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PRESENTATION BY HERBERT A. FRIEDMAN
UNITED JEWISH APPEAL EXECUTIVE VICE CHAIRMAN
AT THE OPENING SESSION OF THE PUBLIC RELATIONS CONFERENCE
GENEVA, SUNDAY 29TH JANUARY, 1967

There was some discussion at last year's meeting in Athens about turning you into fund raisers: whether you want to get into the semantics of that issue or not is less important than understanding the substance of what I want to try and propose.

The fund raising process is a complex one that has many parts to it. The part you play is one of the most important, because you deal with people who bring the largest part of the money that comes into the campaign. There is no way of overestimating what you do, because what you do is the most important element that goes into the process of raising money. What you do is to convince and convert. If you do it well we can raise more money.

I would like to prove it by simply giving you a few figures: all of the communities of the country, leaving out New York City which is not a combined welfare fund as you know but has two separate campaigns (a UJA campaign and a local Federation campaign), all the cities of the country in 1966 raised a gross total of \$32,000,000. Add to that another \$16,000,000 which New York City gave us. That makes it \$108,000,000. Out of the \$108,000,000, \$27,000,000 comes from contributors who give \$10,000 or more, which means a fourth of all the money comes from a handful of people. The number of people giving \$10,000 and over in 1966 was 1,188. These figures are crucial. 1,188 people or companies or firms or business partnerships gave \$27,000,000, that is one fourth of what was raised. This is the heart and guts of the whole campaign, because any one single person in that category can bring in or hold off hundreds of thousands of dollars, more besides of what he gives himself through the influence he wields far beyond his own personal gift. A \$25,000 giver who becomes disenchanted might cut out his \$25,000; that would be one loss. But if he cuts out his \$25,000 he will also cut out thousands of dollars more from givers which he influences. The analysis of the structure here is crucial for you to understand. Rightly or wrongly, the entire campaign is like an inverted pyramid. The whole campaign depends on that handful of people who are at the base of it and everything builds on them.

I dare say that the group in this room actually meets and speaks to the vast majority of these 1,188 people. If we were to do an exact tabulation year after year, I am sure that over a five year period you meet and see, talk to and influence by what you do every single one of these people. All of them are bound to pass through Europe or Israel. So it is

impossible to exaggerate the importance we attach to the way you handle these people. And that is the whole rationale for this meeting. Whether you want to or not, you are in the position of affecting fund raising. I am sure you want to do it as effectively as you know how.

A fund raiser is not a man who simply asks another man for money. You are a group of fund raisers, whether you realize it or not, because the manner in which you handle the people will cause them to give more or give less, without your saying one word about what their personal gift is going to be. That is the factual basis for the crucial nature of your performance. When you do it with love and with enthusiasm the way you do, believe me that good communicates itself to the contributor very quickly.

I would like to take a few minutes to describe the fund raising process, which is a complex process. I think the best way to do it is chronologically.

The campaign of any given year begins in October of the year before. October is the time when a Study Mission comes overseas. Preparation or recruiting for that goes on months in advance. Working out its itinerary and agenda goes on months in advance. We are sitting down now, in January, with Mr. Visitzky to work out the agenda for the Study Mission of next October. As soon as we have it set, we shall start writing letters to people. By February we are starting to recruit in March, April, May people are beginning to sign up for the Mission. We are working all over the country trying to get people to go, especially new ones who have not gone before.

We try to think of things that will influence the Mission and give it a new look and give it an understanding of new problems. Specifically, for this coming October, we are going to use Vienna as the locus for the meeting. Because of the holidays we cannot send large delegations of a week or more to any other countries the way we did last year we are thinking of concentrating groups of two or three people in the Eastern European countries. We think that is what people are now more interested in, and that is the new thing we can begin to show them. Hence, prior to assembling on October 15 in Vienna -- Yom Kippur is October 14 -- we hope to have on Yom Kippur a couple of people in Bucharest and a couple of people in Moscow, in Budapest and Prague and then to bring all of them together in Vienna. Then, for two days in Vienna, we shall have a meeting at which they hear about the whole JDC program around the world, and they will hear the tone of emphasis on Eastern Europe.

Let me be specific. We may not be able to do any more, to accomplish any more good in Eastern Europe, whether we send people there or not, whether we have people in Vienna or not, but we are accomplishing good by working on the psychological consciousness of the 300 Americans who will be in Vienna and who will listen to this story. People often question the value of these missions and their value to a country, that you raise the hopes of the people in that country by coming there. I do not know whether we do or do not. But we do not send these missions to the various countries

only for the sake of the people in the countries; we send the missions for the sake of the effect it has on the American. This psychological heightening and sharpening of his consciousness -- you have to excite him -- starts in October in Europe, goes on in Israel, and in the course of the six, eight or ten days you work in Israel. You reach an actual physical culminating point on the last day of the mission when you solicit gifts. Always on the last day of the mission in October we have 60, 70 or 80 gifts. Keeping in mind that magic number of around 1,200 big gifts, we get perhaps 30 of them. Every single one we can get committed in October means we are that much ahead of the game, both in terms of the total number of gifts that have to be gotten in, and more important -- in terms of the influence the giver has on other people, because if he comes back from the mission in October having made his own gift, then we have all of November and December in which this one man starts to influence other men. That is the cumulative effect of the process, like setting off a chain-reaction, if we, all of us collectively, do a good job on that man -- all of us, by everything we do. We all function in that meeting in Vienna in one way or another. Dr. Kohane might influence somebody when he has got him in Warsaw, somebody else might influence him when he is in Bucharest, and somebody else again might influence him if he never goes anywhere but to Vienna -- every single person on this team plays a part.

During November this process continues. In community No. X they say we looking for the campaign chairman during November. If we had a good influence on their man on the Mission, he will come home and help to get the right man to be the chairman. He will say how important he thinks it is. He will say what he did with his own gift. And if he gets the right man to be chairman, it can in an average size community make a difference of \$40,000 to \$50,000. In a large-size community it can make a difference of \$250,000 who the chairman is. It is that specific; we are not dealing with abstractions. We are dealing with concrete human beings.

In St. Louis, for instance, we have no chairman so far for 1967. We already had a chairman for Newark, New Jersey last October. Newark this year is going one third of a million dollars ahead over last year. The built-in power and impact of one man can be incredible, like a bomb with the shock waves going all through the community.

The mission, then, makes its impact on 60, 70, 80 people, who make their gifts. They then come home; they are the first emissaries. They begin to push their towns into shape; they begin to bring people to the December conference. Because the December annual UJA conference is Step Number 2 in the process.

At the December conference, we try to do two things: one is a mass job. At the Saturday night affair, if we have 2,000 people, that has no effect on fund raising at all, except in the most general way of setting the climate. The couple of thousand people attending that meeting, where do they have their great effect? In Jersey, in Pennsylvania, in Connecticut. Most of them come from nearby New York. You may have five people from Kansas City, or six from Nashville, Tennessee, maybe three from Los Angeles.

The mass effect of this conference is for the sake of getting stories in the papers, letting everybody know that it has started again and having an effect around Metropolitan New York. But connected with the conference is that very small dinner of the \$10,000 -and-over contributors which is held on the Thursday night before it all starts; and there again we try to pyramid from the 75 or so gifts we gather on the Mission. We try to come out of that New York meeting in the first week of December with 200 gifts - always keeping in mind the relationship to the figure 1,200, because that is all the big givers there are, give or take 50.

Again the cumulative effect begins to work, because the people who come home from the New York meeting, having made their gifts, carry the excitement of the meeting home with them. If we begin the campaign late, time runs against us, if we cannot catch a man in time we lose him for the year. Not that we lose his gift, but if we cannot make a direct personal impact on him, and he gave \$10,000 last year, he will give \$10,000 again this year. The only way we can get \$15,000 or \$20,000 from him this year is if we can find a point of contact. If he is just handled in a routine way, by mail -- a lot of the men are so good and so dedicated that one can write them a letter saying: "You gave \$10,000 last year, will you give \$15,000 this year?" and they will say, "Yes". But that is not the way to get \$20,000. So time is crucial to us, and if by the beginning of December we can have 200 of these gifts in, and people enthused and excited and going home to their community saying: "Look, why wait? Let us get started in January," then we are that much ahead of the game.

We cannot force a community to have a meeting in January if they do not want to, but we can influence them by teaching the right people and the right nerves to get them to make that decision. At this moment, as of January 24, 1967, we have 303 of these gifts in. These 303 givers who in 1966 gave \$11,700,000 are giving \$12,400,000 this year. It is almost 500 out of the 1,200. We are one third of the way on January 24.

There is a three page form which has the names of 75 or 80 cities in America, where each week we tabulate the current state of what is happening in each community -- a concise account of detective work and organizational work on the part of my staff to keep track of things and to know what is happening in every city of America every week. This is the weekly report sheet by which we know where the danger spots are, and where work has to be put in and where a repair job has to be done.

After the January portion of Big Gifts meetings has gone off, the campaign is launched and running. Then it depends upon a whole series of factors: whether in certain parts of the country, whether you can get in and out of the airports; availability of speakers. Accumulation of the Big Gifts has an effect: a community is perfectly willing to get started and have an opening dinner if they have a good number of these gifts already in, because when they come to the opening dinner there is something to announce and get started with. If that process is taking longer, the community would like to delay by a week, or two or three weeks. All of you who have come

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over to the States on speaking assignments have come into the campaign in that February-March-April period; that is when we have invited you; and that is when thousands of meetings are taking place. The middle level, the \$1,000 to \$2,000 gift-level meeting, is the one at which most of you speak. By and large the cumulative effect of your speaking tour is felt at that level of the campaign.

I would like to make another point. How do we get a \$10,000 giver? A \$1,000 man has got to come up to \$10,000 in steps. His imagination has to be opened, his mind has to be unlocked, new horizons have to be shown him. When you come over -- and this is the second part of your work, not just meeting visitors here -- we put you into a meeting where there is a \$1,000 level. If you can move a man from \$1,000 to \$3,000 you have got him on the road to \$10,000. Fund raising is a process. Buffalo, New York, for instance, a small community, raises almost \$1,000,000; the biggest gift in town is \$22,000. We have analyzed a few score such communities where the success of the campaign, if it is going to move \$50,000 ahead, has got to come in the \$1,000 to \$3,000 giver level. And it is you who does the spadework and the groundwork there. You may think you are coming there to make a speech about what is happening, say in Iran. In fact, you are raising money. If you can open the giver's understanding to the fact that millions of dollars more are required overseas, and if you can budge one man to move from \$1,000 to \$3,000, you are creating another \$10,000 contributor three years from now, and an increment in the city of \$10,000, \$20,000, \$30,000 because his \$2,000 more will have somebody else \$500 and another \$700; and it all adds up.

During these 120 days of February - March - April - May that whole big machine is rolling all over the country. At almost any point we can take a good guess -- by February we can take a good guess -- what the campaign is going to raise. By March we certainly can, by April we can take an excellent guess as to what we shall have by the end of December.

By May, of course, we are already busy recruiting for the next Mission in October. The campaign is twelve months a year around the calendar. There is no such thing as a campaign season, because as soon as you have finished getting the man's pledge, you have to start working to get him to pay it in cash as quickly as possible, which is another whole campaign in itself. You have to whip up more enthusiasm, because if you got them excited in January for the pledge, by May you must get them to start paying. You only have until December. You are spending as you go. A million and a half dollars a month the JDC has got to have; and if it is three million dollars a month the Jewish Agency has to have, it means \$100,000 a day every day. That is a lot of money to try to bring in.

With regard to your role in this, I am not asking you to solicit Mr. X to go from \$500 to \$1,000, or from \$5,000 to \$10,000. What I am asking is that when you show your program and you are talking to him about how much money the JDC has available to spend in your country, that you should broaden it and talk about how much money the Jewish Agency has to spend in the whole

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world, because through your country may becoming some of the transients that the Jewish Agency has to handle — and then you get the idea across to Mr. X that so much more could be done for people if there were more money.

Unless you create in him a feeling of dissatisfaction about what is not being done overseas for lack of sufficient funds, there is no reason for him to go home and exert himself. He has got to be dissatisfied with the fact that there are only \$1,000,000 a year to spend in Iran. He has got to be dissatisfied that there is not enough money in the PSJU in Maragheh, and that more money has to come from the JNC and that the JNC cannot give more money unless it raises more money. He has got to go away feeling, number one, confident in you and you are running a good program — that he does, I can assure you. He comes back spontaneously impressed with the quality of the Jewish civil service abroad, which is what he calls you. But in addition he must come back feeling uneasy and upset and feeling that more is required. That is what I want him to come back with. You do not have to tell him that more money can be raised in those cities. He knows it. But he must come back with enough of a fire in his belly to want to do something about it. That is where you are involved in fund raising, and if we agree on that, then do not be shy and do not be embarrassed about talking to him about all of the inadequacies of your budgets. Nobody has got enough. If we all really understand that, then I shall feel that the confusion of last year has now been cleared up, and I shall feel that the stronger impact is being made on the people passing through your hands.

Next I would like to speak about the campaign line for 1967, which we are presenting to the contributors, and make sure that we are all on the same wavelength. If a man gets a certain line of information in the States, and he hears anything contradictory overseas, I can tell you he will place more credibility in what you tell him than in any pamphlet he reads which he send to him or any speech he hears in the United States. At any speech that he is listening to in America, he makes the assumption that he is listening to some kind of a propagandist — the question may often be in his mind whether it is not over a paid propagandist — and let me dwell on that for a second. He listens to a speech by Mr. X who is a very passionate speaker, and Mr. X gets him all excited. Nevertheless, in the back of his mind is always the question: "Is Mr. X getting paid for the speech, and is he saying what he is saying simply in order to earn his fee?" So in the mind of the listener it might be a paid propagandist who is talking to him. Then he comes over here and meets one of you who in his mind are devoted, selfless, unpaid, Jewish professional civil servants; he will place more credibility in what you have to say to him than what he heard at that meeting back home. Therefore we must be on the same wavelength, and I would like to tell you what we are saying, both in the printed and the spoken word. You will find your own way to dovetail with that general campaign line. The speech I made at our Conference in December is the basic campaign line.

There are two background facts we begin with. Number one, fighting on the borders of Israel, and the continuous tension there, the financial implications are that big military purchases necessary in Israel during 1967

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will further diminish the ability of the government of Israel to pay such attention to almost any other problems.

Fact number two is the present economic recession in Israel. Some people don't like to hear it. It runs a little into conflict with the line of the Israel Bonds Organization, and various investment organizations in Israel looking for capital, but it is a fact you cannot hide anyway, and it helps in explaining the whole problem of what the Israel government faces on the economic front.

We then move into something much more closely related to what we deal with -- and that is Israel's unemployment and the effect in human suffering it has. The most responsible figure that I can find is around 60,000 to 65,000 unemployed. And it may increase; the citrus picking season has not provided as much temporary work as was hoped. When you describe unemployment you get very close to the main point of the campaign for 1967. We have needs. That is the first and main thrust of the campaign in Depth program, which the Jewish Agency would like to introduce if they had the money. We have put out this year for the first time a special booklet on Maiben, because the absorption of several thousand of the old, the sick and the handicapped is as much a part of the general problem of absorption as anything else. The main thrust of the campaign this year as far as Israel is concerned, against the background of fighting, economic recession and unemployment, is the absorption problem. The sum total is in one sentence: the unabsorbed immigrant is a much greater danger for Israel from the inside than the guerrilla infiltrator is from the outside.

The Maiben story comes under absorption; and from there we move over to the total world-wide JDC picture. The out-draw that has taken place since Crisis Conference funds stopped -- the limited budget which JDC now gets from the USA only, plus another \$1,000,000 or so -- the crippling effect it has on the Shelter-in-Transit program -- the crippling effect on the French program -- and the effect that this has on human suffering, on specific kinds of people in specific countries.

As part of the JDC story, but separate from it, comes the ORT story: how the ORT needs more money, and JDC with the best will in the world could only increase the ORT allotment in this year by \$150,000; and it still only comes to \$2,100,000 out of a total budget of about \$12,000,000, and how they are fighting to get more income from other sources to make ends meet. JDC is now giving ORT almost the highest amount it ever gave them, and would like to but cannot give more. Take the future of those boys and girls, half of them are in Israel, as your theme; it makes a tremendous campaign story because it is concentrated on youth.

With the HIAS story you then come to the whole question of immigration. Immigration is an item which is very confusing to the American, because speeches they hear in Israel are usually made on the basis of "there is not enough immigration from the West, and no more immigration from the other

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place," as though that approach were going to produce immigrants from America or England or Canada. Consequently, the UJA approach is that while there is no longer an immigration of 60,000 and 50,000 and 40,000 a year, there is an immigration now of 20,000, which is still a lot of people. Talking about immigration into Israel means skirting the issue of Russia when at a public meeting; it means talking in vague generalities. In a private meeting, with a group of large contributors, when we know there is security, that there are no newspaper people present, we tell them all the facts. We have had good luck for all these years and nothing has leaked. You get into the UJA part of the story by talking about the number of people who will not be going to Israel but will go to other countries. You may think that every important contributor would know by now that 8,000 to 10,000 people a year go to other countries, but you just have to keep repeating it, because they do not remember it from last year.

That is the whole campaign line. It does not matter in what order you tell it, these are merely the basic elements. Obviously, you will start with your own area of operations and develop the line as you go along and as you have the opportunity to do so. You do not have to cover the whole line each time. I was merely telling you what the contributor is being told in the United States. You should use your own way of telling it. But the story has got to be the same. And this is the important thing: that everybody here be apprised of the story being told in America and know the facts.

CAMPAIGN RAISES ADDITIONAL

To give you a quick look where the campaign has been going in the past few years:

In 1962: The total raised in the country by all the welfare funds (leaving out New York City, because it is not a combined welfare fund) was \$22,552,321. Out of that the UJA received \$12,112,000, better than 50% of the total.

In 1963: The campaign took a nose-dive and the total raised was \$14,100,000, a drop of \$8,000,000. The UJA took the whole loss and dropped to \$1,000,000.

In 1964: \$21,720,000. It went up \$8,000,000, but UJA did not get it; it received \$2,000,000.

In 1965: \$22,275,000, and UJA began to get some of the gain, \$12,500,000.

In 1966: \$22,995,000, and UJA picked up a lot of the gain, \$27,000,000.

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Adding the New York City figures: in 1962 we got from New York City UJA \$17,500,000, bringing our total to \$63,519,000. In 1963, New York dropped. UJA got \$16,000,000. Our total was \$59,872,000. In 1964: New York City dropped again. UJA got \$16,600,000. Our total was \$59,612,000. In 1965: New York came up by \$1,000,000. UJA got \$17,500,000. Our total was \$62,112,000. In 1966: New York gave UJA \$17,700,000. Our total is \$64,896,000.

Therefore, over a five-year span, since 1962, the UJA worked up from \$63,519,000 to \$64,896,000. It is a very hard fight, since you go down a few million dollars, to climb back up. I want to show you these figures because after two successful campaigns we are only \$1,400,000 better than we were five years ago.

There was an economic recession in 1962 in the United States. It affected the 1964 campaign. We had difficulty all over the country in getting chairmen in 1963. Also in 1963 and 1964 Israel was talking as though she were in a boom, and so the people in America felt all was fine and no special effort needed. The campaign in 1965 made an advance and in 1966 another advance. The missions overseas were more successful, and so were the December conferences. There were more overseas visitors; you have been handling more people in the last couple of years. In 1966 more than 4,000 people came overseas to Europe and to Israel.

I gave you all these figures so you can see a direct cause and effect relationship. You handle another 2,000 people and you handle them right, and it is worth another \$2,500,000 in the campaign, because you are handling the people who give the most or who work the hardest, and who are influential in their communities.

In the average community there is one annual campaign, by whatever name it may be called. It is like a Jewish community chest. Sometimes the UJA pro rata share is determined in advance, in a very intricate and complicated process called "pre-campaign budgeting."

We have signed letters of agreement with over 100 communities, as to how the proceeds will be divided, in advance of the campaign. And this was done by mutual agreement. It takes many a long meeting with the community boards to read an agreement, that is part of the fund-raising process.

If a man comes overseas and becomes interested, and he sits on the committee back home which determines the UJA share, and he speaks up for us, that is a lot more effective than if I come in from the outside and sit at that meeting. He is one of their own.

In a good community it really is a partnership. UJA comes in and provides the impetus with the overseas story. The local speakers of stature and importance to whom the people will listen, talk about the local needs.

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I'm have people in every community, like you or the other, but the man who does not want to give any money for overseas knows that half of his money is going there anyway because it is a common pot. The overseas-oriented man also knows that this is the best working arrangement, and is willing to leave half of his money for local use because, pragmatically speaking, it is the best way to raise the money.

The alternative is, as in New York City, two separate and distinct campaigns for two separate and distinct purposes. In New York City, the UJA is look for overseas and the Federation appeal for the local needs in New York City. A giver can make his choice how to divide his money.

Pragmatically speaking, over the years and in the good communities, it pays us to stay inside the combined appeal; over the years our share has come up to an average of little better than 50%.

THE YOUNG LEADERSHIP

AMERICAN JEWISH ARCHIVES
The growth of the Young Leadership movement is very important to UJA. The 106 member Young Leadership Cabinet of the United Jewish Appeal motivates a group of about 10,000 young men we have now mobilized around the country, and it is one of the best and most effective new instruments we have. This movement is only six years old, but within another year or two this Young Leadership Cabinet, from among themselves, will be contributing \$1,000,000 to the annual campaign. Six years ago they were contributing \$100,000. There is no snobism here, built only on big money; by no means all of them are well-to-do. But the few well off are very influential, they are genuine and authentic leaders. They are able to move other people. One of the men's gifts over the six years was zero, zero, \$50, \$50, \$50, \$750. Next year it will be \$1,000. Another man gave \$500, \$620, \$800, \$900, \$925, \$1,000. He moved slowly but he is steady, and he is solid, he moves his whole town.

We pay a tremendous amount of time and attention to this group, and I want to make sure that you have a special effort in the event that any of them come through your area and identify themselves, or are identified to you in our prior communications, as to members of the Young Leadership Cabinet. They are not susceptible to flattery, they are hard-boiled and pragmatic, they are the new generation of American born Jews, may be by now third generation American born. They are university trained, factual and pride themselves on being intellectual and not susceptible to emotional appeals. A cool, hard, factual description of the situation is what they want, and an explanation why they should feel responsibility.

Talk to them about voluntary agencies in contrast to governmental welfare work. You have to convince them that they do have a Jewish responsibility, in addition to their general American responsibility. It is not fiery, it is not tear-jerking, and it is not emotional. For 1967 this group of 106 men has chosen to undertake visiting 100 cities in the United States with a Jewish population of less than 50 families. They know that

none of our important speakers go into a town like that. Nobody from the outside ever comes to these places. In a town with 50 Jewish families you do not have an organized community, you do not have an executive director or a rabbi; you do not have a center worker -- there is not one Jewish professional in the town. It is a visionary undertaking they have chosen. These are the men who are going to take over the leadership, one day, of every individual community in this country, and ultimately the leadership of our national institutions.

There will be a seminar for them in Washington this month with the State Department as hosts, and lasting two days. They will come to Washington to be briefed by top government people on major domestic and international problems and on the anti-poverty program. They have asked us to give them a speech while in Washington on the Hebrew origins of American democracy. If they can be convinced of that, of the compatibility between their Americanism and their Judaism, their work for the Jewish cause in the years ahead is assured.

THE STUDENT MISSION

AMERICAN JEWISH ARCHIVES

The University Student Mission is the outcome of Dr. Jordan's pioneering work last summer with an experimental pilot group of students. All the agencies got together to organize it, and it worked. This summer, the UJA is going to take over on a little larger scale. We shall have a group of 25, all boys. We decided not to include girls until this new type of mission is fully established. Then, there could be 100 people just as easily as 25. Last year the trip was subsidized. This year it will not be. Every participant will be paying for himself. It will cost each person \$1,100 for an eight weeks tour. We already have some people willing to put up scholarships. This mission is really the logical next step after establishing the Young Leadership, which begins at about age 10. Here, we are beginning at age 18 to start the intellectual and psychological training process. Participants must have completed one year of college; they can go the summer after their freshman year. They will be going to Morocco, to France, to Germany and Poland, come out through Vienna and then go to Israel. The quality of the people who are already beginning to sign up is high. They are the sons of our top families, and this is our insurance, our protection, for the next generation.

ISRAEL EDUCATION FUND

The Israel Education Fund is now a little over two years old. In this relatively brief period it has obtained over \$17,000,000 from about 60 people; 60 gifts. The biggest gift was for \$4,000,000, paid in cash money, from Israel Epstein. The minimum gift the fund accepts is \$100,000. Gifts to the Education Fund accepted only as extra contributions, above and beyond a man's regular gift to the annual campaign.

Now if a person comes back from Israel and is talking to you about what he saw there concerning the shortage of schools, and if he gives you a

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lead on the subject, you can draw his attention to this special IWA program. And if he gives you any indication of being interested let us know right away. We shall follow it up.

The Fund includes in its program the setting up of recreation centers, as well as pre-kindergarten schools for 3 and 4 year-olds called Operation Head Start. The plans the Minister of Education has drawn up call for pre-kindergarten school units which cost \$20,000 each to build. We do not take \$20,000, the minimum gift is \$100,000, which will build five such units - and 50 if they are needed.

A TOP SPEAKER

Lastly, I would like to mention the invitation by the United Jewish Appeal to Mr. Ben-Gurion to come to the United States and speak on its behalf. He will be speaking in five cities - Boston, Chicago, Los Angeles, New York, Philadelphia - and at one large conference for Israel Bonds in Miami. He will be available to UJA for about three weeks, and it is very good of him at his age to be willing to go to five cities. The framework under which he is coming is an invitation by a public committee to celebrate his 80th birthday. The public committee consists of 46 organizations in the U.S. - all national organizations; the chairman of the committee is Mr. Fisher. Basically, it is a UJA visit, and if his personality and his impact will translate themselves into cold cash, then my estimate of the campaign may be low and we could raise more money this year than I think. But that remains to be seen.

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