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**MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.**  
Series F: Life in Israel, 1956-1983.

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United Jewish Appeal. Friedman's duties in Israel. 1971.

For more information on this collection, please see the finding aid on the  
American Jewish Archives website.

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Dear Shimon -

Pursuant to ~~our~~ the conversation in your office in March, at which Mr. Henderson was present, I wish to inform you that the possible <sup>we discussed then</sup> arrangements concerning my work and residence have now become reality. I am enclosing a letter from the GPO to that effect.

I am moving my family and myself to Israel, and shall discharge my duties on behalf of the UJA from our office in Jerusalem. We shall be living both in Caesarea and Jerusalem.

I would appreciate your handling the matter of an <sup>Israeli</sup> income tax exemption under article #14 of the amended code, as we discussed.

Sincerely,



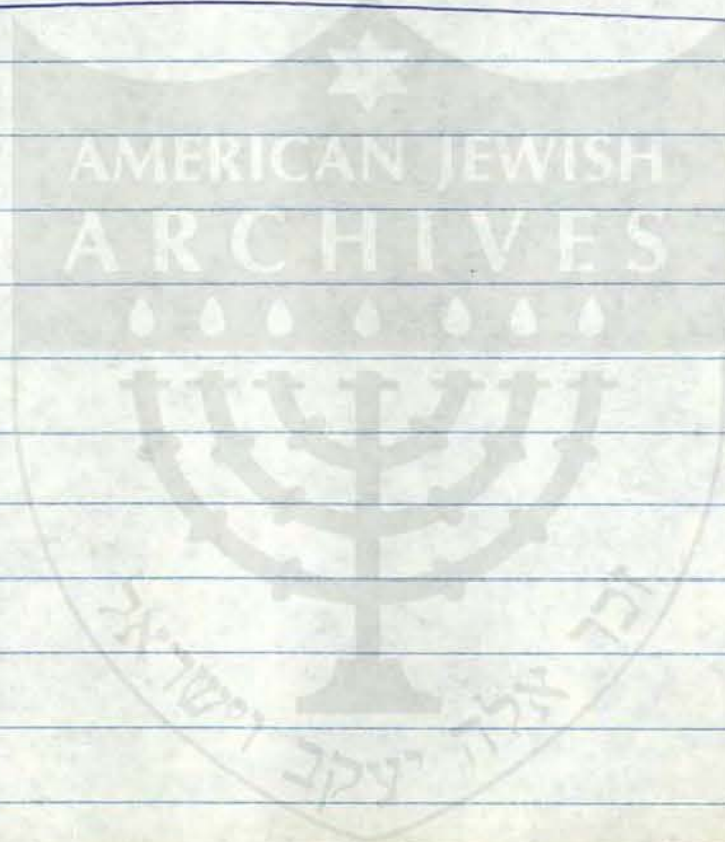
1971

1/2 year - 1970 style  
1/2 year - split between  
C + J

Jerusalem apt. rent £ 1200

Per diem

Jerusalem entertainment  
utilities



From HERBERT A. FRIEDMAN

## Section 14 of Income Tax Ordinance, as Amended

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The Minister of Finance is authorized to grant an exemption or reduction of income tax levied on the income of an Israeli resident which is derived outside of Israel and is liable to tax in Israel for the sole reason that it has been received in Israel.



Section 14 of Income Tax Ordinance, as Amended

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AMERICAN JEWISH  
ARCHIVES



June 11, 1971

Dear Mr. Friedman:

This will serve to confirm that as Executive Vice-Chairman of the United Jewish Appeal, Inc., your duties will continue to be the planning and leadership of the annual United Jewish Appeal campaigns conducted in the United States to raise funds for humanitarian purposes, including working out the concept and strategy for the campaign, solicitation of major contributions, planning missions, developing and training speakers and the like.

Very truly yours,

United Jewish Appeal Inc.

Edward Ginsburg, President

*HAF draft a letter to Alexandroni,  
asking for Israeli exemption under # 14, attaching copy  
of this letter.*





# United Jewish Appeal

ON BEHALF OF UNITED ISRAEL APPEAL, JOINT DISTRIBUTION COMMITTEE, NEW YORK ASSOCIATION FOR NEW AMERICANS.

1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019  
PLAZA 7-1500, CABLE ADDRESS: UJAPPEAL, NEW YORK

June 1, 1971

Mr. Herbert A. Friedman  
United Jewish Appeal, Inc.  
1290 Avenue of the Americas  
New York, N.Y. 10019

Dear Mr. Friedman:

In consideration of your service with UJA, in recognition of the duties and responsibilities you have discharged and will continue to discharge as Executive Vice-President of the corporation and the leadership you have given as Executive Chairman of the Campaign and will continue to give as Executive Vice-Chairman of the Campaign, it is hereby mutually agreed as follows:

1. You will continue to be employed by UJA until your retirement at age 65.

[a] While you continue to discharge the full duties and responsibilities of Executive Vice-Chairman, including the basic responsibility of working out the concept and strategy of UJA's annual campaigns, your salary and expense allowance shall continue at the present sum of \$60,000 and \$12,500 per annum respectively.

[b] If at any time it is felt either by UJA or you that a reduction in your duties is desirable or necessary, you shall be retained as a consultant and advisor with specific functions to be mutually agreed upon, for which you shall receive an annual salary of \$40,000, plus reimbursement for any out of pocket disbursements.

General Chairman  
EDWARD GINSBERG\*

National Chairman  
Representing Agencies  
ISADORE BRESLAU, UJA\*  
JACK D. WEILER, JDC\*

National Chairman  
ALBERT B. ADOLMAN\*  
BERNARD H. BARNETT\*  
MELVIN DUBINSKY\*  
SIDNEY M. EDELSTEIN\*  
JACOB FELDMAN\*  
LOUIS S. GOLDMAN\*  
ALEXANDER GRASS\*  
JOSEPH H. KANTER\*  
MORRIS L. LEVINSON\*  
SAMUEL H. MILLER\*  
ALBERT PARKER\*  
LEONARD R. STRELITZ\*  
PHILIP ZINMAN\*  
PAUL ZUCKERMAN\*

National Women's Division  
Chairman  
MRS. BERNARD SCHADEN\*

Israel Education Fund  
President  
CHARLES J. BENSLEY\*

Young Leadership Cabinet  
Chairman  
ROBERT MAX SCHRAVER\*

Executive Chairman  
HERBERT A. FRIEDMAN\*

Executive Vice Chairman  
IRVING BERNSTEIN\*

National Campaign Director  
MARTIN PEPPERCORN\*

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VICTOR M. CARTER  
LAWRENCE M. COHEN  
GERALD S. COLBURN

RAYMOND EPSTEIN  
CHESTER L. FIRESTEIN  
BEN FOXMAN

LARRY M. FRANK  
HERBERT J. GARON  
CHARLES GINSBERG, JR.

MITCHELL GOLD  
BRAM GOLDSMITH  
SHELDON S. GUREN

LEROY E. HOFFBERGER  
MAX H. KARL  
JAC J. LEHRMAN

NATHAN I. LIPSON  
ERNEST W. MICHEL  
JAMES H. NOBIL

RAYMOND G. PERELMAN  
BERT RABINOWITZ  
MESHULAM RIKLIS

DONALD M. ROBINSON  
MORRIS RODMAN  
SAM ROTHBERG

ROBERT RUSSELL  
ALAN SAGNER  
EDWARD SANDERS

PHILIP S. SELTZER  
ARANT H. SHERMAN  
JOSEPH H. STRELITZ

MELVIN M. SWIG  
LAURENCE A. TISCH  
GORDON ZACKS

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\*EDWARD M. M. WARBURG

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\*ISRAEL D. FINK

\*MERRILL L. HASSENFIELD  
\*JOSEPH HOLTZMAN  
\*LAWRENCE SCHWACHT

\*JOSEPH D. SHANE  
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\*BENJAMIN H. SVIG

Honorary Special Fund Chairman  
\*JOSEPH M. MAZER  
\*SAMUEL RUBIN

Treasurers  
\*JOSEPH I. LUBIN  
\*LOUIS D. STERN

Secretaries  
\*SAMUEL L. HABER  
\*GOTTLIEB HAMMER

\*Member, Executive Committee



It is anticipated that services to be rendered by you as consultant and advisor will be rendered both in the United States and in Israel.

2. Commencing with the first month after the month in which you attain your 65th birthday, or actually retire, whichever is later, and continuing to and including the month in which your death shall occur, we will pay to you an annual supplemental pension, in monthly installments, in such amount that such supplemental pension when added to the amount of the normal retirement pension payable to you at age 65, under the UJA Employees' Retirement Plan, as amended, shall total \$40,000 per annum.

3. The cost of such supplemental pension shall be borne by UJA alone. You will not be obligated at any time to make any contribution to the cost of providing such supplemental pension.

4. Prior to your actual retirement you may elect in writing that payment of your supplemental pension upon retirement shall be made in accordance with any of the options available under the UJA Employees' Retirement Plan at the time you make such election. In such event, your supplemental pension shall be computed in accordance with the actuarial assumptions applicable to the UJA Employees' Retirement Plan at the time of such election.

5. Your supplemental pension shall be payable commencing with the first month after the month in which you actually retire, with no increase thereof by reason of your service after the age of 65.

6. [a] In the event of your death before retirement there shall be paid to your designated beneficiary the actuarial equivalent of the supplemental pension which would have been payable had you retired on the date of your death.



Mr. Herbert A. Friedman

June 1, 1971

Page 3

[b] Any benefit payable hereunder in the event of your death before retirement shall be payable in somany equal monthly installments as UJA and your designated beneficiary or Executor (as the case may be) shall mutually determine.

7. In the event of your death after retirement only such sum or sums as may be provided under the option selected by you in accordance with paragraph 4, if any, shall be paid to your designated beneficiary.

8. This agreement will not impose any obligation upon UJA to fund the supplemental pension or to segregate any of its assets for your account.

9. You shall have no right to commute, sell, assign or transfer your rights to the supplemental pension.

Please indicate your agreement to and approval of the foregoing at the foot hereof.

Very truly yours,

UNITED JEWISH APPEAL, INC.

BY \_\_\_\_\_  
President

AGREED AND APPROVED:

\_\_\_\_\_  
Herbert A. Friedman



# United Jewish Appeal

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Mr. Herbert A. Friedman

June 1, 1971

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BY \_\_\_\_\_  
President

AGREED AND APPROVED:

\_\_\_\_\_  
Herbert A. Friedman



*This simply  
to be held in file*

Mr. Herbert A. Friedman  
United Jewish Appeal, Inc.  
1290 Avenue of the Americas  
New York, New York 10019

Dear Mr. Friedman:

At a meeting of the National Chairmen of UJA held April 19, 1971, consideration was given to <sup>the</sup> methods whereby planning for UJA's campaign in 1972 and in future years and implementation of such plans can best be advanced. One of the suggestions put forward and approved by the National Chairmen was that you as Executive Vice-Chairman of UJA spend considerably more time in Israel than previously so that the formulation of the campaign plans for 1972 and future years will be in the context of greater intimacy with needs in Israel and so that you can be more readily available to meet and work with the thousands of Americans who visit Israel individually or as participants in UJA Missions and who are actual or potential substantial contributors to UJA.

~~It was recognized that in the light of the substantial time you already spend in Israel in the discharge of your duties as Executive Chairman, as increase in the time spent would work a severe hardship upon your wife and children.~~

Q The conclusion reached was that the only practical basis upon which the matter could be handled is by establishment of your home in Israel and the removal thereto of your family and household. You have agreed to such suggestion and are now in the process of transferring your residence to Israel. Such move is expected to be completed July 1, 1971.



This letter is intended to summarize the terms of your employment while living in Israel.

1. You will continue to be charged with the basic responsibility of working out the concept and strategy for the campaign and although the major portion of your time will be spent in Israel, you will come to the United States <sup>as required</sup> ~~when dictated~~ by the needs of the campaign.

2. While in Israel you will also perform additional services of soliciting major contributions, planning Missions, developing and training speakers as well as such other duties as may from time to time become evident.

3. Your basic salary shall continue at the rate of \$60,000 per year. You will also be allowed <sup>up to</sup> \$12,500 in expenses for which you need not account to cover the increase in cost of living you will be forced to bear in Israel due to the higher cost of living in Israel and the need to maintain a second home in Jerusalem in addition to your home in Caesarea.

4. On or before July 1, 1972, the experience of the preceeding year will be reviewed with a view to determining whether it is in the best interests of UJA to continue such arrangement.

Please signify your agreement and consent to the foregoing by signing and returning the enclosed copy of this letter agreement.

Very truly yours,

UNITED JEWISH APPEAL, INC.

Edward Ginsberg, President

ACCEPTED AND AGREED:



Re your request transmitted by Chaim concerning IRS and overseas work. There are two categories: 1. absence from U.S. - 18 months minimum - up to \$20,000 tax free. 2. bonafide residence abroad - one cannot be in U.S. during the tax year, unless one is on business. In this case, I believe the minimum is not required. (check with Rosenstein) Also, in this case, it goes up to \$25,000 after 21 years of bonafide residence abroad.

Now you should know that vis-a-vis Israel tax laws, its not kosher. Either you pay taxes in U.S. or in Israel. It's working for me and Trobe and Goldman, etc. only because we're temporary residents here on contracts and there is a Gentleman's agreement - nothing more. A permanent resident, paid by a firm in the U.S. in dollars for work done in Israel is not exempt from income tax - he must pay either Israeli rates or American rates - not both, because of reciprocal agreement between Israel and U.S.

Payments in pounds are definitely liable to Israeli income tax.



## Job Analysis for Admin. Asst. in Israel

1. Make appointments for me with contributors, public figures and others - where some skillful interpretation is required in getting and holding prospects.
2. ~~Do~~ Work on rabbinical program -  
make roster of names & addresses;  
ie - arrange lectures and tours; interpret to them what to do when they get home
3. Help work on Sp. Is. flights together with whatever other staff we have resident in Israel (Ed Rubin, plus at least one other).
4. Search for new Israeli speakers.  
Bring me suggestions; arrange interviews.
5. Work on all ~~public relations~~ publicity projects - films, telecasts, photographs, brochures.



To work closely with me (as he must) he should be  
high calibre ~~man~~; variety of skills;  
self-confident; self-starter; <sup>tactfully</sup> able to take  
direction; able to work for hard task-master;  
~~will work closely with me~~; speaking ability;  
writing ability; conceptual ability; personable;  
hard worker, disregarding hours

Daily schedule begins with calls from N.Y.  
and doing what is required.

---

## I. PROPOSAL

- A. Shift principal residence to Israel - Jerusalem and Caesarea - and establish family there.
- B. Retain present position with full responsibility, running it from Jerusalem office, coming to the United States as required.
- C. Consider 1972 as trial period to see if it would work, from both UJA and personal point of view. If evaluation is affirmative, continue the arrangement. If negative, either return to New York residence, or enter into a different arrangement with UJA, giving up executive chairman role for other duties.
- D. Use July-August 1972 as date for evaluation (i.e. after 1972 campaign is substantially finished) to make decision for future.
- E. In event of negative decision, remain as employee of UJA with re-defined function and remuneration, to be negotiated at time of decision.

## II. SCHEDULE

- A. Move family end June 1971
- B. Be granted sabbatical period July-December 1971 for purposes of rest; re-charging of spiritual and intellectual batteries, by reading, field trips, and deep study of all UJA institutions; studying Hebrew language; helping family get settled in Jerusalem with apartment, schools, (successful absorption is crucial to the whole plan.)
- C. July-August - participate in planning and designing 1972 campaign. Major creative input occurs during that period. Have already proposed to "Big 16" that they convene their end-July annual conference in Israel, so we make joint planning and consultation for 1972.



- D. September-October - plan and participate in National Study Mission; plan Operation Israel.
- E. November-December - come to United States for parlor meetings, individual solicitations, annual conference (if held)
- F. January-February 1972

Divide time between United States and Israel, as required, for solicitations, parlor meetings, field campaigning - and running Operation Israel flights.

- G. March

This is traditionally heavy period of speech-making, at campaign openings all over United States - relatively little to do in Israel, except Young Leadership Mission.

- H. April - May

Staff work and planning for 1973; heavy emphasis on cash collections. Can be done New York or Jerusalem.

- I. June

Williamsburg Conference - and another cycle begins.

- J. General Observations on my Working Methods

1. Daily communication, between New York and Jerusalem by telephone and telex, as already exists.
2. Consultations as required with General Chairman or senior executives at midway point (London).

\* This would take General Chairman or IP or MP or anyone else out of New York for a maximum of two days; would be a six-hour flight for them and a five-hour flight for me; all of which is roughly equivalent to a New York-Los Angeles visit and should be considered in exactly that light.

3. Trips to New York as required. These will vary from 3-week visits for extended speaking or solicitation tours to 3-day meetings for consultation - i.e. an officers or Executive Committee meeting with lay leaders, or a field staff meeting with professionals.

### III. Advantages to UJA

My theory is not only that I can direct the UJA from Israel - but there are many additional benefits for the UJA to be derived from my residence there.

#### A. Solicitations

We all agree that the greatest impact on a big contribution is made by Israel itself, and when he is solicited there, the result is apt to be maximal. This theory underlies the Annual Study Mission, the Operation Israel flights, and the entire Visitor's Bureau program. We have used Chinitz, sent Neshet over especially, tried to get Vinitsky to do direct soliciting. I can supervise and participate in a greatly expanded solicitation.

#### B. Our entire group operations

1. Operation Israel flights - itineraries could be better planned; lay leaders assisted with their solicitations; keynote speeches made at beginning of each week; problems solved.
2. Young Leadership missions - could be personally involved with three or four per year, whereas now I often meet only one.
3. Operation Joshua - could receive daily attention.

#### C. Public Figures

Many people go to Israel under other auspices - people such as senators and congressman; scientists, authors; academicians; entertainers. They are handled by the Israeli Foreign Ministry, or various universities, or Government Press Office, or other institutions.



Under my supervision, and personal participation, the UJA can establish contact with such people, explain our program to them, win them over as friends and advocates, for use in the United States, either as speakers or propagandists or hosts at parlor meetings.

D. Rabbis

It is estimated that there are in residence in Israel, at any given time, between 50 and 100 American rabbis on sabbatical leave for periods of six to twelve months. They are either studying or travelling or just resting.

It is eminently feasible to develop a full systematic program to involve them in UJA work in Israel, and thus to obtain a commitment from them for much deeper support when they return to their home communities. A satisfactory level of individual rabbinical contributions, plus the 100% plan for congregational member contributions could probably be achieved within 5 years - given the opportunity to indoctrinate thoroughly 50-100 rabbis each year.

E. Israeli Speakers and Solicitors

By careful search, a new fresh list of Israeli speakers could be developed and trained. In addition the whole theory and methodology of soliciting techniques could be taught to them, over a period of months, so that when they arrived in the United States to work, they would be that much more effective for us.

F. Publicity Projects

While we have an increasingly efficient publicity staff and operation in Israel, nevertheless my presence there will make many large projects go even better. Whenever we attempt some-



thing as big as making a film, writing a book, preparing a telecast, we always utilize a special team of people anyhow - and if I am there to provide as much creative input, guidance and direction as possible, the particular project is likely to benefit.

G. Relations with top Israelis

Permanent scheduled contacts with Sapir and Pincus, particularly, and other top Israeli periodically, will keep us constantly in the picture, so that we will know their thinking and planning. This will avoid the surprise which occasionally occurs, and which must then be "explained away" later.

Conversely, they will have a clearer picture of what we are doing, so that when we require some special assistance, lengthy explanations will not be necessary - or can more easily and quickly be given in person.

IV. PRINCIPAL OBJECTIONS AND REBUTTALS

A. Absentee Head

The professional head of the UJA is not absent if he is seen publicly at all occasions on which he should be seen, and it is entirely possible to arrange this under my proposal. Whether it be an important meeting of a constituent (JDC or UIA); or an important conference of executive directors or CJFWF; or an important meeting of the UJA itself (Executive Committee or Williamsburg), the professional head should be present whenever possible. Even now, with residence in New York, it is not always possible, due to campaign commitments, to be present at every one of above types of meetings. I have sometimes missed General Assemblies of the CJFWF and Executive Committee meetings of UJA due to calendar conflicts.



B. Loss of Operating Efficiency

The day-to-day operations of the UJA are no longer my responsibility, but are handled by IB, as is well-known throughout the organized community. His promotion in title and authority were public recognition of that fact. He consults with me on all policy decision and major matters. The arrangement has worked very well, and our consultation is not dependent on geographic proximity. Telephone and airplane can bring us together as required.

I have retained direct control this year of campaign strategy and tactics, working with MP. Should that be necessary again in 1972 (and it might not be) we will work out our schedule - determining when I must be in United States - what days or periods are crucial. Overall strategic plans are made months in advance, and daily tactical decision can be improvised swiftly by telephone or by meeting in London. During crucial campaign periods I would be in United States anyhow as matter of course.

C. Absence at Moment of Crisis

Rarely do I recall any sort of crisis which blew up and required immediate "handling" within minutes. Even for the six-day War we had some days of warning time. (The chronology of my movements during that period is well-known.)

Should some emergency occur, either at UJA headquarters in New York, or even in some community, while I was in Israel, which would require my presence, I could be physically there within hours.

D. Extra Expense

It is true that there would be some extra costs in terms of telephone calls or airplane tickets. It seems to me this is hardly enough of a factor to be decisive. These expenses will be justified in terms of the increased advantages to the UJA.

V. Personal Comments on Proposal

1. I would not seek to take advantage of UJA.
2. It is the overwhelming cause of my life, not merely a job.
3. I will be the first to know if the arrangement doesn't work, and will be the first to say so.
4. I have discussed this with both IR and MP, both of whom say they can work with it.
5. I see no obvious successor to myself, although I have looked hard to find one - and have asked openly for suggestions.
6. That being the case, the UJA loses nothing by agreeing to my proposal. It is not as though there were an equally qualified person able to step into the job, and I was preventing that by insisting that I be given a prior opportunity to test out my proposal.