

**Herbert A. Friedman:** So if indeed you had a bunch of hundred-dollar givers who were under-giving, and you had enough of them so that you could figure that you could hit with some good percentages, in other words, in a venture as close as the school, where everybody has kids in it or the synagogues, it was a shul, okay, so everybody who cares about that shul simply has to be reminded that the degree of caring has to increase. And it's - it's not fair, and it's not right for you to get away with a hundred bucks. So -

**Audience:** It was a real education. I mean, in other - a number of people said, gee, we just had no idea.



**Herbert A. Friedman:** And another - another group of people said hey, look -

**Audience:** No, I'm saying it did in this case, they - they just came back and said, gosh, we had no idea

**Herbert A. Friedman:** We had no idea, or the other common rejoinder is 'nobody ever asked.' Sure! You want some more, I'll give you some more.

**Audience:** I have the other response, we get the response of, 'you have too many programs and the cost is too much, and why do you do this and that ...'

**Herbert A. Friedman:** Well that's the put off! And you gotta be able to answer that and I wanna get to some of these very quickly, let's move fast, we gotta mo-come on down. Number 'C,' we talked about the rating process, we talked about it, and I wanna make sure you got it perfectly clear. [1:17:00] Lemme ask a question - how many people in this room have solicited somebody else for whatever cause you wanna talk about, I don't care what the cause is, face-to-face, for an amount - let me begin with, ten thousand dollars. How many people have solicited one, two, three, four, five. [audience commotion] Okay, five of you, face-to-face, have walked into a person's office or a

person's house or met him for lunch or whatever and said, I would like you - we're talking about- the synagogue, we're talking about school, I'd like you to give ten thousand dollars, um, and the- and-and have managed to get it or close to it. Okay.

How many people here have solicited face to face for more than ten thousand dollars? One, two, three, four. Pretty good. How many people here have solicited for fifty thousand dollars? One...two. And if I said a hundred, only his hand - Oooh. Same two! Very -

**Audience:** But that's it.

[laughter]

**Herbert A. Friedman:** But that's it, but that's it. How many people here have solicited face-to-face for a thousand dollars? Face to face? That should be everybody in the room. Okay. It is. Uhm, the- the whole trick, or one of the whole tricks in this game, is to know what to ask for. [1:19:00] And in the business of knowing what to ask for, you've got to do two things. You have got to have that rating committee that we talked about, where you get the ten people around the table, you create the *minyan* which is the sense of - legality of speaking in the name

of the Jewish community. And ... you keep the names of the people on the rating committee on a little card in your pocket, because then if anybody says to you that nasty question, 'who are you to tell me how much money to give?' then Becker says, it's not me, it's just ten guys running the committee, it's a *minyan*, we decided. *Minyan* can decide anything in Jewish life. Who's on the *minyan*? And you take the card out and you show it to 'em, so you're not kidding him, it's not bluffing, and and, you're good, you're in the clear. [1:20:00] All right. We talked about that at length the other day. So. Uhm. You had participated in the rating, and you know the process of thought that went around the table that - wa-what was chipped in to that decision, and that decision came from those ten guys. Bu it said there were two things about, two sources about the rating - one source is the *minyan*, the second source is, a whole variety of information that is available to you - legally - you can call down on [inaudible] and ask for a rating, you can call the TRW and ask for a rating, you can call uh, um, [audience comment **inaudible**] Visa? Well, TRW will you give a rating on all the credit cards you own. They've got, they've got the whole inventory so you don't have to call any one credit card. Uhm, excuse me, uh, you can call the department of commerce of the united states, find

out if the person in that particular business is exporting - department of commerce keeps track of people in uh, of the sales, of companies exporting products abroad and importing products into the country.

**Audience:** You can do that without their approval? You can do that without their approval, y'know, the TRW, or -

**Herbert A. Friedman:** Sure! Well, try it, you'll see.

**Audience:** The unfortunate part is you can, I mean- I mean not to [inaudible] the campaign, but a lot of things that you believe are to be private about your finances are not necessarily private.

**Herbert A. Friedman:** That- that's correct, you have no -

**Audience:** [inaudible] the issue of credit card, can you get that information from TRW?

[audience commotion]

[1:22:00]

**Audience:** let's say you can't get it, you can't get it legally -

**Herbert A. Friedman:** Ladies and gentleman, the only thing you can't get legally would be -

**Audience:** [inaudible] the same thing as what he said, is whether you [inaudible] the credit cards you own already.

[inaudible audience commotion]

**Herbert A. Friedman:** Gentleman, gentlemen, gentlemen, [raps on desk] I'm trying to make one simple point. You can argue from now till doomsday about the nit-nitpicking uh, um, I am saying to you, there is a large variety of information available to you legally, but from uh, financial sources, you can uh, um, which you can get if you want to bother to do the homework. Very few people bother. That's what I'm saying. And I'm saying that you should bother when you're in the rating process of anything above ten thousand bucks, I wouldn't bother lower than that. So go [1:23:00] uh, uh, through what ten people around the table know, go through whatever data you can get from the outside, do that rating as carefully as you can do it, and go in and ask for the rated amount. And if you ask for enough for the rated amounts, you're gonna get enough people - I'll tell you what the Baltimore system was, which is the best I ever saw in America. The big gifts meeting is held on the Sunday morning at the country club. This is very, very important 'cause you can take from this model, scale it down to whatever you want. The meeting is at ten o'clock, the meeting has got about two hundred people

in it. By eleven o'clock, everybody has got tee time, to get teed off, that meeting takes one hour.

How'd you ever handle a meeting that takes an hour and get

[1:24:00] two hundred gifts recorded? The biggest gifts in town.

[audience comment: **inaudible**] When you enter the room -

[audience laughter] that's not bad, uh, uh, here's how it works, think, listen to this, how clever this is. You enter the room, you're given two things, number one is a ticket, the- uh, table number where you're supposed to go, you go to table six, uhh...tables are ten people at the table, every table's pre-assigned with a captain. Military terminology. The second document that you're given is a closed envelope with your pledge card inside with the rated amount written on the pledge card. Bingo. You've already done my tactic, which is ask immediately for what you want.

**Audience:** But you haven't asked face to face.

**Herbert A. Friedman:** So, the guy takes the - ticket, goes to table six and he's got the envelope and it's sealed but of course it's got his name on it, so he's got the right to open it and he opens it and he looks and he sees what's expected of him. And you can see people going like this [laughs] and you can see

people going like this, and you- I'm sitting up at the head, I've been at that meeting how many years in a row consecutively, at that club. You ake the quick speech, I remember one Sunday morning - it's always Sunday morning - it was the morning that Nasser, that - uh, Sadat came to Jerusalem and uh, arrived, he came on a Sunday. Uhm, so here it is, Sunday morning and he's already arrived in Jerusalem - it's even hours, y'know, later - and I said, ladies and gentlemen, listen, I don't know what Mister Begin is going to say to him, but all I know is that the government and the people of Israel have got to be flexible and they've got to be generous. That's your problem this morning. You got your pledge cards, you've gotta be very flexible and you gotta be very generous, I don't want to waste any time making a long speech to you about what's at stake here, and we're on the road to peace and blahblahblahblahba...you don't need any of that, you know all that, you'll read the paper. Uhm, so, uhm, just so - why don't you take a lead, uh, from your leaders and do what they ask ya, and uh, just do the ratings, thank you.

That was the whole speech. We came all the way from Jerusalem to make that speech. So uhm, the procedure is, that when the speaker finishes and they're short and sharp, not a lot of baloney, not fifteen people making nonsensical little

introductory talks, nothing - nobody's up there for, for [inaudible]. The uh, chairman then says, okay, we've heard what the speaker said, uh, I would like the captains to go around the nine people at the table and ask them whether they accept their ratings. There is face to face. The captain goes to every single guy, yeah, you've got your card, are you gonna accept your rating?

**Audience:** D'you really think its face-to-face solicitation? D'you really think it's face-to-face?

**Audience:** Face to face, it's not even private!

**Audience:** It's public humiliation

**Audience:** In my way of thinking, that's not a face-to-face solicitation -

**Herbert A. Friedman:** No, but it's a form - but the the real trick is, the real trick - this is short, sharp, sweet, and you've told 'em what you want. He'll give it all to you - he'll give you part of it, he'll give you less, you can't lose.

**Audience:** [inaudible] to get anything less than the rating, you'll lose 'cause you didn't solicit them...



**Herbert A. Friedman:** And the, and the captain goes around and this guy says yes, I'll accept, this guy says no, I can't yet, and this one says, no I can't accept the full rating but I'll give you this, and the captain is taking notes - around the table - so it's quasi-public, you get everybody's listing, they all know each other, they're no strangers there. Okay. The - it's like [inaudible] - the guy at the front, when he sees that everybody's finished out there, then the chairman says, uh, okay, okay okay okay, [claps hands] watch the clock, uhm, uh, captain table one, report. So the captain stands up and he says, 'four guys accepted' - no names - 'four guys accepted, three guys uh, came quite close to it, and two guys say that uh, [1:29:00] we gotta call them tomorrow.' All right. Table two, meanwhile the captain from table one comes around the bag and the girls are over here, there's secretaries from the office, and he gives them the cards - he gives them the names and the amounts of what was the rated figure, what was the partial uh, the guy says, I do part of it, I can't do it all, so she has got a running total. And he- she's only one table behind. He's workin' at table two, she's got the results here already of one. It doesn't take any time. By the time you're around you've got the, uh, whatever it is, ten table captains have reported -

that's twenty, two hundred people, or a hundred and ninety people - uhm, she's almost ready with the total. And uh, then the last few minutes [1:30:00] before she gets the last table, then she does a quick business with the adding machine over there, and brings the tape over to the chairman and the chairman stands up and he says, you won't believe it, you just won't believe it. And this was year after year after year. The total is spectacular, y'know what we did tonight - thi-this morning, compared to last year? Last year this same bunch - 'cause on the card is last year's figure, on the rating card, remember I told you that? - so she's go the last year's figure to compare it to. Last year you guys did whatever it is, x million, blahblahblahblah. You know what you did here this morning? And it's always a quarter of a million more, a million more, a million and a half more from that many people of that level. Uh, and then it's like a football game, y'know, the cheer, they had a big victory, it's great, it's fabulous. And everybody's yelling and looking at their watch, and bingo, goodbye. [pounds table] fantastic! Uh, uh, uh, smooth, easy, you don't have to call the cards - which take too much time - you print the card, you ask the guy to take the rating on the card, sign the bloody card right there, and the only ones you gotta go back to

tomorrow morning are some small percentage who say, I gotta think it over, I'll let you know tomorrow, right? So those you gotta go tomorrow, okay, that's not so terrible. Yes?

**Audience:** Those people do it year after year so they know the game and they're willing participants, they know what - what's gonna happen. How do you build up a group of people who don't - who -

**Herbert A. Friedman:** Well the first year that it was done, they didn't, nobody knew the game. The first year, it's tough, and the second year, it's less tough, and the third year, it's less tough, and by the fourth year, everybody is in the groove.

**Audience:** [inaudible] and you can assure that no names will be called 'cause no names are called.

**Herbert A. Friedman:** What?

[Recording cuts out 1:31:59 to 1:32:04]

**Herbert A. Friedman:** - likes the system! It's neat, clean.

**Audience:** Wh- What do you think of the Wall Street dinner?

**Herbert A. Friedman:** I'm not sure what you mean, what do I think of it.

**Audience:** The UJA Wall Street, I mean is that seen as  
[inaudible] uh, when I go, the numbers are just awesome,  
[inaudible] is that uh, a campaign?

**Herbert A. Friedman:** BJ, I don't know what you're saying.

**Audience:** The uh -

**Herbert A. Friedman:** It's the largest, it's the largest single  
dinner in the New York system. Used to be that the real estate  
dinner ...

**Audience:** Is it well run?

**Herbert A. Friedman:** Is it - [audience member: well run.] Oh, I  
don't know, how do I know? I'm not on the inside of it. Uh, is  
it well run, is it well properly organized, did they get the  
right people there, I don't know, I really don't

**Audience:** Is your perception that they're getting the right kind  
of gift giving from the group? Or -

**Herbert A. Friedman:** Usually what happens -

**Audience:** No, I just asked his reaction was to the Wall Street  
dinner. I mean, generally what happens - Ace Greenburg is the  
uh, is the moderator - and he stands up and he says, well I'd

like to announce the first gift, it's from an idiot who gives away too much money, his name's Alan Greenburg and his pledge is two million dollars. Then he goes down the row of uh, Bear Sterns guys, and y'know they, they all give not that kinda money 'cause he doesn't pay 'em that much, y'know, they give large amounts too, and then it just goes through and the numbers are are really quite impressive.

**Herbert A. Friedman:** Sure, it's the biggest single trade dinner in the campaign. I don't remember somebody told me - what do they come up with, something like twenty million? A little bit like that? Uh -

**Audience:** But they don't penetrate a lot of the big houses with a lot of rich Jewish people, like you didn't uh, Shearson at the time.

**Audience:** Yeah, I mean, they really have great penetration of Bear Sterns and the other firms.

**Audience:** Bear Sterns, it's a big thing.

**Herbert A. Friedman:** Listen, are you asking me -

**Audience:** You just seem to have insights into the different campaigns, I was just curious.

**Herbert A. Friedman:** I just don't know the details of uh, one individual trade campaign, um, I don't know whether uh, they're reaching the maximum potential, uh, they got Harvey Kruger at Lehman Brothers, I know, they got uh, Lester Pollack at [inaudible] I know, those, that's comparable to uh, Ace. Um, uh, they got, uh, Jeffrey Stern at Oppenheimer, he's a member of ours, whatever our seminar group he's a member of. Uhm. So, y'know, I think they try to have at least one person in every big house uhm, but uh, y'know, are they doing it one hundred percent effective job? I don't - I would doubt it. Nobody ever does a hundred percent, ninety-five would be great. The big argument in America today is whether ninety-five percent constitutes universal health coverage [audience laughter] [1:35:00] Does it or doesn't it? That's what the politicians are arguing about.

Uh, lemme try, lemme try to make sure a couple other of these dos and don'ts. You, the leader, you, the chairman - whether you're the leader or the chairman, you gotta participate in that *minyan*. You gotta be there, when those cards are rated. That's 'C.' 'D' - make an appointment. Don't solicit by telephone. Simply refuse to do so. Keep repeating that this is too important a transaction to do by phone. Don't - don't - don't

[bangs table] solicit on the telephone - just refuse. And I'm talking about, I'm talking about, uh, let's say, uh, in a small campaign, uhm, uh, over uh, uh, twenty-five hundred bucks, uh, in a large federation - uh, federation, UJA campaign, uh, uh, five thousand bucks. Five thousand dollar cards are being distributed, you just insist that you have to talk. Because - in line with what you're saying before, broadening that base increasing the number of people in the lower categories of giving - because you no longer are gonna have a lot of people in the top categories of giving - the five to ten thousand dollar card in the federation campaign is, [pages turning] the greatest opportunity to find the contributors, lots of them, who are under-giving or lots of them not giving at all, so that you can get the volume of those contributions up, you will replace some big gift that you lost on the top. But you have to have the number of solicitors to do it. It's altogether too easy just, y'know, to start distributing cards and then saying oh, hell, we'll never get done so let's bring in a bank of telephones and everybody get on the phone and call your cards. See, I think that's a cop out and I think that that loses an awful lot of money.

**Audience:** [inaudible] returning again, I hate to keep doing it, some of us - in these things, just briefly though, when you're doing something on a smaller scale, we've always debated in this in the synagogue and in the school, when you go - to, with UJA I guess you gotta reach for people just one good shot - but when you're dealing with people of a consistent and continuing interest and involvement like a school or a shul, what's the better approach when you're dealing also with smaller contributors? Asking for one shot, a thousand dollars now, and I ain't gonna bother you again, sort've -

**Herbert A. Friedman:** Until the next [inaudible]

**Audience:** -or, or, d'you say, I'm gonna have, it takes a lot more work, but I'm gonna have fifteen different things at a hundred bucks a pop -

**Herbert A. Friedman:** No, no, no, no, no, no, no. No. It's endless.

**Audience:** It maybe endless, but in terms of - in terms of just re-

**Herbert A. Friedman:** You ask me which is proper fundraising, and proper fundraising is to get this particular project done and



finished and out of the way and behind you so you can go on to the next project

**Audience:** He's talking more a consistent annual schedule.

**Audience:** Not - not really a project, but a - an operating [inaudible]

**Audience:** In other words, they say, some people say, well you nickel and dimed me consistently, and some people say, y'know what, a hundred here, a hundred here, a hundred here, a hundred here, I never feel, but to sit down at one given point and write a check for a thousand or twenty-five hundred or five grand -

**Herbert A. Friedman:** I wish I understood what you were asking me.

**Audience:** He's talking about another different thing than he's talking about.

**Audience:** Putting it in terms of rough fundraising for a, a school or a synagogue, uh, similar to what BJ was saying about a third coming out of the -

**Herbert A. Friedman:** So so so, yeah...

**Audience:** and do you - that, that amount of money that you raise on an annual basis, d'you ask for it in fifteen different pieces or do you ask for it in one?

**Herbert A. Friedman:** One! And then let the guy bargain with you that he's gotta pay you off, I pay the dues in my shul one hundred bucks a month, that's how I pay my dues at shul. I only get asked once, I get one bill at the beginning of the year, I can't pay twelve hundred bucks in one shot, boom! I can't write a check for twelve hundred bucks. I write a buck for a hundred bucks, a hundred bucks, a hundred bucks, I do it that way. They don't have to ask me twelve times. Gotta ask me once.

**Audience:** Yeah, but what happens is many of the synagogues, they, now they ask, uh, I want fair-share dues, so they get from me fair-share dues.

**Audience:** What's that mean?

**Audience:** Uh, well, it means I'm giving them two and a half times the average - what they charge. How do they set the fair share? That's a percentage of income, which nobody -

**Audience:** You've got a progressive dues system? That's crazy.

**Audience:** Yeah. But any case, I give 'em, I give them a large number for dues. Then they come back and they ask me for the ad-book in June, and my response most years is, 'I'm not gonna be nickeled and dimed.' Because I come from a federation mindset and I gave it to you in the dues, I can't give it you in the ad-book, so they hit me for the right person for the ad-book and then they get two bites from me. But by and large, during the year, I resent all the nickel and dime. On the other hand, I'm with the board, there are people - and I think this is what you gotta [inaudible] - who can't conceive of giving a thousand dollars away, because unless, at the end of the year, they add up what they gave away and then you're in trouble. I mean I hate to solicit, I hate to solicit around April 15<sup>th</sup> [audience laughter] because that's the time they've all realized what they've done. Y'know. And I think it depends on the resources you have in the congregation, how much energy you have to put it out. It's still, in fundraising, and - that was the point I was gonna make to you, BJ - it's still easier to go where the dollars are than where, uh, the broadening of the base uh, operation. And while we say we have to broaden the base, the fact is, this year we had a donor who went from two-hundred and fifty thousand dollars to four hundred and fifty thousand

dollars and that was a hell of a lot easier to accomplish than broadening that base with two hundred other people getting them to go up a thousand dollars a head. If you have the resources, you try to do it all. But if you don't have the resources to do it all, you wanna focus on your largest potential donors first 'cause they're gonna have an easier time moving.

**Herbert A. Friedman:** Okay. Uh. [1:42:00] Get over onto the next page, uh, 'E,' item 'E,' 'cause we only got about ten, twelve minutes left and I'd like to try to - make this point very clearly and this will be a very controversial point. I know it. I'm advising you, and then we can argue about whether you think it's good advice or bad advice, that when you have your appointment, you have refused to solicit on the phone and you have been persistent and you have finally got an appointment. And you're coming in and you can talk to the guy face-to-face, or the woman, I wanna - I keep saying, I want you to understand the-the gender business...

**Audience:** 'Guys' is now generic

**Herbert A. Friedman:** 'Guys' is generic, okay. And I wanna keep repeating to you, that the women fo America, the elderly widows, own seventy percent of the wealth of this country. So when you

soliciting uh, a, sixty-five year old widow, I use the same tactic. Now here it is. Ask for the rated amount in the first sentence. The assumption is that you've been able to make an appointment because you've been able to *nudnik* uh, the prospect or got somebody to open the door for you, whichever way, you are known to the prospect even if - even if the prospect isn't known to you. Either you got in the door because you know the prospect, or you got in the door because somebody opened the door for you. And you don't know the prospect. And I've seen both sets of circumstances, obviously it's better if you know uh, the prospect [1:44:00] and and he or she knows you. But you've got that appointment over the phone, and you are at his office and it's ten o'clock and that's your appointment and the secretary opens the door and lets you in and you're walking from the door to his desk. You might have five feet, you might have ten feet. Whatever you got. What I do is, I start walking and is tart talking and I say, 'Harry, I came here today to ask you for twenty-five thousand bucks.' By that time, I'm at the desk and I sit down. And I don't say another word. I don't say another word [laughs]. Well, it's awkward, isn't it, and it's [laughs] some-somebody's gotta talk, and uh,

**Audience:** That's if Harry's still in the room

[audience laughter]

**Herbert A. Friedman:** Harry's still in the room, Harry's a little bit shocked but Harry's got his computer going fast. Now, Harry - in his head, I mean this one back here - uh, Harry, because Harry knows perfectly well, this has - this has got, y'know, substantial, we're talking twenty-five thousand bucks, so let's make believe last year he gave fifteen just for the sake of an argument. He knows what he gave last year. But sometimes he tries to stall. First of all, he's got to answer, the ball is in his court. I have asked him for something, I have not said another word, he's gotta break the silence and he does. That's the, that's the human psychology. Unless he is very, very, very self-confident and he decides that he's not gonna say anything and he's gonna hold out and see if I'll crack first. And that happens sometimes. So all I do if that happens is, I said, 'Harry, maybe you didn't hear me - [audience laughs]' I say something like that, y'know. Uh, so we get past that first tough business in every negotiation as to who's gonna talk. 'Cause by the way, the whole theory is, we are now in negotiation. 'Cause the figure's on the table, we haven't stalled around, I didn't ask him about his wife and kids, and he didn't ask me about where did I make my last speech, and ...we don't have to fumble

ten, fifteen minutes of - we don't! So, since - since the money is on the table, then we're in negotiating, then everything he says is part of his defense, and everything I'm saying is part of my attack. So uhm, finally he says, what did I give last year? He knows perfectly well what he gave last year. I say, 'Harry, c'mon, you know what you gave last year. But if you forgot, I tell yaw hat Harry, here's your card, here's what you gave last year.' And on the card is fifteen, in the black letters, and twenty-five in the big red letters like I told you I like to make up the pledge card. Um, so he says, yeah yeah, you're right, I did, I gave fifteen and so what the hell are ya asking me for twenty five for? So I say, Harry, you want me to give you a long story, I'll give you a long story. I'll tell you what it's all about. You wanna know how many Jews came in from Russia this month? You wanna know what the budget is at the JCC? I mean - are you kiddin'? 'cause if you're serious, I'll tell you what I'll do, I'll give you the brochure and I throw a brochure on the table and it's got all the facts and the figures here, and you got 'em.

The hand grenade has been exploded. What's going on in the back of his head is, what can he get away with? He knows already he's not gonna be able to get away with fifteen. His fight is, does

he have to do the twenty-five? And what can he get away with? And we're somewhere in the middle, aren't we? Aren't we, psychologically, we're somewhere in the middle. So now, look at the next point, 'F,' what you have to decide is, at what level you're willing to close. That's what you have to have in the back of your head. You might get a surprise and he might give you the twenty-five.

**Audience:** Then you gotta [inaudible]

**Herbert A. Friedman:** [laughs] -you're absolutely right, absolutely right, you gotta have an [inaudible] line, and that's a very good one, Jesus did we make a mistake, Harry. Wow! Uhm, but if he says to you, listen, cut out all this baloney, I gave you fifteen, I can give you ten percent increase, that's another fifteen hundred, so you take sixteen-five and that's it. So in the back of your head, you have to decide do you want to take sixteen-five, and my answer's no. On the other hand, he's now thrown the ball into my court - so I have to come back in some way or other to come, to-to settle this thing, so that's what I mean by you have to know what you're willing to close at, so I, uh, stand up. I say Harry, no no no, come on, sixteen-five won't do it, you know it won't do it, you know it isn't gonna convince anybody of anything. It's just a couple points more than



inflation for God's sake, you're not giving me any money. And y-  
you're not doing a lead gift and you've always given a leading  
gift in this town. So stop foolin' around, stop kiddin'  
yourself, and don't kid me. And, so, and I'm standing up as if  
I'm ready to leave and I say, Harry, look, we'll settle now for  
twenty. And I don't wait for his answer, I turn around and I  
start to talk out and I'm getting to the door and I say, 'and by  
the way, I'll be back next year for the twenty-five.' 'Cause I  
always leave the door open for coming back next year, and I  
don't let 'em off the hook. And I've left the pledge card on his  
desk. And I call him up the next morning and I said, *nu*, gimme  
the card! You didn't send it back to me, I didn't get it in the  
mail. Fax it to me. And sure, he - he'll - he signs it at  
twenty. So he's won a point and I've won a point and I'll get  
the twenty-five next year. Now that's a very, very, uhm, bold -  
or, you can call it, aggressive, or I don't know, hard sell,  
okay, it's a very hard sell. But we're fighting for big chips  
here and big stakes and I - I have found there's a certain  
amount, a certain number of losses that you take on a thing like  
this 'cause he says listen, you are uh, um, uh, a hard SOB and  
I'm not gonna do business this way and I'm just not gonna react  
to you. It happens. Uh, but-but -

**Audience:** Does he give the fifteen, or does he get so ticked off that he won't -

**Herbert A. Friedman:** Nah, he gives you the fifteen, the fifteen's automatic. He's not gonna - [audience laughter] he's not gonna uh, uh, cut you down after that because - because! - he knows perfectly well that he's part of a large mechanism of top givers and uh, he's just, and and, word's gonna move fast around town. So. He - he won't do that. I mean, I'm not taking into consideration if he's got some economic hardship suddenly because if that's the case, hey, I have to know about it before I walk in. Or - if it's not general knowledge, then he's gotta reveal it to me. He's gotta say hey, listen, you- you probably don't know this, I closed down two division sand I've let twenty people go in my office and uh, we're restructuring here, and I say, oh, whoa whoa whoa ...okay, okay. Then give me twenty percent increase on the fifteen, that's three thousand bucks [audience laughter] and he said [**inaudible**] so I'm not talking about that, that's exceptional circumstances.

**Audience:** Herb, did-does this approach work with the project? Say a special project or something that's not well defined? I mean when you're coming in for uh, the campaign, people know why you're there, they have an understanding of the organization,

they're supporters already. But suppose you're going to somebody because you know he's a large contributor and I dunno, you're building a building or creating a major development fund, can ya lead like that? Without defining your project first?

**Herbert A. Friedman:** If you- if you- c'mon, if you just said, BJ, if you just said two things at the very end of your sentence. A large building fund- well if you have not done adequate publicity in town about the large building fund, so he never heard about it, then don't go to him yet. C'mon.

**Audience:** But isn't that your job as a soli-as part of the solicitation to educate?

**Herbert A. Friedman:** Can't hear you

**Audience:** Isn't your job as part of the solicitation to educate. I mean, you're assuming this person knows, and I'll guarantee you that ninety-some-odd percent of the people you're going to talk to are uneducated.

**Herbert A. Friedman:** Oh no, not at that level

**Audience:** Do you discuss the issues? Maybe not at that level

**Herbert A. Friedman:** No, not at that level.

**Audience:** Maybe not at that level, but everybody else in the campaign -

**Audience:** Look-

[audience commotion **inaudible**]

**Audience:** I think it is fair, I think it is fair to say that if you're going in for a capital campaign, for a-for a building, you're going to a large donor, there's a high probability that the donor may not be familiar with what the work of the agency is, other than some very vague notions. And you do have to take the time to explain why are we doing this project.

**Herbert A. Friedman:** Well, I would say if - if - if the donor has let you in, and the donor doesn't know what you're here for -

**Audience:** No no, he knows why you're here

**Herbert A. Friedman:** If he knows why you're there, then what you do is the same thing, uh, uh, I - I worked it the same, but instead of bringing a little brochure showing where all the federation money goes, that was in the first example, I bring a big handsome brochure of the hospital or the center or whatever it is, and um, I hope to god that they have prepared that so one

page of it shows all the facts and figures, because these -  
what?

**Audience:** You walk 'em through it.

**Herbert A. Friedman:** And I walk 'em through it, no, no no, but  
first I throw the hand grenade!

**Audience:** You ask for the money first.

**Herbert A. Friedman:** Absolutely!

**Audience:** You don't get them to fall in love first, you, you  
throw the -

**Herbert A. Friedman:** Right!

**Audience:** It's interesting [**inaudible**]

**Audience:** He's not gonna fall in love anyway, I mean.

**Audience:** What if his name's going on that building?

**Audience:** Then that's a whole different source of -

**Herbert A. Friedman:** That's a different type of solicitation -  
the naming gift of a building is millions. So. Then, you don't  
do it this way at all. That's done under totally different  
circumstances.

**Audience:** No, that's [inaudible] take 'em to the field, and you stand in front of the empty - give him a shovel, this is the Grey Pavilion, can you see it?! I can see it! Over here ...  
[laughter]

**Herbert A. Friedman:** All right! So, um, the only other part and it's now [1:56:00] we're - we're three minutes past. Is the last point - [audience commotion] - what I, the last point there, 'G,' is [taps desk]

**Audience:** How can you have a watch that's early and late at the same time? [laughter, commotion]

**Herbert A. Friedman:** I would like you very much to read, we won't, we obviously have no more time. Those put-offs, they're they're really useful, they're really helpful. And uh, just keep 'em and put 'em in your file that's a three, uh, ring binder, and use 'em to look back at 'em every once in a while when you're going out to make a solicitation. Question. Did uh, is this morning session worthwhile? Did you learn anything?

**Audience:** Yes.

**Herbert A. Friedman:** Okay. Class dismissed-

**Audience:** I have one question. What ever happened to  
[inaudible]?

**Herbert A. Friedman:** Oh, he's still around, sure...

[1:57:04 to 1:57:59 commotion]

END OF AUDIO FILE [1:57:59]

